

April 2013



Meeting the Challenge of Change

A capabilities plan for the Civil Service

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1. Meeting the challenge of change

The Civil Service is a good place to work, delivering services that make a huge difference to people's lives. It employs many talented people from diverse backgrounds who are committed to delivering excellent public services.

The Civil Service relies on the skills of its people. We have historic strength in policy and analytical skills and have made significant progress in recent years, professionalising finance and HR skills. However, there are significant gaps in organisational capability and individuals' skills which need to be filled if the Civil Service is to be able to meet today's and tomorrow's challenges.

We have not always kept our staff up to date with the skills that they need to be able to operate in the most efficient and effective way possible. Staff themselves have told us that they want the skills to be able to deliver better public services.

For too long, we have operated in departmental silos, which has reduced our effectiveness in sharing expert resources across government and has limited our ability to build organisational capability in key specialist skills.

With this plan, we want to change that. It will enable us to become a more skilled and more unified Civil Service.

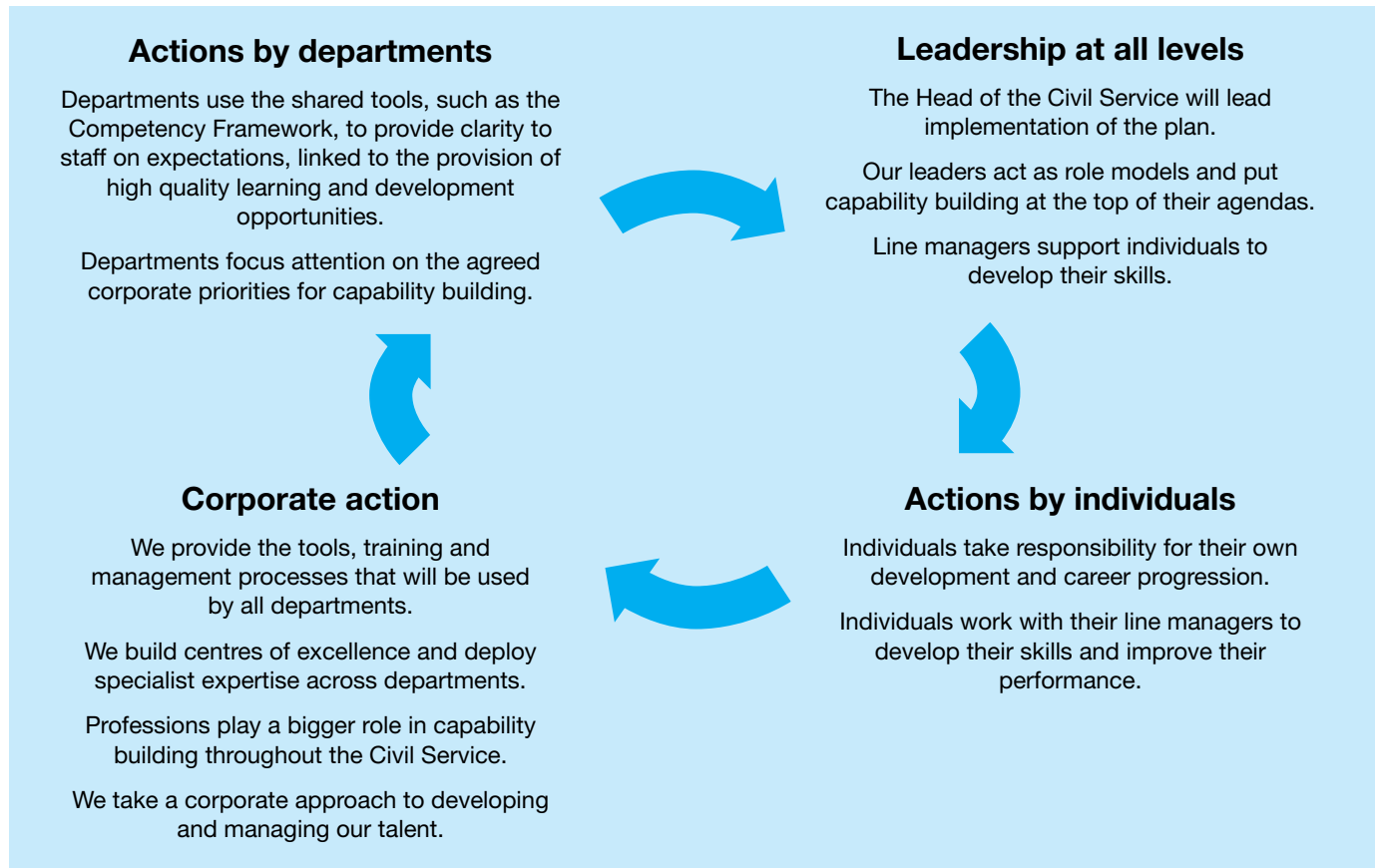
This is the first time that we have published a capabilities plan for the *whole* Civil Service. It sets out the work proposed to address our skills deficiencies in four key areas that are vital to delivering better public services in the 21st century. It establishes a new, more corporate approach to building on our current capabilities, embedding this approach for the first time in a new, more rigorous Competency Framework and performance management system.

Capabilities is a term that we are using to describe the coming together of structures, processes and skills to deliver outcomes.

The plan is, at its core, about **people and skills** – how we train individuals and develop their competencies. We want to create new ways of working, equipping everyone with the tools and skills that they need to deliver more effectively. It also considers **organisational structures and management processes** – how we structure, manage and deploy these skills to maximise their potential. The plan sets out what our **leaders** need to do, what we need to do at a **corporate** level, what **departments** need to do and finally what we as **individuals** need to do to build our capabilities (see the diagram on the next page).

We have a shared diagnosis between Ministers, Permanent Secretaries and Heads of Profession of the capabilities that we need to build. As well as becoming more professional in everything that we do and improving our core Civil Service competencies, we have identified four priorities:

- **Leading and managing change** – our annual staff engagement survey (the People Survey) results tell us that we need to be better at leading change. Change is a constant feature of the modern Civil Service. We need to manage these changes and ensure that our teams are equipped to embrace new ways of working.
- **Commercial skills and behaviours** – ensuring that many more civil servants feel confident and competent in a world where services are increasingly commissioned from the private and voluntary sectors. We need to take decisions and assess risk based on our knowledge of markets and be judged on whether taxpayers' money has been spent wisely to deliver the right outcome.



- **Delivering successful projects and programmes** – increasing our ability to deliver the Government’s priorities, ‘right first time’, drawing on project management disciplines and methodologies to achieve predictable, consistent, robust results.
- **Redesigning services and delivering them digitally** – ensuring that the Civil Service is equipped to redesign services around the user in order to improve delivery, value for money and agility for the future, using the power of digital.
- We will invest in individuals while expecting them to take responsibility for their own careers, acquiring the skills that they need to perform effectively in their work.
- We will make better use of the specialist expertise that already exists through greater sharing across departments.
- In building our capability to address the priority areas, we will integrate our efforts so that our future leaders are skilled in areas that are crucial to delivering the Government’s agenda.

The approach to improving these four capability gaps in the Civil Service is threefold – to *build, buy and borrow* the capability that we need to get the job done.

Our aim is to **build** our own internal capabilities through learning and development for current civil servants:

- We will access talent from the richest available talent pool, from a wide range of backgrounds.

To address the skills gaps that we have today, we will need to **buy** in more people with the skills that we are missing to enable us to deliver the Government’s priorities. This is most likely in the digital, project and commercial capabilities areas.

Finally, we must learn from other organisations by **borrowing** skills through more loans between departments and secondments with organisations in the private sector. Over the next five years we will be more ambitious in addressing this agenda, particularly working in partnership with the private sector.

The Civil Service needs to be representative of the public it serves. A diverse and inclusive Civil Service will help to improve our organisational capability. It gives us a diverse range of skills, perspectives, experiences and understanding, which helps us to match the right people to the job.

We need to continue to provide incentives for people within the organisation and those who join us from outside to develop their career with us. The Civil Service continues to offer staff employment terms that are among the best available. The opportunity to work on high profile programmes and deliver services to millions of people draws in some of the most talented individuals, from a wide range of backgrounds. People come because they want to make a difference.

By implementing this plan more civil servants will become more skilled, delivering a 21st century service for Ministers and the public.

The plan does not have all the answers. There is much work under way already to improve organisational capability. The plan puts this work into context, as well as providing a focused response to addressing our four priority capabilities gaps.

2. What do we need to do corporately as the Civil Service?

The Civil Service needs to become more skilled, less bureaucratic and more unified. This section sets out how we will respond to priorities by taking a corporate, unified approach across government and breaking out of departmental silos.

Leaders at every level of the Civil Service are responsible for delivering this plan:

- **The Head of the Civil Service will lead the delivery of this plan**, working with Permanent Secretaries and Heads of Profession across government to ensure that all leaders have the tools and development that they need to lead and manage change.
- **Permanent Secretaries** will commit to building capability throughout the Civil Service, not just in their departments; and will work together to identify, manage and deploy talented people, from all backgrounds, to build the next generation of Civil Service leaders.
- **Heads of Profession** will play a stronger role in building capabilities across all areas of the Civil Service, including policy making and operational delivery.
- **All Senior Civil Servants** (Directors General, Directors and Deputy Directors) will own this agenda and support individuals to take responsibility for their own development.
- **Every manager** will take the time to support their staff to build their individual skills and competencies.

Taking each of the four priorities in turn:

Leading and managing change

Leaders at all levels are role models, leading change and communicating effectively with staff. Change will always be part of the day job. Leaders must be equipped with the tools that they need to be able to deliver substantive reductions in public spending and help their teams to embrace new and more efficient ways of working.

The skills to lead and manage change are needed at all levels of the Civil Service. The People Survey shows that civil servants' perception of whether change is successfully managed is influenced by our immediate managers and most visible leaders. However, in the 2012 survey, fewer than one third said that change was well managed and this score was above 50% in only five of the 97 organisations covered by the survey.

To support our leaders, we have introduced a single set of tools and support that is available to all civil servants, including:

- **an organisational development and design team** who can help leaders with practical guidance and support on delivering organisational change;
- **a continuous improvement team** in the Cabinet Office who can help teams to use techniques such as Lean to improve service delivery; and
- **through Civil Service Learning, a new suite of learning and development opportunities** to equip staff at all levels to lead and manage change.

We need to get better at identifying, developing and managing the talented people who are tomorrow's leaders of the Civil Service. To achieve this, we will adopt a corporate approach to identifying, assessing and sharing our top talent across all departments. The new corporate talent strategy will be published in summer 2013.

We will make significant investments in our top talent through learning and development programmes, including offering learning with private and third sector colleagues. We will ensure that they have the skills and competencies to lead significant programmes of change.

Building organisational capability across specialist functions

A more unified approach to building capabilities across the Civil Service will enable us to share expertise across departmental boundaries more effectively and develop world-leading centres of excellence in some key specialist areas.

Commercial skills and behaviours

The Government spends £45 billion each year on a range of goods and services. Obtaining better value requires us all to demonstrate sound financial and commercial understanding. This is much more than simply improving our procurement skills. All civil servants must better understand what we need to buy: how to plan and engage with the market to obtain most choice and innovation; how to procure and contract intelligently; and how to manage the delivery of goods or services so that our expectations are met. In addition, we need to always act as a single, unified customer – i.e. as the Crown.

All civil servants involved in policy development and delivery need to be more commercially astute – not just those who are deemed to be procurement specialists. In addition, we need to develop and link up commercial specialists from the various professions including procurement, finance, legal and project delivery in order to provide a world-class commercial capability.

Specialist commercial capabilities are scarce and therefore we need to ensure that we are organised to make best use of them. They need to be deployed in a more coherent and corporate manner across the Civil Service, and particularly in our dealings with specific markets or suppliers. Sharing of commercial information across departments, acting as the Crown, is an important part of creating a much improved commercial capability.

Value is obtained during all three phases of commercial engagement: pre-procurement, procurement and post-contract. Today we tend to overly focus on the procurement phase. All civil servants involved in policy development and delivery will need to do the following:

- **Pre-procurement:** Develop better skills to specify needs confidently, clearly and concisely, while not being overly prescriptive, in advance of commencing a formal procurement. This will allow for meaningful, planned and competitive engagement with the whole market.
- **Procurement:** Understand the underlying economics and contracting aspects of suppliers' tenders including pricing techniques, margins and open book arrangements, as well as basic contracting terms such as contract changes, intellectual property rights and termination. Knowing how to negotiate a good deal, applying commercial judgement is as important as understanding the procurement process.
- **Post-contract:** Understand and apply commercial techniques to ensure that suppliers deliver to meet our (contractual) expectations in order to maintain best value, and be able to negotiate with suppliers when they do not deliver, including competently and confidently handling disputes.

In addition, we should be able to meet and deal confidently with senior representatives from large suppliers, understanding their personal, professional and corporate drivers.

We have established the Procurement Reform programme with the simple goal of improving commercial capability across government.

We have established five guiding principles (STACK), indicating that we will build our commercial capability to restack the commercial balance in our dealings with suppliers:

- **Specialist capabilities** are required across the wider Civil Service as well as by a group of commercial experts. Commercial expertise is broader than what we refer to today as 'procurement'.
- **Time** should be spent where we can maximise value. In a regulated procurement environment this applies as much, if not more, before a formal procurement starts as well as after a contract has been signed.

- **Attitude**, or judgement, is as important as process and so we need all our dealings to be about knowing what represents great value and achieving it.
- **Crown** is what we must always act as, and be treated as a single customer.
- **Knowledge** is key and we must seek, share and use it to our commercial advantage.

We will apply all of the above in a way which maintains the existing departmental Accounting Officer responsibilities.

We already have some centres of commercial expertise in the Civil Service, such as the Commercial Relationships team and Government Procurement Service in the Cabinet Office, the Shareholder Executive in the Department for Business, Innovation and Skills and Infrastructure UK in HM Treasury. However, we need to go further to enhance our corporate commercial capabilities.

In practice, all of the above will mean:

- We will move to a system which buys common goods and services once on behalf of the whole of government, and not in individual departments. To support this, the Government Procurement Service will be enhanced to provide an end-to-end purchasing service for departments by the end of 2013. Departments will transition spend on common goods and services to these new arrangements within the same timeframe.
- We will create the Complex Transactions Team – a new unit within the Cabinet Office comprised of commercial specialists to assist departments in buying and managing the commercial delivery of complex ICT services. We will recruit staff to this new team largely from the private sector, though also from fast streamers and, where appropriate, departments. Recruitment will commence in summer 2013.
- Commercial or Procurement Directors in departments will have a strengthened reporting line established to the Chief Procurement Officer

(CPO) in the Cabinet Office by May 2013. The CPO will have influence over setting yearly objectives, assessing performance against those objectives, the recruitment of all senior departmental commercial posts, and setting the remuneration of such senior commercial personnel.

- We will develop a programme by summer 2013, in partnership with [Civil Service Learning](#), to improve commercial skills, aimed at all civil servants who may influence what goods or services we buy, how we buy them, who we buy them from and how we manage their delivery. This will start with the Senior Civil Service and will build on the already established Commissioning Academy (which is for senior commissioners and those designing policies to be delivered through commissioning) and emulate the Major Projects Leadership Academy model. The Commissioning Academy will continue to be rolled out to participants from the Civil Service and the wider public sector so that people can learn from each other, with the first cohorts starting from April 2013 and making available over 1,500 places during the next three years.
- We will better connect the Fast Stream with the commercial agenda. In particular, we will actively seek to assign a small number of fast streamers to the Cabinet Office commercial team, as well as amending the Fast Stream offer to provide the opportunity to have a secondment to the private sector specifically to develop commercial skills.
- We will establish a central database of commercial specialists, starting with procurement professionals by summer 2013, and extend this to other related professions across government, recording each person's experience and skills. Departments will need to populate this database and ensure that records are kept up to date.
- In May 2013, the Civil Service Talent Team will launch a central programme of interchange with private sector organisations to build commercial exposure and awareness, bringing more people with these skills into the Civil Service.

Delivering successful projects and programmes

Today, the Government has 185 significant projects with a combined value of £414 billion. We must implement this broad range of complex programmes, delivering the intended outcomes – right first time and to budget.

The Civil Service has seen extraordinary successes in delivering complex projects, such as the Olympic and Paralympic Games in 2012. But we need to raise standards to the level of the best. In practice, only one third of our significant programmes are delivered on time and to budget. Where we fail to do this, we let the Government and the public down. Failure to deliver wastes taxpayers' money and delays improvements to public services. The need to improve project delivery capability in government was highlighted by Lord Browne's recent review of the Major Projects Authority, in which he recommended a strengthening of their role.

The Major Projects Authority was created in 2011 as a centre of project delivery expertise to:

- improve the delivery of major government projects; and
- build project delivery capability across government.

Our aim, through the Major Projects Authority, is to build a new cadre of world-class project leaders and incentivise them to work on the most important projects. However, we will buy in resources where necessary in order to get the right skills and experience for particular projects.

- We have created the Major Projects Leadership Academy (MPLA), with Oxford Saïd Business School, to train world-class project leaders. The aim is for 350 senior leaders who are responsible for the Government's highest priority projects to have commenced training by the end of 2014.
- 25% of the MPLA syllabus is focused on building commercial awareness so that graduates have the ability to work effectively with private sector partners.
- We will introduce a new offer for leaders of major projects designed to attract the right people to the right posts and manage succession planning.

- We will support and expand the Civil Service Project Leaders Network, established in March 2012. This network provides peer support and best practice sharing across the project community.
- The Major Projects Authority will create a shared pool of project specialists who can be deployed on priority projects, moving across departmental boundaries.
- We will increase collaboration between the Major Projects Authority, HM Treasury, Infrastructure UK and departmental centres of project expertise to assure and support the delivery of our most complex projects.

Later in 2013, the HM Treasury publication *Managing Public Money* will be refreshed to include new guidance on Accounting Officer responsibilities for assessing significant programmes and initiatives.

Redesigning services and delivering them digitally

Some 82% of adults in the UK are online and are increasingly using digital technology in all aspects of their daily lives. However, only slightly more than 50% have used government services or information online. User-centred online services should be the norm and people expect high quality services which are simple, fast and secure. Redesigning services to these standards enables us to meet users' needs more effectively and save taxpayers' money.

We established the *Government Digital Service* in December 2011 to lead the shift to digital by default and improve the delivery of services to the public. In November 2012 we published the *Government Digital Strategy* which sets out how we will do this. Its 14 actions include:

- requiring major transactional departments to identify 'exemplar' services for transformational redesign by March 2015, with the intention of building sustainable digital skills, knowledge and experience which will enable them to move on to redesign all their remaining significant transactional services by the end of the next Spending Review period;

- establishing a Digital by Default Service Standard that all redesigned services must meet from April 2014, supported by a comprehensive Service Design Manual outlining the processes, skills and tools that are needed to achieve success; and
- identifying areas of work where the Government Digital Service will bring its specialist knowledge to bear to assist in developing skills and awareness across government, such as sessions for Senior Civil Servants on the potential for digital to improve service delivery and policy formulation; and for departmental procurement leads to help them to commission services for new digital projects from a wider range of bidders, including small and medium-sized enterprises (SMEs).

The Government Digital Service has a specialist service transformation team which works with departments to support selected transformation projects. The team offers specialist technical skills and advice on business analysis, proposition assessment and product and proposition management, as well as design and analytics.

In the shorter term, in order to meet our needs for specialist skills rapidly, we will have to buy in the skills that we need by developing specialist recruitment processes so that individuals with digital skills can be recruited quickly to work on transformational projects. The Government Digital Service is setting up a recruitment hub to help departments to do this.

For the long term, our aim is to build our capability across and within departments. As part of the new corporate approach to talent management we are exploring opportunities for placements which give people the chance to acquire skills in digital service redesign as part of the Apprenticeship, Fast Stream and Future Leaders schemes.

Improving our core capabilities through greater professionalism

Every civil servant needs the right combination of professionalism, expert skills and subject matter expertise. The 24 professions across the Civil Service set out below are central to achieving this balance.

The professions are already actively involved in capability building across government, for example through working with Civil Service Learning to develop their curriculum and high quality learning and development interventions.

Over the last decade we have had some major successes in professional skills development, such as in finance, communications and human resources.

Heads of Profession will be accountable for building the organisational capabilities that we need for their specialism and for helping people to build their individual capabilities. They will:

- facilitate the entry of skilled people at all levels into the organisation;

The Civil Service professions

Communications and marketing	Internal audit	Planning	Schools inspection
Corporate finance	Knowledge and information management	Policy delivery	Science and engineering
Economics	Legal	Procurement	Social research
Finance	Medical	Project delivery	Statistics
Human resources	Operational delivery	Property asset management	Tax
Information technology	Operational research	Psychology	Veterinarian

- identify development opportunities by working with Civil Service Learning to develop a curriculum to build professional expertise, including thinking through how to integrate content relating to the four priority areas;
- offer career paths to attract and retain talented people and specialist expertise;
- develop models for deploying people and resources across departments to share the specialist skills that departments need; and
- identify and develop talent to provide strong succession pipelines.

To support the Heads of Profession in this role, in September 2013 we will introduce a new Civil Service Professions Council. The council will be a co-ordinating body, bringing the professions together to work as a coherent force and maximise their overall contribution to capability building.

For the three largest professions (operational delivery, policy delivery and project delivery) which include the majority of civil servants, the Heads of Profession are undertaking reviews of their role and effectiveness in driving up capability. We will have the outcomes of these reviews by November 2013.

3. What do departments need to do?

Permanent Secretaries will be responsible for ensuring that their departments implement the new management processes. They will provide the leadership and support to managers and individuals to use the processes in a way that changes how we manage and helps people to improve their own performance and develop their own careers.

Departments will continue to be responsible for assessing the skills that they need and working in partnership with others, including Civil Service Learning and the professions, to develop those skills. They will be expected to respond to the priority areas established by this plan and set out how they are building capability in their Departmental Improvement Plans.

From April 2013, all departments will fully implement the [Civil Service Competency Framework](#) (illustrated below), the new Performance Management Framework, and poor performance policies and common promotion standards for the Senior Civil Service.

The Competency Framework is central to the new approach:

- It sets out how we want every person in the Civil Service to work and aligns the work of civil servants into three high level leadership behaviours: *Setting Direction*, *Engaging People* and *Delivering Results*.
- It provides the foundation for the performance management and development planning processes. Departments need to ensure that managers use these processes to give constructive feedback and help team members to improve their own skills.
- It captures the four capability priorities set out in this plan, weaving them into the description of the skills and behaviours that are needed to succeed at every level in the Civil Service of the future.



Leading and managing change

The results from the People Survey are clear. All departments need to focus on the leadership skills and competencies of all staff in leading and managing change.

This starts from the top. Permanent Secretaries and their management teams are spending much more of their time supporting leaders in their organisations, ensuring that individuals have the skills and tools that they need to do the job.

For example, the Department for Work and Pensions (DWP) is making a significant investment in leadership through the 'DWP Story'. Senior leaders are engaging all staff in regular conversations about the role that they can play in meeting the department's challenges and creating a clear sense of purpose for everyone's work. And this focus has resulted in improved staff engagement. For example, DWP's 2012 People Survey score for leading and managing change increased by seven percentage points compared with the previous year.

Great leaders are recognised for the way in which they unleash the performance of the many, rather than because they are talented and knowledgeable individuals. In the future we need more emphasis on building and valuing the leadership capability of our organisation. 'How' will be just as important as 'what'.

Departments will set and cascade performance targets for their senior leaders with the objective of improving engagement, as measured by performance on key People Survey metrics. These targets will form part of their job objectives for 2013/14 and will be considered as an element in the performance management process.

Commercial skills and behaviours

Given the corporate actions set out in this plan, the commercial capabilities needed by individual departments will change:

- In moving their spending on common goods and services to centralised arrangements by the end of December 2013, departments can expect to reduce costs and resources allocated to this work and so reduce the overall cost of their commercial functions. Some departments, such as the Cabinet Office, HM Treasury and the Department for Communities and Local Government, are moving all their spend to the Government Procurement Service and reviewing their need to have a procurement function in the department.
- Departments will be able to concentrate on those things that are specific or unique to their functions, such as specialist infrastructure purchases or policies to incentivise private sector investment to deliver the Government's priorities. They will review the size and nature of their residual commercial functions.
- In accessing the Complex Transactions Team for support, departments can expect high quality resources and better commercial outcomes. Departments will need to play a full part in identifying and sharing specialist resources to form part of a wider network of commercial expertise which will create additional capacity for the core team, during 2013.
- While all departments will need to retain some commercial expertise and ensure a basic level of awareness among all civil servants, their additional needs will vary. As announced in Budget 2013, key infrastructure delivery departments will be establishing infrastructure capacity plans by summer 2013, supported by Infrastructure UK. These will feed into their Departmental Improvement Plans and also the corporate database of commercial specialists.

Delivering successful projects and programmes

The Head of the Project Delivery Profession is working with Permanent Secretaries to transform the project delivery profession in departments and to elevate its status.

- A number of actions to address issues of remit, reward, recognition, turnover and succession planning are being taken and are set out in Section 6 of this document.
- All project leaders of the most significant projects in government (the Government Major Projects Portfolio, or GMPP) must have commenced the MPLA programme by the end of 2014. Departments will need to consider how and when to release their project leaders to attend the course in a way which will not impact on the delivery of priorities.
- From the end of 2015, departments will need to ensure that all project leaders of their largest projects are alumni of the MPLA or have equivalent qualifications or experience.
- Departments will make greater use of digital tools to engage better with citizens and enhance policy making, and will ensure that all policies are developed in the context of digital by default delivery.
- From April 2013, departments need to ensure that all new or redesigned services will be led by a Service Manager – a new role – who will be fully accountable for service redesign and continuing improvement in delivery.
- By March 2015, all services handling over 100,000 transactions a year will have clearly identified Service Managers.
- From summer 2013 around 20 Service Managers will participate in a Government Digital Service-led induction and development programme.

Redesigning services and delivering them digitally

All departments have their own digital strategy, which includes how to build the digital capabilities needed to redesign services and become digital by default:

- Departments have Digital Leaders who are accountable for implementing their digital strategy and driving forward the culture change that is necessary to become digital by default.
- The seven 'transactional' departments (HM Revenue and Customs, Department for Transport, Department for Work and Pensions, Department for Business, Innovation and Skills, Home Office, Department for Environment, Food and Rural Affairs and Ministry of Justice) which carry out over 90% of all government transactions will establish their own specialist in-house capability to deliver service transformation. Other departments are assessing their requirements for digital specialist capability.

4. What do individual civil servants need to do?

We want to create a new culture in the Civil Service which will be achieved by new ways of working, improved ways of managing people and valuing good performance.

We will continue to celebrate our diverse and talented workforce which delivers excellent services for the public every day. Civil servants want to develop their skills further so that they can deliver more efficiently and effectively and be equipped for the future challenges that the Civil Service faces.

The Civil Service has a responsibility to provide staff with the support and opportunities that are needed to meet this ambition. We are committed to investing in improving individuals' skills and competencies. In 2011/12, £178 million, or approximately £425 per civil servant, was invested in formal learning and development opportunities to help people to perform better in their work.

We want everyone to share this commitment to up-skilling in order to improve their performance in their current roles and also for future roles. Everyone needs to take greater responsibility for their own development.

For **all civil servants**, this means working with their line manager to develop their skills, including thinking through what the agreed priorities mean for them – both in their current job and for their future career.

Regular performance and development discussions are an essential part of effective line management – and the Competency Framework is there to help with this.

To help individuals, Civil Service Learning has produced a new career development guide which is available on their website.

Everyone should use the opportunity for five days of learning and development each year, as set out in *The Civil Service Reform Plan*, to improve performance for the organisation and the public. The learning and development commitment covers a wide range of opportunities such as shadowing, team-building events and on-the-job learning, as well as formal training courses.

We recognise that there is a combined impact of the new priorities on how we do our work. Civil Service Learning will, by July 2013, update their 'Understanding the Civil Service' induction and refresher programme to explain these priorities and our new approach to new joiners.

Also on offer, or in development, are a number of learning and development interventions which specifically address the four priority areas. All can be accessed via the [Civil Service Learning website](#).

In addition to the interventions that specifically address the priority areas, there is a wide range of development opportunities and support also available via the [Civil Service Learning website](#):

- 4,600 instant access workplace learning resources, over 100 e-learning products and more than 130 courses and development programmes available to book directly online; and
- courses covering the range of core skills such as customer service, finance, IT, people and business management, as well as those skills that relate to working in the government context, such as working with Ministers, analysis and policy development, and writing briefings and submissions.

The Civil Service is committed to diversity and equality and is keen to attract and support talented people to grow and progress, regardless of background. To support the implementation of the plan, we will use Positive Action learning interventions to equip staff in under-represented groups with the skills and confidence to realise their full potential. An example is the Positive Action Pathway 'Levelling the Playing Field', aimed at under-represented groups below Senior Civil Service level who have the potential to progress, including women and minority ethnic and disabled staff.

For **Senior Civil Servants** we have some clear expectations:

- staying long enough in key roles to see projects or changes through to fruition or to a clear project break point;
- having a broad range of experience and building their skills as set out in the Competency Framework and this plan;
- being a role model in implementing the new approach to capabilities outlined in this plan, supporting individuals and ensuring that teams have the right mix of skills and competencies;
- moving out to gain experience in another sector will be seen as a strength, not a diversion;
- building a diverse career background – combining experience in project delivery, digital service delivery and commercial as well as policy; and
- if you want to get to a senior policy role – acquiring experience of open policy making, web-based approaches and turning policy into action are important.

There is much on offer to help Senior Civil Servants to respond to the new priorities, including:

- a new one-day workshop on change leadership;
- a new Change Leadership Toolkit, to provide tools and support to those engaging their teams in change;
- a rolling programme of short, sharp leadership masterclasses on commercial and business acumen, digital, change leadership and project delivery;
- a new commercial skills course for Senior Civil Servants to help those designing services or new policy or regulatory frameworks;
- longer development programmes for those in a talent group or transitioning to a new role. Some of these offer the chance to learn alongside people working in other sectors; and
- training to highlight the strategic opportunities offered by digital.

5. Next steps and implementation

The Head of the Civil Service will lead the implementation of this plan. He will be supported by the Head of Civil Service Human Resources, with a dedicated team focused on building capability and tracking progress across the Civil Service. Every year, the plan will be refreshed based on how it is being delivered.

Measuring our success and planning for the future

There are a variety of ways in which we can measure progress in improving capability. It is not just about collecting the right data, but understanding what it is telling us, and using it to inform future action. Success will be measured in two ways:

- First, against commitments: have we delivered the actions in this plan?
- Second, what is the evidence that the priority capabilities are increasing, and how is this reflected in improved organisational performance?

We will measure the success of the new approach using:

- the **People Survey**. We will track measures of overall staff engagement, as well as specific indicators, including skills, learning and development, diversity, and leadership and management of change;
- our **Management Information**. Being more capable implies achieving efficiencies by doing the same things better, which should be reflected in our Management Information;
- quantitative and qualitative **data about learning and development** – input measures such as numbers completing training, as well as evaluation data on quality;
- **information from the human resources function**. This includes, for example, workforce planning and recruitment/retention information, and aggregation of individual competencies at the departmental level; and

- **information collected by the professions** to indicate levels of professional skills, including the number of people with a certain qualification or experience.

There are new tools being developed that can help us collectively, and at a departmental level, to evaluate our progress:

- an **annual skills review** – a light-touch assessment to be carried out by departments, supported by Civil Service Learning. It will help to identify new and emerging requirements. After its first year, it will also provide a baseline to help to gauge progress in closing skills gaps;
- the new **Departmental Improvement Planning** model, which is being developed and is currently being piloted in a number of departments. It will be introduced in all departments from 2014. It includes a focus on capabilities; and
- an independent **external assessment** of how much has been achieved against the plan in 2015.

Leaders at all levels can expect increased scrutiny in their own appraisals of what they are doing to build capability. We will provide tools such as 360-degree feedback which will allow individuals to measure their progress.

Keeping up to date

In order to keep on top of the fast-moving changes around us, we will refresh the plan every year. This will help us to spot future capabilities that we need to develop and take action before it is too late.

The corporate capability team will look at current skill levels, progress made in closing existing capability gaps and tapping into government horizon-scanning expertise to identify changes in our operating environment which might create new requirements for the Civil Service.

6. Overview of actions to implement the plan

List of abbreviations used in Sections 6 and 7

ALB	Arm's-length body
BIS	Department for Business, Innovation and Skills
DEFRA	Department for Environment, Food and Rural Affairs
DfT	Department for Transport
DWP	Department for Work and Pensions
GDS	Government Digital Service
GMPP	Government Major Projects Portfolio
GPS	Government Procurement Service
HMRC	HM Revenue and Customs
HO	Home Office
HR	Human resources
MoJ	Ministry of Justice
MPA	Major Projects Authority
MPLA	Major Projects Leadership Academy
SCS	Senior Civil Service
SMEs	Small and medium-sized enterprises

Corporate actions

What	Who	Scale	By when
Leading and managing change			
Refresh introduction to Civil Service course to include awareness of the four new priorities for building the capabilities of the Civil Service.	Civil Service Learning	All new Civil Service joiners	July 2013
Introduce a corporate talent pool – the Civil Service High Potential Stream.	Head of Civil Service HR	c. 1,000 in stream	Summer 2013
Launch of new Generalist Fast Stream Programme.	Head of Civil Service HR	300 in first year	September 2013
Introduce common promotion standards across the Civil Service.	Permanent Secretaries	All civil servants	April 2013
Exposing future leaders to digital service redesign, commercial and project delivery placements as part of the Apprenticeship, Fast Stream and Future Leaders schemes. New entrants will have secondments where this would enhance their development.	Head of Civil Service HR (with GDS, GPS and MPA)	All new Fast Stream entrants, plus other high potential stream members	From April 2014
Corporate leadership development programmes, which include material on leadership and management of change.	Directors (Leading to transform)	c. 40 in 2013	During 2013
	Deputy Directors (Leading to inspire)	c. 150 in 2013	During 2013
	G6/7 (Leading with purpose)	c. 525 in 2013	During 2013
Expert resource is available to support departments: <ul style="list-style-type: none"> Organisational Development and Design Expert Service, who can deploy experts to work alongside senior leaders to undertake diagnostic and design work. They have produced a change support manual, which provides leaders and managers with practical guidance on delivering organisational change. Continuous Improvement Network, co-ordinated by the Cabinet Office, who can introduce teams to relevant methodologies such as Lean. 	Head of Civil Service HR		Ongoing

What	Who	Scale	By when
Introduce a new professional capability framework to help the professions to plan how they will tackle capability building.	Civil Service Learning	All 24 professions	May 2013
Introduce a new Professions Council to co-ordinate the professions' role in building capabilities.	Head of Civil Service	All 24 professions	September 2013
Heads of Profession of policy, operational delivery and project delivery to undertake reviews of the effectiveness of their role in building capability.	Heads of Profession	By the three largest professions	November 2013
A pilot for centrally managed secondments for the Senior Civil Service is under way. A central support offer for secondments is currently being developed.	Head of Civil Service HR	Central offer to supplement departmental activity	May 2013
A new Positive Action Pathway 'Levelling the Playing Field' targeted at women and minority ethnic and disabled staff below SCS level. It aims to equip participants with the skills and confidence to realise their full potential.	Civil Service Learning	All staff below SCS level in the following groups: women; minority ethnic staff; and disabled staff	Application for first cohort group (AA/AO) commences March 2013
Make available a new unconscious bias learning product, enabling managers to identify our best people by helping them to understand their own perceptions and how unconscious bias can influence personal decision making.	Civil Service Learning	All staff involved in decisions on recruitment, selection and staff development	March 2013
Commercial skills and behaviours			
Move to a system which buys common goods and services once on behalf of the whole of government, and not in individual departments. The Government Procurement Service will be enhanced to provide an end-to-end purchasing service for departments by the end of 2013.	Chief Procurement Officer, departments and their ALBs	All common goods and services	December 2013
Create a new unit within the Cabinet Office comprised of commercial specialists to assist departments in buying and managing the commercial delivery of complex ICT services. Recruitment will commence in summer 2013.	Chief Procurement Officer	Departments and their ALBs	Summer 2013

What	Who	Scale	By when
Commercial or Procurement Directors in departments will have a strengthened reporting line established to the Chief Procurement Officer in the Cabinet Office by May 2013.	Chief Procurement Officer and departments	All departments	May 2013
Establish a central database of commercial specialists, starting with procurement professionals by summer 2013, and extend this to other related professions across government.	Chief Procurement Officer, Procurement/ Commercial Directors in departments	Departments and their ALBs	Summer 2013
Delivering successful projects and programmes			
Create shared virtual pool of expert project leaders from MPLA to assist with deployment of specialist skills across departments.	Head of Project Delivery Profession	20–30	Ongoing
Civil Service Project Leaders Network (established in March 2012) to act as a peer support and best practice sharing network for GMPP project leaders, MPLA alumni and departmental Heads of Profession.	Head of Project Delivery Profession	c. 1,000	Ongoing
A new offer for leaders of major projects designed to attract the right people to posts and manage succession planning at appropriate points in the project lifecycle.	MPA	c. 500 project leaders of GMPP	From end 2013
Development of an aspiring project leaders programme targeted at those leaders of complex projects in the middle tier of the profession below the MPLA threshold.	MPA and Civil Service Learning	c. 3,000–5,000 places	Initial programme in autumn 2013 and roll out in 2014
Review the Prime Minister's mandate for the MPA and make recommendations for strengthening its role in project delivery capabilities.	Lord Browne, supported by MPA	All departments	March 2013
Redesigning services and delivering them digitally			
Cross-government championship and monitoring of commitments in digital strategies.	GDS	All departments	Ongoing

What	Who	Scale	By when
Specialist service transformation team to directly support selected digital transformation projects (offering access to specialist technical skills, business analysis, proposition assessment, product and proposition management, and design and analytics).	GDS	c. 23 exemplar services	March 2015
New Digital by Default Standard will apply to all new or redesigned transactional services handling over 100,000 transactions a year.	GDS	Relevant departments	April 2014
GDS will liaise with the HR community to develop and tailor recruitment processes so that individuals with high level and specialist digital skills can be recruited from outside government when necessary to fill these roles. GDS setting up recruitment hub.	GDS and Head of Civil Service Employee Policy	All departments	Ongoing
Support and guidance for departments on using social media as part of public consultation processes.	GDS	All departments	Ongoing
GDS offers training and awareness raising to embed new commissioning arrangements for new digital projects to encourage a wider range of bidders including SMEs.	GDS	Departmental procurement functions	Ongoing

Actions by departments

What	Who	Scale	By when
Leading and managing change			
Fully implement the new Competency Framework and performance management processes.	Permanent Secretaries	All civil servants	April 2013
Embed the Civil Service Talent Management Toolkit to ensure consistent approach to the identification and assessment of talent within the department.	Permanent Secretaries	All civil servants	Summer 2013
Commercial skills and behaviours			
Transition all spend on common goods and services to the Government Procurement Service.	Commercial/ Procurement Directors	All departments and ALBs	December 2013
Populate the central database of commercial specialists, recording each person's experiences and skills along with sharing expert resources across central government.	Commercial/ Procurement Directors	All departments and ALBs	Summer 2013
Review the size and nature of residual commercial functions required to solely concentrate on the management and delivery of transactions which are specific or unique to the organisation and/or ministerial priorities.	Permanent Secretaries	All departments and ALBs	December 2013
Delivering successful projects and programmes			
All GMPP project leaders to be trained through Major Projects Leadership Academy.	Permanent Secretaries	c. 350	All to have started training by end 2014
			Requirement to be MPLA alumni to be GMPP project leaders from end 2015
Prioritise future major project leaders and rising stars to start training at the Major Projects Leadership Academy.	Permanent Secretaries with MPLA	c. 400	From March 2013

What	Who	Scale	By when
Redesigning services and delivering them digitally			
All departments have Digital Leaders who are accountable for implementing their department's digital strategy and driving forward the culture change and capabilities necessary to become digital by default.	Permanent Secretaries	c. 20	Ongoing
Service Managers: a new organisational role will be introduced, initially in the seven 'transactional' departments, to redesign major services (with over 100,000 transactions).	HMRC, DfT, DWP, BIS, HO, DEFRA and MoJ	c. 25 Service Managers, in the first phase	April 2013
Seven 'transactional' departments that carry out over 90% of transactions for government will each establish their own specialist digital in-house capability to deliver service transformation.	HMRC, DfT, DWP, BIS, HO, DEFRA and MoJ	Seven departments	Ongoing
Departments will take steps to ensure that their systems allow the widest possible use of a full range of digital tools such as social media by all civil servants.	All departments	420,000	Spring 2013

7. New learning and development interventions to build skills in priority areas

What	Who	Scale/audience	Available from
Leading and managing change			
Change Leadership Toolkit to support better staff engagement by Permanent Secretaries, Top 200 and other Senior Civil Servants.	Civil Service Learning	SCS	April 2013
One-day Change Leadership workshop.	Civil Service Learning	SCS	July 2013
Short change leadership and management masterclasses, providing introductions to key topics.	Civil Service Learning	G6/G7 1,000 places in 2013	During 2013
Mixed cohort learning with the private sector, run by Whitehall and Industry Group and Windsor Leadership Trust.	Civil Service Learning	Directors, Deputy Directors and Fast Stream	Ongoing
Commercial skills and behaviours			
Develop a programme to improve commercial skills targeted at the Senior Civil Service.	Civil Service Learning and Chief Procurement Officer	SCS	Summer 2013
Better connect with the Fast Stream through actively seeking to assign placements within the Cabinet Office commercial team and by identifying secondment opportunities within the private sector – specifically to develop commercial skills.	Chief Procurement Officer	Fast Stream	Summer 2013
Short commercial masterclasses, providing introductions to key topics including commercial awareness and successful contract negotiation.	Civil Service Learning	G6/G7	Ongoing
Commissioning Academy, aimed at senior commissioners, which brings together participants from across the Civil Service and wider public sector to transform public service delivery.	Cabinet Office	SCS c. 1,500 places over next three years	April 2013
Major Projects Leadership Academy, established in February 2012 to equip Senior Responsible Owners and project leaders of all major projects with the skills to successfully lead projects. 25% of the syllabus is focused on commercial awareness.	MPA and Chief Procurement Officer	Targeted at GMPP project leaders	Ongoing

What	Who	Scale/audience	Available from
Delivering successful projects and programmes			
Widen learning and development offer to bridge the gap between technical training, project management and project leadership, particularly for senior staff running projects.	MPA	10,000–15,000 (in profession)	Ongoing
Regular learning and development activity for the project delivery profession for all members on aspects of programme and project management tools and techniques.	MPA	10,000–15,000 (in profession)	Ongoing
Project leadership workshop.	Civil Service Learning and MPA	Selected SCS	September 2013
Redesigning services and delivering them digitally			
GDS will have started an induction and development programme for Service Managers.	GDS	c. 25 Service Managers in the initial phase. c. 120 thereafter	Summer 2013
Awareness raising for departmental procurement leads to embed new commissioning arrangements for new digital projects in order to encourage a wider range of bidders, including SMEs.	GDS and departmental commercial teams	All departments	February 2013
Digital awareness building initiative, aimed at all civil servants, to embed basic awareness of the opportunities of network technologies and service redesign, to help to improve future policy making and service delivery.	GDS and Civil Service Learning	All civil servants (c. 420,000 target audience)	Spring 2013
Learning intervention for the SCS, designed to highlight the strategic opportunities offered by digital to improve a wide range of policy outcomes.	GDS and Civil Service Learning	c. 4,000	September 2013

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