

DfES Capability Review Provisional Implementation Plan

We will work closely with our staff, partners and others to deliver this implementation plan. In particular, we will do more to engage partner organisations, practitioners, children, learners, parents and employers in the design and evaluation of our strategy and individual policies and programmes, and we will ensure we have better and timelier information about what is being delivered at local level, what works well and what is getting in the way to help guide our decisions and improve our work.

This plan will be updated regularly to reflect further DfES Board discussions and progress in planning and implementing the Department's response to the Review.

1. To develop a coherent unifying strategy for achieving better outcomes through more effective delivery

Leading: Tom Jeffery and Stephen Meek

Success looks like:	In 6 months:	In 12 months:	In 24 months:
<p>Our strategy results in better outcomes for children, learners, parents and employers (our customers).</p> <p>Our over-arching strategy for reform is coherent, effective, well-understood and widely supported. Within that strategy, our objectives, priorities and targets are clear and shared throughout the system.</p> <p>Those working in the system – practitioners (those who deliver services directly to children and learners), partners (i.e. NDPBs such as QCA and LSC, OfSTED, local authorities and other bodies which support delivery) and DfES people - understand their role, and are committed to carrying it out well. They are able to deploy their expertise and energy effectively. Within a clear framework of accountability, there is more autonomy, enterprise, trust and self-regulation and a focus on achieving value for money.</p> <p>We support Ministers in ensuring that all new policies and programmes are in line with their agreed strategy and priorities, are informed by the views and experience of practitioners and users, and so contribute to achieving better outcomes.</p> <p>We engage customers, practitioners and partner organisations in designing and evaluating policy. Good practice is identified and shared, both from within the service and from the wider world.</p>	<p>We will have published a refreshed Departmental strategy, based on our existing 5 Year Strategy.</p> <p>Action:</p> <p>Ministers and the Board will engage with customers, practitioners, partners and DfES people on our aims, objectives, outcomes and priorities.</p> <p>We will set up new ways of understanding and gathering information about our customers' needs, and will be embedding these within our policy and delivery programmes.</p> <p>Part of this will be a new annual survey of the views of learners, parents and employers to ensure we understand and act on the issues that concern them. The results will be published and used to inform continuing evaluation of our performance in meeting their needs.</p> <p>Impact:</p> <p>DfES people, partners, practitioners and end-users are increasingly engaged with our refreshed strategy.</p>	<p>Following the conclusion of the 2007 Comprehensive Spending Review, we will produce an new, overarching, long-term strategy drawing together the services for which DfES is responsible. It will build on, and develop, the success of our existing strategies.</p> <p>The new strategy will reflect views received during the consultation.</p> <p>Action:</p> <p>We and our delivery partners will begin to implement the strategy; and as part of that we will start reforming our delivery systems, including resolving tensions in delivery models and prioritising what we do.</p> <p>We will produce an annual business plan setting out our priorities and targets for the coming year to help deliver our strategy, and provide a basis for evaluating our performance year-on-year.</p> <p>We will review our policy making and evaluation processes to ensure that the views and needs of customers are embedded within them.</p> <p>Impact:</p> <p>Surveys of staff and partners show an increasing understanding of our strategic aims and how they are embedded within our strategy and reflected in our priorities and targets. People are clearer about their and others' roles and responsibilities.</p>	<p>We will be implementing the strategy through simpler delivery chains based on more clearly understood business models.</p> <p>Action:</p> <p>We will have reviewed progress in delivering our priorities and published a second annual DfES business plan for carrying forward implementation of our strategy and priorities.</p> <p>Impact:</p> <p>We will be making progress towards our targets and delivering improved outcomes for customers.</p> <p>Survey evidence will demonstrate that practitioners and customers feel they are being listened to.</p> <p>Staff in DfES and partner organisations will understand:</p> <ul style="list-style-type: none"> - how different policies, programmes and delivery models, including those of other government departments, join up at a local level; - the roles of each contributor within the delivery chain, how their performance is assessed and managed, and how to intervene in cases of underperformance; - their freedom to innovate to deliver agreed outcomes; - the importance of achieving good value for money in everything they do.

2. To manage the delivery chain and performance manage delivery

Leading: Ralph Tabberer and Mike Hipkins

Success looks like:	In six months:	In 12 months:	In 24 months:
<p>We are delivering better outcomes for customers.</p> <p>We have in place delivery chains that are fit for purpose to deliver the outcomes we want in each sector. They support and encourage more energy, enthusiasm and engagement at all levels.</p> <p>Partners and practitioners understand the Department's strategies for each sector and their rationale (i.e. the 'business model').</p> <p>At the heart of our delivery approach in each sector is a strong collective relationship between DfES and its main delivery partners.</p> <p>We and partners operate a transparent performance management system.</p> <p>Our efforts are focused on the most effective points in the delivery chain; we do not decide or deliver things ourselves which can be done better by others; and as many decisions as possible are made by practitioners and others at local level.</p> <p>Staff in DfES have the necessary skills and expertise, for example in contract management, relationship management, and programme and project management.</p>	<p>We will design a new, transparent performance monitoring system which helps us test the effectiveness of, and solve problems in, our delivery chains.</p> <p>Working with our partners, including local authorities, we will have reviewed and be improving the delivery from the perspective of customers and practitioners.</p> <p>Action:</p> <p>We will:</p> <ul style="list-style-type: none"> - pilot in two DfES directorates a new approach to identifying the main delivery priorities, performance indicators, development priorities and performance monitoring arrangements within our delivery systems; - identify what we need to do quickly and in the longer term to strengthen and simplify our delivery chains; - work with partners to develop a framework of common principles for working together, including how to deliver through a transparent performance management system. <p>We and our partners will decide the potential form and function of a 'DfES</p>	<p>We will establish and embed the new performance monitoring system.</p> <p>We will be reforming the Department and wider delivery system in line with the lessons learned from the review and from customers and practitioners.</p> <p>Action:</p> <p>Informed by the pilots in two Directorates all parts of the Department will identify the main delivery priorities, performance indicators and development priorities that can drive their delivery system(s) and feed this into the new annual business plan for the Department.</p> <p>We will be reviewing our policies and programmes to check they support our new strategy, are informed by customer's views and needs, are deliverable, appear coherent to people in our delivery chains, provide value for money, and help to meet our targets.</p> <p>We will have completed a further review of how we manage risk using HM Treasury's self-assessment framework.</p> <p>We will have reviewed skill gaps across the Department in key areas, including communications, contract management, partnership working, and programme and project management. Individual learning</p>	<p>We will have developed and adapted performance monitoring systems which are fit for purpose within the new Spending Round.</p> <p>DfES and our partner organisations will be delivering our updated strategy through clearly understood business models, simplified delivery chains, and a shared sense of our priorities, respective roles and responsibilities, and targets.</p> <p>Action:</p> <p>We and partners will keep our delivery models, operation of our delivery chains and working relationships under review and update them as necessary reflecting our experience of what works, impact on improving outcomes and the perspective of practitioners and customers.</p> <p>We will be improving our understanding of what works at local level and taking action to cut out practices that get in the way. We will continue to engage with practitioners and customers.</p> <p>Impact:</p> <p>New relationships are in place and working well throughout simpler, more performance-focused delivery chains.</p> <p>Key performance indicators for each</p>

	<p>Group' to promote a more inclusive relationship between the Department and key NDPBs.</p> <p>Regular discussions will take place between Directors of Finance, and Directors of Communications and key partners.</p> <p>We will be setting up arrangements to collect and act upon fast and effective feedback of data and intelligence from partners, providers, employers, and users on what is happening at local levels, what works and what is getting in the way.</p> <p>Impact:</p> <p>Key partners tell us that we have begun to work with them more effectively.</p>	<p>and development plans will be updated for key staff and, if necessary, external expertise brought in to plug gaps.</p> <p>The 'DfES Group' will be established in an agreed form.</p> <p>Impact:</p> <p>Each of our major programme areas is informed by the views of practitioners and users to help us deliver more effectively.</p> <p>Clearer and better relationships and communication with our partners and throughout delivery chains are helping to foster more innovation at all levels and lead to improved outcomes for customers.</p> <p>Surveys show partners have a strong and effective relationship with DfES.</p> <p>More DfES people will have access to opportunities to gain experience of what is being delivered at local level, including through contact with practitioners, customers, in-depth visits and secondments. This activity will be part of individual development plans.</p> <p>(We will encourage our partners to introduce similar arrangements for their people.)</p> <p>DfES people have the skills to manage delivery. Better contract and performance management are ensuring better value for money and linking resources directly to the quality of outcomes for customers.</p>	<p>delivery chain show better outcomes for customers.</p>
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3. To give higher priority to managing DfES people and ensuring that the Department has the right skills to deliver

Leading: Jon Thompson and Stephen Marston

Success looks like:	In six months:	In 12 months:	In 24 months:
<p>Our focus on achieving better outcomes for customers, working with our partners, runs right through the way in which we lead, manage, develop and assess people in the Department.</p> <p>We energise and motivate our people and decisively address poor and coasting performance. Good leadership and management skills are a top priority for us individually and collectively.</p> <p>We all have the skills, knowledge and expertise required to do our jobs and can work effectively and professionally with others in the system, aspiring continuously to improve within the context of the Professional Skills for Government Programme (PSG).</p> <p>Our delivery is supported by excellent specialist skills in key areas, for example, communications, HR, finance, contract management and programme and project management.</p> <p>Our staff survey results show marked improvements in how well people feel they are being led, managed and developed.</p> <p>We meet our headcount reduction targets in a well managed way, based on clear plans and communications.</p>	<p>We will have drawn up a new People Plan which will directly support our new strategic aims and objectives, and enable us to focus on achieving high and continuously improving performance with business need as the key driver.</p> <p>Action:</p> <p>We will ensure our people understand the Department's refreshed strategy and their role in delivering it. Including how they should provide strategic leadership to the system and work in new ways, e.g: by delivering more effectively through partners; by working in flexible ways to ensure we focus on our priorities and react swiftly.</p> <p>People will update their 2006-07 forward job and development plans and agree them with their line managers - the senior civil service (SCS) will conduct a 10% check - to ensure they have:</p> <ul style="list-style-type: none"> - specific, measurable objectives that reflect the Department's refreshed strategy; - identified the areas where they need to develop to become more professional in the context of PSG. <p>We will put transitional arrangements in place for 2006-07 to assess managers on how well they manage their people.</p>	<p>Our new People Plan will be embedded in everyone's individual 2007-08 forward job and development plans.</p> <p>We will have made good progress towards having a diverse workforce of the right people, with the right skills at the right levels who are led and managed well, and who lead the system in delivering improved outcomes for customers.</p> <p>Action:</p> <p>We will ensure people understand the new People Plan, including what is expected of them and how their performance will be assessed.</p> <p>People will have objectives reflecting the new Departmental strategy and annual business plan.</p> <p>We will be taking action on the key development areas in the People Plan.</p> <p>Impact:</p> <p>We all understand our roles and responsibilities, and those of others, in delivering better outcomes for customers, and the impact of our policies at local level.</p> <p>We are developing a coaching culture and a focus on continued learning and development as part of PSG.</p>	<p>The DfES workforce will encompass a broader, deeper range of skills and will be having a clear impact across the range of the Department's activities which will be evident in improved outcomes for customers and better working relationships with partners. DfES people will be updating their skills and acquiring new ones as a natural part of their professional development, supported by high-quality line-management and HR systems.</p> <p>Action:</p> <p>We will evaluate the first full year of operation of our people plan and renew/revise it as necessary to ensure we are able to deliver what 'success looks like'.</p> <p>We will use the liP "profile" tool to help raise our performance as an investor in people.</p> <p>Impact:</p> <p>We are making progress towards our targets and delivering improved outcomes for customers.</p> <p>The needs of the business are supported better by the deployment and development of people with the right skills and we have met our target for reducing the size of the Department.</p>

	<p>We will develop a new People Plan and consult people and the trades unions. Key elements of it might include:</p> <ul style="list-style-type: none"> - more extensive use of 180° (upward) feedback; - a clearer focus on consistent good management of people in the assessment of performance, linked to the award of bonuses and promotion; - more concerted action to address poor or coasting performance; - a focus on developing management skills prior to appointment to first line management roles, at Team Leader and to the SCS; - enhanced HR support to managers; - developing a new approach to talent management; - recognition and reward for useful contributions to delivering shared or cross-cutting objectives or successful team working; - refreshing our Behaviours and making them a formal part of how we assess our performance; - identifying and sharing good practice, including learning from other organisations. <p>Impact:</p> <p>People will be performing better based on refreshed personal objectives linked to the Department's refreshed strategy, and the increased focus on good people management.</p>	<p>Everyone in DfES understands the importance of consistently managing people well and driving towards continuous improvement.</p> <p>We have assessed skills across the Department, including in key areas such as communications, HR, contract management, partnership working, and programme and project management; and have addressed skill shortage areas through programmes of staff development, secondment or limited recruitment.</p>	<p>Partners report new levels of confidence in the consistency and effectiveness of DfES people with whom they engage.</p> <p>People have greater confidence in the quality of leadership and management.</p>
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4. Increasing the impact of the DfES Board

Leading: David Bell and Caroline Wright

Success looks like:	In six months:	In 12 months:	In 24 months:
<p>As a cohesive team, the Board will have led the work to deliver the Capability Review Implementation Plan and will be taking collective responsibility for:</p> <ul style="list-style-type: none"> - developing with Ministers a single Departmental strategy and an agreed set of priorities; - moving resources around the Department to meet priorities; - resolving tensions in policy and delivery goals; - providing powerful internal and external advocacy across all of the Department's work; -communicating collectively with staff and stakeholders. <p>Each Board Member will set a personal example to others in DfES through his or her behaviour and management of people.</p>	<p>The Board will have drawn up and be delivering a detailed programme, building on this Implementation Plan to close the gaps identified by the Capability Review Implementation Plan; and will have taken decisive steps toward strengthening its leadership of the Department.</p> <p>Action:</p> <p>A Board development plan will be in place, setting out in detail how the Board will lead all aspects of the Department's work and the Directorate and cross-cutting responsibilities of individual Board members.</p> <p>All Board members will have revised personal objectives for 2006-07.</p> <p>For each Board member, these objectives will include specific responsibility and accountability for implementing a section of this Implementation Plan. Board Members will be held to account by David Bell for what they achieve, and this performance assessment will affect their pay.</p> <p>We will have reviewed how corporate performance information is presented to the Board collectively and to Ministers to underpin effective performance management.</p> <p>The Board will have a clear approach to</p>	<p>The Board will have led implementation of the major elements of the Capability Review Implementation Plan; and will be providing clear, visible leadership, working even more closely with Ministers to set and review delivery priorities and manage the performance of the Department and the wider system to deliver better outcomes for our customers.</p> <p>Action:</p> <p>The Board will have agreed with Ministers the new DfES strategy, business plan and delivery priorities; and will be reviewing progress regularly.</p> <p>The Board will be driving the Department through its review of corporate performance.</p> <p>New 2007-08 individual plans and personal objectives for each Board member will be in place, building on the agreed annual delivery priorities and their cross-cutting responsibilities.</p> <p>The Board will act as role models for the delivery of the new people management plan, e.g. they will undertake 180° feedback.</p> <p>Board Members' delivery and people management objectives will be specific and measurable and made available to staff in</p>	<p>We are committed to achieving success in this area quickly and plan to have done so within 12 months.</p>

	<p>driving developments in strategy, delivery and DfES management and leadership - bringing together the immediate roll out of the board development plan and the people management strategy with new DfES strategy and annual business plan building on the outcomes of CSR 07.</p> <p>The Board collectively and in smaller groups will champion the work of the Department both internally and externally and be seen to solve organisation problems</p> <p>Each Board Member will be accountable for the performance of the Board as a whole.</p> <p>Impact:</p> <p>People understand what role the Board should play in leading the Department; and say the Board has effectively led the development of detailed plans to get us there.</p>	<p>the Department.</p> <p>Board members will have regular contact with partners, practitioners and customers.</p> <p>Impact:</p> <p>DfES people and partners have greater confidence in Board leadership.</p> <p>Board Members are visible and accessible to DfES people; are setting a strong personal example in their behaviour and management of people; and are being held to account for their performance.</p> <p>DfES people and partners will increasingly over time be able to link the Board's collective leadership of the Department's work to improvements in outcomes for children and learners.</p>	
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