



The Capabilities Plan

2014 Annual Refresh

June 2014

Contents

1. Foreword	2
2. Introduction	4
3. The year ahead	5
- Leading and managing change	7
- Commercial skills and behaviours	7
- Redesigning services and delivering them digitally	9
- Delivering successful projects and programmes	9
- Conclusion	10
4. Annex A: Actions for 2014/2015	11
5. Annex B: The Capabilities Plan – 2013/14 progress update	19

Foreword

We aspire to be an exceptional Civil Service at every level and in every role; more skilled, more unified, delivering the best for Britain against a challenging backdrop of austerity measures and wide-reaching reform. Published last year, *Meeting the Challenge of Change – a capabilities plan for the Civil Service* set out how we are going to achieve this.



I am extremely proud of how far we have come over the last 12 months in building capability with departments and across the Civil Service. Importantly, we have put in place the building blocks that take us closer

to achieving our ambition. For the first time, we have a talent stream which identifies and develops new recruits at apprentice and fast stream level through to the most senior civil servants. We have established a secondments scheme so that some of our most talented civil servants can experience working in the private sector, and in turn enable private sector secondees to work within the Civil Service. And we are ensuring that people understand and act on their own development needs – last year nearly three quarters of civil servants assessed their skills against the Civil Service Competency Framework.

But developing organisational capability takes time and there is still much to be done if we are to achieve our vision in the four priority areas:

- A Civil Service which is recognised and renowned for leading its people effectively through the many changes and challenges ahead.
- A Civil Service which consistently delivers some of the most complex and high risk projects in the country on time, to a high quality and to budget. By the end of next year all SROs of major projects without the equivalent experience, will have completed the Major Projects Leadership Academy.
- A Civil Service which understands the private sector and can work confidently with them, whether purchasing goods and services through complex procurement or learning from them to enhance our customer service. We know we need to significantly boost our commercial capability over the coming year through external recruitment – including through our new Commercial Fast Stream and Modern Apprenticeship Programme - and internal training.
- A Civil Service which is confident in using technology whether to meet public demand for more online service delivery or to open up policy making through the use of social media.

I am passionate that we continue to challenge and adapt the way we work, throwing our collective effort behind strengthening our cross-government professions, making sure we have the right skills in the right place, not just in departments but across the Civil Service at every level. We will start to deliver accredited courses for some of our professions, including the policy profession, by the middle of next year.

Finally, staff and line managers have a significant role to play in improving our capability. All staff should be seeking and taking opportunities to learn 'on the job'. We will be more rigorous than ever in ensuring every civil servant, regardless of grade or role, completes at least 5 days of learning and development a year to upskill according to individual and business needs. We will support this by signposting staff to the most important opportunities, flagging the courses which have been peer reviewed and assessed to be outstanding and developing online learning plans so staff can track their progress.

Just as our vision evolves for the kind of Civil Service we need to become, our plan for how we are going to get there should evolve too. This annual refresh does that, setting the tone for the next 12 months, and driving the next stage towards achieving our end goal: a capable, unified Civil Service.



Sir Bob Kerslake
Head of the Civil Service

Introduction

Britain is in a global race and to compete we need a world-class, 21st Century Civil Service supporting the wellbeing, security and prosperity of the country. The Civil Service has embarked on a period of radical reform and has much to be proud of since 2010, making unprecedented savings and implementing far-reaching changes in public services. We recognise that building our capabilities is crucial to successful implementation of the reform agenda. *Meeting the Challenge of Change – a capabilities plan for the Civil Service* (the 'Capabilities Plan') was published in April 2013, identifying the four priority areas where the Civil Service as a whole must build capability:

- Leading and managing change
- Commercial skills and behaviours
- Delivering successful projects and programmes

- 36 departments, covering over 420,000 civil servants, completed the first cross-government Annual Skills Review.
- Over 280,000 civil servants completed the Competency Framework Self-Assessment.
- 17 professions completed in-depth maturity assessments and have developed action plans for strengthening their profession.
- Actions to build capabilities are a key component of published Departmental Improvement Plans.
- Over 200 project leaders enrolled in the Major Projects Leadership Academy since February 2012. 47 have graduated to date and are starting to be deployed across government.

- Redesigning services and delivering them digitally

The Capabilities Plan defined capabilities as the coming together of structures, processes and skills. This is about how we source skills, buying and borrowing them, as well as building them; about how we deploy skills; and about how we organise ourselves to make the most of our capability across the whole of government.

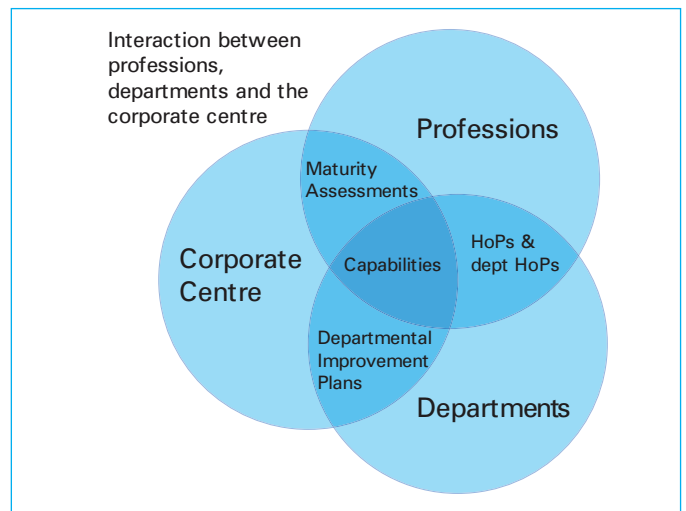
Following the first year of implementation of the Capabilities Plan, this annual refresh takes stock of our activities to date and sets out our next steps for 2014/15, towards building world-class capability in the Civil Service.

It takes time to build capability and to bring about the necessary change in organisational culture to ensure that this agenda is prioritised. Over the last twelve months we have made significant progress:

- The Digital by Default Service Standard became mandatory in April 2014. 50 Service Managers have been trained and a specialist induction and development programme has been rolled out.
- Over 3,600 senior civil servants and Grades 6/7 have attended or enrolled on our 'Change Leaders' workshops since the end of 2013.
- The Crown Commercial Service is now operating as a single organisation, bringing together the Government Procurement Service, the commercial function of the Cabinet Office and common goods and services procurement undertaken by departments, as well as offering expertise on complex transactions.

A full update on 2013/14 activities can be found at [Annex B](#).

Looking ahead to delivering world-class capability we need to continue to work as a unified Civil Service: a strong, effective corporate centre which sets a clear direction through the Capabilities Plan and provides cross-government support and services on key elements of the agenda; departments which take ownership of the Capabilities Plan and apply it to their business context; and professions which are strong, cross-departmental structures that play a central role in developing and deploying talent across the Civil Service.



The year ahead

Our activity for the year ahead will centre on five themes. A table of actions is set out in [Annex A](#).

Ensuring that our learning platform is fit for purpose, now and in the future. If we want to give individuals the right tools for development we need a learning platform that is accessible and intuitive to navigate. Civil Service Learning (CSL) will rationalise content on the CSL portal, aligning it to the career paths and professions we want to develop.

Our ambition is that individuals use the CSL portal as a one-stop shop for learning and development. Improved signposting will direct learners by profession and experience level, and also guide them towards the learning that all civil servants need according to strategic priority. The learning log on the CSL platform will be further developed, supporting and prompting individuals to monitor, plan and review their learning and development.

Individuals and line managers taking responsibility for development. Our strong expectation is that this year each and every civil servant will undertake at least 5 days of formal or informal learning to address capabilities gaps, conscious of the importance

of building skills in the priority areas. This should be targeted learning and development, tailored to the needs of the organisation, focussing on the skills most needed for each individual's role. 'Building Capability for All' is a core competency in the Competency Framework. It is therefore the role of the line manager to ensure that this happens; supporting their people to identify and develop their capabilities and apply what they learn to their work, prioritising this alongside business delivery. Considerable resources are available through CSL and within departments to support this. For leaders, and particularly senior leaders, we must work quickly to foster a culture where learning and development is not only accommodated, valued and role modelled, but seen as a requirement for every civil servant.

Championing a corporate approach to capabilities. Civil Service reform is largely driven by the need to find efficiencies through streamlining, and a move away from departmental silos, to realise the wide-ranging benefits of acting corporately. To achieve this ambition, our senior leaders across government must lead the culture change required to make full use of a number of increasingly sophisticated corporate capability-building components:

- Drawing on central expert services, such as CSL, SCS recruitment service, Organisational Design and Development team, Crown Commercial Service, Government Digital Service and Major Projects Authority to support departmental capability and delivery.
- Embedding cross-government tools such as the Competency Framework to underpin consistent performance management, recruitment and promotion systems.
- Embracing the Corporate Talent Strategy, fostering growth of the Civil Service High Potential Stream (CSHPS), and supporting talented individuals to engage with our corporate secondments programme to facilitate interchange with the private sector.
- Working collaboratively to share our expertise between teams, within departments, across government, professions and with other sectors.

Building stronger professions and cross-government functions. If we are to be a truly unified Civil Service, Heads of Professions must pick up the pace and ambition on maturing their professions, particularly those representing the priority areas. Our ambition is to put professions at the heart of deploying capable people to where they are needed most across the entire Civil Service.

This year, we expect Heads of Professions to:

- Implement their action plans with pace, with progress to be reviewed by the Capabilities Board, and repeat maturity assessments by December 2014.
- Work with CSL to build learning, accreditation and/or qualification frameworks, and provide specialist content for, and approve, learning material relevant to their profession.
- Implement a strategy for growing specialist talent pipelines and building networks to deploy people to where they are most needed across government. This will require sustained collaboration between Heads of Professions and departments. This work will be supported by creating strong functional leadership in 8 key corporate centre business areas.
- Be clear about the scope of their profession and support individuals to identify a career path within it.

Functional leads for the 8 key corporate business areas within the Functional Leadership Programme will be expected to deliver their business cases in June. These business cases will set out the operating models that will be delivered by strengthening our corporate functions.

Focusing on the four priority areas. Our next steps on the four priority areas identified in the Capabilities Plan are set out below. Key actions for 2014/15 include: external recruitment across government to bring in high calibre commercial expertise, supported by the Crown Commercial Service; all project leaders of Government Major Project Portfolio projects enrolled on Major Projects Leadership Academy; and a high quality, well-advertised learning offer provided by CSL to build awareness across the senior civil service and Grades 6/7 on the four priority areas.

Leading and managing change

In an era of such rapid and large scale reform, change is a recurring theme, regardless of the area of government we work in. A recent Institute for Government report termed our record on leading organisational change as weak. Our 2013 People Survey echoed this: 71% of our workforce still does not feel that change is managed well in their organisation. Addressing this could not be more important: the entire reform agenda, including on capabilities, hinges on getting this right.

There is no single solution to building capability in leading and managing change, nor a simple way of measuring the impact. The building blocks for learning are in place: there is a wealth of interventions available through the CSL portal, and departments have developed a range of tailored leadership events and development opportunities. These resources must be fully exploited by departments and individuals, and interventions continuously improved to maximise their quality and outcomes. Our clear expectation is that everyone at SCS and Grades 6/7 will attend one of these events.

But learning interventions alone will not be enough, and departments need to plan to embed what has been learned. Role modelling the behaviour change that this agenda demands from top to bottom of the organisation will be 2014's principle challenge. We want to see more talented people, whatever their background, reach the very top roles: continuing to champion diversity across the Civil Service and in our senior leadership in particular, will be a crucial part of moving this agenda forward.

Departments must continue to reward the leadership behaviours we value and identify where development is required by embedding the Competency Framework and performance management framework. Our new corporate

talent programmes must also ensure that our most able leaders are developed quickly and deployed to critical roles to support leading and managing change effectively.

Our efforts in the last year have focussed largely on our senior leadership. Acting on this investment is essential: senior civil servants will continue to have an objective around improving our People Survey engagement scores.

Our 'Civil Service 21' initiative will take this further in the coming year, better defining the future leadership behaviours and values of the Civil Service and developing a range of recommendations and interventions to support strong collective leadership across the organisation.

Commercial skills and behaviours

We are more committed than ever before to ensuring that government has excellent commercial capability – confidence, experience, judgement and skills – to do business effectively, driving value from across the commercial cycle.

The Civil Service's commercial capability has recently been subject to considerable internal and external scrutiny. The Cross Government Review of Major Contracts and a number of Parliamentary inquiries have helped us to identify where we need to get to. Addressing our capabilities in this area means improving a range of commercial skills. These cover the pre-procurement phase (when the ability to build and shape markets, to engage with suppliers and to manage financial and investment risk is key) and effective contract and supplier management after the contract is agreed. We also need people to have a general awareness of what obtaining value for money means in a private sector environment.

Departments and the corporate centre need to have the right people with the appropriate level of authority and experience to apply sound commercial judgement throughout the process, starting with early engagement and following through to contract management. This is a key aim of the programme to establish and scale up the remit of the Crown Commercial Service. By March 2018 we expect it to provide end-to-end management (from market engagement through to contract and supplier management) of over £20bn of transactions. We will continue to build commercial capability within the Crown Commercial Service as the government centre of expertise: by 2015, we expect it to comprise around 750 specialist commercial staff, a proportion of whom will be regularly refreshed using secondments, interchange and internal placements.

Departments will work with the commercial profession to fill capability gaps. A programme of capability reviews conducted throughout 2014 will provide assurance that departments have clear plans in place to ensure they have the right commercial capability and identify any further actions needed to strengthen the profession across government. A priority for 2014/15 will be external recruitment into departments and the Crown Commercial Service of high-calibre commercial staff, using the commercial profession to ensure resources are deployed where they are most needed across all departments. A commercial recruitment hub is now operational and is working to fill a number of key posts across government. To build our talent pipeline, we will also implement new commercial apprenticeship and fast stream programmes across government.

We are committed to developing the professional curriculum to include training in more specialist commercial skills such as market analysis and complex contract management. The profession must also act as

a network across departments to understand and share our market and supplier intelligence to maximise our ability to act as a smart customer.

Departments and the commercial profession also need to address the gaps outside the profession at expert and practitioner level identified by the 2013 Annual Skills Review, as contracts are often managed by policy or operational delivery professionals as part of their day job rather than commercial experts. They will need to use the learning tools and other support available to build their commercial capability. We expect full commitment by departments to ensuring their people undertake learning interventions.

Over the last 12 months, we have rightly focussed on building the critical procurement and contract management skills we need, and will maintain that focus. Alongside this, to achieve the far reaching reforms we aspire to, departments will ensure that their people at all levels take opportunities to build a greater understanding of how the private sector operates, the challenges it faces, and what we can learn from it to improve our own services.

Redesigning services and delivering them digitally

Having digital skills means having the confidence to build, operate and continually improve digital services for citizens and users. Civil servants with digital skills encourage and enable the use of digital tools and techniques to make government policy-making, and communications with the public, work better.

Building on the momentum around the 25 digital exemplar services, we will develop consistent and sustainable digital capability by training senior and experienced people to ensure departments understand and meet the Digital Service Standard, made mandatory from April 2014. This requires extending the specialist digital training on offer for experts, supported by establishing more specialist digital communities to provide informal support and advice and share learning and expertise.

Throughout 2014/15, departments will continue to be able to borrow at short notice from the Government Digital Service (GDS) 'digital bench' of capable digital specialists, and draw on GDS's specialist digital recruitment services. As the principal talent recruitment pipeline, we will overhaul the Technology in Business Fast Stream, putting digital and technology skills at its core.

Being 'digital' is, of course, much broader than having the technical capability to offer services online. The way we work, think and communicate, both internally and externally, must keep pace with the world around us. By the end of July 2014 we will have trained 300 web editors to support the transition of agency and arm's length bodies' websites to the award winning GOV.UK.

There are a number of dynamic toolkits and guides already available on using open internet tools and social media in government. The

challenge now is for departments to adopt these new ways of working and foster the necessary culture change to make that happen. GDS are committed to continuing work with departments to extend the use of digital tools across government, and to remove the technological and security barriers that are perceived to block their use in some departments.

We will build on the current work to address this capability requirement; directly through interventions using an extended range of masterclasses; as well as indirectly by increasingly embedding digital elements in professions' curricula and capability frameworks, and leadership programmes. Building digital confidence in the leaders of the future is crucial: a key channel for this is securing an increasing number of postings with high digital content for generalist fast streamers.

Delivering successful projects and programmes

The creation of the Major Projects Authority (MPA) in 2011 brought a much needed improvement in the way we deliver projects. But the Lord Browne review last year said we need to go further. Alongside the changes needed to strengthen the role of the MPA, Lord Browne identified a 'consistent failure to put in place project leaders with the right skills, experience and incentives'. Successive studies have shown effective leadership to be the single most important determinant of project success.

To tackle this longstanding weakness, building strong project leadership is now our main priority. With so much at stake, we are rightly ambitious.

We want to:

- Create a world class cadre of project professionals who are properly trained to lead each of our major projects, using the Major Projects Leadership Academy (MPLA) for Senior Responsible Owners (SROs) or the Project Leadership Programme (developing the talent pipeline);
- Build a strong projects profession across departments which identifies and nurtures talent from within and facilitates cross government deployment to where resources are needed most; and
- Ensure we have the right SROs and project directors in place who have the autonomy and flexibility to build and run their projects as bespoke temporary organisations and, in return, are personally accountable for delivery of their projects.

The need to improve project delivery capability spans the breadth of departments. It is clear that this cannot be addressed by the centre alone; it is only achievable through a strong project delivery profession. This means we need to create common standards, a curriculum and a development pathway for project professionals. It also means making each departmental Head of Profession accountable for improving project standards and driving improvement activity within departments, and for contributing to Civil Service-wide action to professionalise project delivery. The 2013 Annual Skills Review told us that as well as building the levels of expertise within the profession, many departments need to build the awareness of their staff in project delivery. This is awareness not only of project tools and techniques, but of the impact of other work, such as policy, legal or contract management, on the delivery of projects. Only by embedding project delivery awareness into the collective consciousness

of departments and professions, will we safeguard our ability to implement projects on time, on budget and at the level of quality that the public deserves.

Conclusion

The Civil Service must become an organisation that intuitively understands the capabilities it needs to deliver a high quality, value for money service to the public. We are getting better at assessing this: the Annual Skills Review process gives us a cross government view of our skills levels and requirements, and a baseline for comparison. This picture can now be enriched by data from the widely used Competency Framework Self-Assessment tool, as well as the professions' maturity assessments. Investment in the Civil Service Learning (CSL) platform will provide increasingly sophisticated datasets on learning and development in the year ahead. This data will support departments and the collective leadership of the Capabilities Board to monitor and drive progress on this agenda.

There has never been a better time for us to be ambitious in what we do. We will continue to measure our progress through learning data, pulse surveys, the People Survey and professions data, and report on progress and next steps again through the 2015 annual refresh. A capable, unified, skilled Civil Service is the only way we can meet the needs of the public in the modern world, in the way they rightfully demand from us.

Strengthening the professions

What	Who	By when
Corporate actions		
Each profession will be clear about the scope of their profession and implement their improvement plan, with progress reviewed by Capabilities Board. Putting in place a robust talent strategy and accreditation options will be a priority.	Professions with CSL support	Ongoing to February 2015
The project delivery and policy professions to ensure they have a suitable qualification and accreditation framework in place. All other professions to explore options to do the same.	Professions with CSL support	May 2015
All professions to work with CSL to ensure a suitable L&D offer is available which is organised along profession and career path lines, creating an easily navigable set of learning options. All relevant material must be reviewed and approved by the relevant Head of Profession.	Professions with CSL support	May 2015
Explore opportunities for commonality across professions' learning and accreditation frameworks in order to create a common language for assessing skills, with a view to providing new management information on skills gaps.	Professions with CSL support	December 2015
Professions will work with departments to deploy capable senior people to where they are needed most across the Civil Service.	Heads of Professions	December 2014
Head of Civil Service HR will investigate, with professions, appropriate HR Business Partner support, prioritising where it will have the greatest impact.	Head of CSHR	March 2015
Each profession will repeat its maturity assessment by December 2014, and update its improvement plan by February 2015.	Professions with CSL support	February 2015
Department actions		
Understand the departmental impact of relevant professions' maturity assessments and support the implementation of improvement plans.	All depts/dept Heads of Professions	July 2014 and ongoing
Departments will work with Heads of Professions to deploy our most capable senior people to where they are needed most across the Civil Service whilst still retaining the capability to meet business needs.	All depts/dept Heads of Professions	Ongoing from December 2014

Building a learning culture

What	Who	By when
Corporate actions		
CSL and priority areas to ensure there is a high quality learning offer in place for Grades 6/7 and SCS outside the priority area professions, which is reviewed regularly.	CSL and priority areas	Sept 2014
Continuously evaluate and improve priority area learning quality and impact on capability, including through piloting and peer review where appropriate. Those which receive a high standard of feedback will be clearly identified and marketed as having done so on the CSL portal and in an updated priority area learning guide by July 2014.	CSL	Ongoing
Introduce free text reviews on the CSL portal to gather qualitative feedback.	CSL	August 2014
Undertake a customer insight review with departments to identify barriers to take up of CSL learning interventions, including an independent, external review of customer feedback.	CSL	Ongoing
Establish and monitor levels of generic and technical learning across the Civil Service, and departments' progress against their targets for priority area learning.	CSL and Corporate Capabilities Team	December 2014, then ongoing
Undertake a second Annual Skills Review.	CSL	December 2014
Create a new induction for all staff and make available on CSL.	CSL	May 2015
Redesign the CSL navigation model so that it works more intuitively for existing civil servants and is aligned with professions and career paths.	CSL	May 2015

Building a learning culture

What	Who	By when
Department actions		
Set robust targets for priority area learning take up in the department, based on Annual Skills Review data and Departmental Improvement Plans.	All depts	July 2014
Monitor take up of 5 learning and development days a year. Investigate and address the cultural and practical barriers to learning and development in their area or dept.	All depts	July 2014
Conduct a deep dive into the learning and development activities being undertaken in departments to build capability in the priority areas.	All depts with CSL	Sept 2014
Under the Performance Management system, amend the mandatory leadership/management objectives to include clear expectations on 5 learning and development days a year.	All depts	July 2014
Participate in the second Annual Skills Review, feeding outcomes into Departmental Improvement Plans and capabilities plans.	All depts	December 2014

Talent management and secondments and interchange

What	Who	By when
Corporate actions		
Increase CSHPs participants to c.400 in 2014, ensuring consistent high standards are maintained.	Corporate Talent Team	March 2015
Evaluate and continuously improve the curriculum offer of the CSHPs.	Corporate Talent Team	Sept 2014 then ongoing
HoCS and Cabinet Secretary will undertake departmental 'talent reviews' with departments to set talent priorities.	Corporate Talent Team	Sept 2014 onwards
Increase the number of secondments in place at any one time between Civil Service and the Private sector to 100.	CS Resourcing	March 2015
Department actions		
Ensure we have robust talent management structures in place. Agree talent priorities with HoCS or Cabinet Secretary and deliver them.	All depts	Sept 2014 onwards

SCS recruitment

What	Who	By when
Corporate actions		
Provide a specialist centralised SCS recruitment service to support departments and professions in recruiting to senior posts.	CS Resourcing	Sept 2014
Department actions		
Identify capability gaps which need to be filled by external recruitment, and work with priority area recruitment services and SCS recruitment service to fill them.	All depts	Sept 2014

Leading and managing change

What	Who	By When
Corporate actions		
Continue to promote and deliver change leadership learning interventions to SCS and Grades 6/7, evaluating and evolving them to improve impact and quality.	CSL	Ongoing
Further define what good change leadership looks like, through the Director General of the Future and Civil Service 21 initiatives. Make and implement recommendations on this to departments.	DG of the Future and CS21	Ongoing
Work with departments and the MPA to identify our 10 most important change programmes and agree a set of impact metrics for each.	CS Group	July 2014
Department actions		
Develop and implement a robust approach to embedding change leadership skills and behaviours.	All depts	Sept 2014
Ensure that the Competency Framework and performance management process are used at all levels in departments to reward and reinforce excellent change leadership behaviours, whilst driving necessary development.	All depts	Ongoing
70% of SCS and 10,000 Grades 6 and 7 to undertake the Mindgym Change Leadership workshop.	All SCS and G6/7	January 2016

Commercial skills and behaviours

What	Who	By when
Corporate actions		
Put a learning programme in place for the Crown Commercial Service, enhance the commercial profession curriculum and evaluate and improve existing commercial learning.	Crown Commercial Service and CSL	Sept 2014
Develop strong contract management capability in departments by setting the standards, guidelines and checklists for best-in-class contract management.	Crown Commercial Service	December 2014
Scale up Commissioning Academy to meet a target of 1,500 places.	Crown Commercial Service	March 2016
Put in place a robust talent management strategy and succession plan for the commercial profession, with a view to more centralised deployment to senior or critical posts.	Crown Commercial Service	Sept 2014
Design and develop a commercial Fast Stream scheme and Modern Apprenticeship Programme.	Crown Commercial Service	October 2014
Work with departments to support recruitment through the Crown Commercial Service recruitment hub.	Crown Commercial Service	April 2015
Undertake programme of commercial capability reviews of departments.	HMT/Crown Commercial Service	December 2014
Deliver 3000 places on commercial masterclasses or SCS workshops.	Crown Commercial Service and CSL	December 2015
Department actions		
Translate the commercial aspects of the Capabilities Plan into departmental and business context, and continue to build capability needed.	All depts	Ongoing
Ensure commercial professionals in departments undertake specialist commercial learning and use the standards, guidelines and checklists provided by the Crown Commercial Service.	All depts/dept HoPs	Ongoing
Use the Crown Commercial Service recruitment hub when recruiting senior commercial specialists.	All depts/dept HoPs	Ongoing from April 2014

Redesigning services and delivering them digitally

What	Who	By when
Corporate actions		
Extend the Service Manager induction and development programme to wider digital teams, training 150 people by July 2015.	GDS	July 2015
Train staff in departments to self-certify services handling under 100,000 transactions each year.	GDS	April 2015
Train web editors from over 300 arms-length bodies on user needs, web writing and the publisher tool to enable them to work on GOV.uk.	GDS	July 2014
Extend the range of digital masterclasses for Senior Civil Servants.	GDS	December 2014
Provide specialist digital recruitment services to attract and retain the right people to departments.	GDS	Ongoing
Review the Technology in Business (TiB) Fast Stream, putting digital and technology skills at its core, and work with Generalist Fast Stream team to increase digital placements.	GDS	Sept 2014
Work with departments to overcome technological, security, managerial and cultural barriers to their people accessing digital tools.	GDS	Ongoing
Department actions		
Translate the digital aspects of the Capabilities Plan into departmental and business context, and continue to build capability needed.	All depts	Ongoing
Ensure digital experts tap into the communities, learning and best practice sharing available, and contribute to the cross government digital learning culture.	All depts/Digital Leaders	Ongoing
Understand and minimise the barriers to opening up digital tools to our people.	All depts/Digital Leaders	Ongoing from April 2014
Use the digital recruitment service and 'bench' to fill digital capability gaps, as appropriate.	All depts/Digital Leaders	Ongoing

Delivering successful projects and programmes

What	Who	By when
Corporate actions		
Ensure that all project leaders of GMPP projects and other eligible project leaders without equivalent experience have commenced MPLA training.	MPA	Dec 2014
Develop and launch a tailored version of MPLA for project leaders below MPLA level (Project Leadership Programme).	MPA	Pilot autumn 2014; full rollout April 2015
Grow a sustainable virtual pool of c.150 project leaders, both SROs and Project Directors, and begin to deploy across government.	MPA	March 2015
Provide a recruitment support service to departments recruiting for senior project delivery posts.	MPA	March 2015
Implement a reward and retention package for SROs.	MPA	Sept 2014
Transform the role of departmental heads of project delivery profession, vesting them with sufficient authority to drive successful delivery projects in departments.	MPA	Mar 2015
Define project based competencies, create clear development and career paths for project delivery professionals and evaluate, enhance and promote the learning and development package for expert and practitioner level project delivery professionals.	MPA	May 2015
Develop a robust talent management strategy for the project delivery profession.	MPA	May 2015
Provide, through MPA, a support mechanism on request for projects in departments, sourcing internal and external expertise where required.	MPA	Ongoing
Department actions		
Translate the project delivery aspects of the Capabilities Plan into departmental and business context, and continue to build capability needed.	All depts	July 2014
Ensure project delivery professionals in departments undertake specialist project delivery learning appropriate for their level.	All depts/dept HoPs	Ongoing
Understand and minimise the barriers to opening up digital tools to our people.	All depts/Digital Leaders	Ongoing from April 2014
Use the recruitment expertise offered by the projects profession, and tap into the virtual pool of MPLA graduates where expertise is needed.	All depts/dept HoPs	From March 2015
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.	All depts/dept HoPs	Dec 2015 onwards

Annex B

The Capabilities Plan – 2013/14 Progress Update

In the Capabilities Plan, launched in April 2013, we set out clear corporate actions, actions for departments, and actions for every individual. A full progress update against each action can be found below.

The corporate centre has set standards and direction to support and enable departments in achieving the aims of this agenda: through expert services such as CSL, CS Resourcing, GDS, Crown Commercial Service and MPA; and through Civil Service-wide strategies, such as on capabilities, talent and functional leadership.

Departments have taken action to respond to their Annual Skills Review results and build the skills they need in the four priority areas, using a variety of approaches which align to their departmental needs and culture. Examples of how they have done this are highlighted throughout this update. This work is progressing at pace.

Individuals, too, have responded to this agenda. The Civil Service Competency Framework launched in 2013, and over 280,000 civil servants completed a self-assessment against the Competency Framework to identify their development needs. There is evidence that many civil servants are using their 5 development days a year, but we have some way to go before we can confidently say that this is a reality for each civil servant.

Leading and managing change

A focus for 2013 has been on getting the right learning interventions in place for different aspects of leading and managing change, and for people at different points in their careers. This has been delivered by CSL. Their extensive piloting has ensured that the quality of the interventions is high,

and continuous evaluation will be key to continuous improvement. Take-up of this learning offer has varied across departments, with real commitment in some places, whilst momentum is only now starting to build in others.

To overcome their change leadership challenges and respond to the Annual Skills Review results, **Department of Health (DH)** rolled out action learning sets on practical change delivery to support behaviour change. The **Ministry of Defence's (MoD)** Defence Academy established a "Leading with Purpose in Defence" programme for newly promoted Grade 7s, to develop leaders who are better able to lead through transformation. **Crown Prosecution Service (CPS)** mandated management development programmes for all its line managers, with change management and leadership as a key element. Over 700 EO to SEO level and over 400 Grades 6 and 7 managers have attended the programme.

The corporate centre has provided a variety of other support to departments to build change leadership capability: the Organisational Design and Development team have supported over 40 departments and agencies to build change leadership capability in the last 12 months. The cross government Continuous Improvement team has provided support and guidance across departments, increasing Civil Service capability in using continuous improvement approaches to change.

Home Office has taken action to strengthen change leadership during 2013, including a series of leadership events for staff across the country, hosted by members of their Board. These interventions have helped change perceptions, with People Survey scores on leading change in 2013 improving by 4%.

Commercial skills and behaviours

The focus of the last 12 months has been delivery of our ambitious programme of commercial reform to create the Crown Commercial Service. This is major structural change, essential to the wider capability building agenda. It is now undertaking procurement of common goods and services on behalf of a number of departments and, in time, will do so for all. It also deploys specialist expertise into departments to tackle particular commercial challenges, build capability and enable knowledge transfer. The Crown Commercial Service will ultimately act as the centre of expertise on all commercial matters, underpinning our ability to share knowledge and build capability across government.

Following the identification of overcharging in an audit of G4S and Serco contracts with the **Ministry of Justice (MoJ)**, Cabinet Office supported colleagues within MoJ to reach settlements resulting in over £175m in compensation payments. They also worked with **Department for Work and Pensions (DWP)** colleagues to negotiate an agreed exit by Atos from its Medical Services Agreement contract, including settlement by Atos of its historic claims. The Crown Commercial Service will continue to play a similar role in supporting departments with their contracts.

The Crown Commercial Service and CSL have worked together to significantly improve the learning and development provision for commercial skills, for experts and for all civil servants at a range of levels, through face-to-face courses, masterclasses and e-learning opportunities. Our primary focus has been to build a foundation of commercial awareness across the Civil Service and business-critical procurement skills. We have launched the Commissioning Academy, to give senior commissioners from across the public sector the opportunity to learn from the best, and to make a step change in service design and delivery.

In parallel to the work underway in the Crown Commercial Service, departments have conducted a range of activities to identify and address their individual commercial capability needs at the levels identified by the Annual Skills Review, focussing on the specific skills that will have the most impact on their business delivery.

Department for International Development (DFID) and **Department of Energy and Climate Change (DECC)** have run bespoke commercial awareness raising programmes. **DFID** has delivered a programme covering how to run contracts effectively in parts of the world that are subject to conflict and **DECC** has a 5 day programme focussing on Financial Investment Decision Making & Risk Appraisal in and around Energy Markets. **Department for Communities and Local Government (DCLG)** has rolled out a development programme for 30 key senior staff focussing on Corporate Finance and Property Capital Markets alongside a substantial programme of core commercial skills training.

Redesigning services and delivering them digitally

To rise to the challenge of making sure government services keep pace with the modern world, our focus for the last year has been on our ambitious programme of service transformation: redesigning 25 'exemplar' services, to be delivered digitally by 2015.

Led by GDS, we are building sustainable capability: GDS have published our Digital by Default Service Standard and Service Design Manual, to provide advice and guidance to departments on achieving the digital standards we expect. We established the new role of Service Manager, and trained 50 people, rolling out a specialist induction and development programme.

We have come a long way in a year: the Digital by Default Standard became mandatory on 1 April 2014, and there is a growing community of digital experts sharing learning and expertise across government to support delivery to the standard needed in future. We've also increased the use of digital tools to support open policy-making and public engagement.

We have brought in external digital specialists to transform services swiftly. GDS have set up a recruitment hub to support departments to keep doing so, and have also established specialist digital and technology 'benches' - groups of people identified as suitable for particular short-term specialist roles.

The Annual Skills Review highlighted that a significant proportion of our digital capability challenges are in understanding how to use digital tools to increase productivity and effectiveness. GDS published open internet tools and social media guides to support civil servants in departments in digital ways of working. We have started to embed digital skills into a number of professions' curricula and into management and leadership programmes. We have also invested considerable effort, and have made some progress, on addressing the challenges of opening up digital channels across government so that people can access the tools they need. Departments have also conducted a range of activity to address department-specific digital capability gaps, particularly where there are large scale transformations:

DWP has set up a specialist digital academy for future product and delivery managers and business analysts, aiming to train 100 people in the first year. **Her Majesty's Revenue and Customs (HMRC)** is setting up a new digital centre of excellence in Newcastle, supported by a new digital capability strategy. **DH** has a digital capability programme underway, initially focussed on developing digital leadership including executive coaching for the Permanent Secretary and Directors General, and creation of a digital champions network. **DH** and **Department for Business, Innovation and Skills (BIS)** have developed digital toolkits to support the use of digital in policymaking.

Delivering successful projects and programmes

Having created the MPA in 2011 to start to tackle some of the process issues around assurance and oversight of our highest risk projects, our other main focus over the last 12 months has been on building our capability for successful project leadership.

MPLA was established in February 2012 in conjunction with Oxford Saïd Business School and Deloitte. It has enrolled over 200 participants in the last two years and, in 2013, 47 delegates successfully graduated from the Academy. They are now increasingly being deployed to support departments who have urgent short term capability needs. We have made progress on developing our package to attract and retain SROs with the right tools and accountability to deliver projects successfully.

The MPA now has a strong sense of direction, with the appointment of John Manzoni, the Chief Executive Officer and Head of the Civil Service's Project Delivery Profession, who took up post in February 2014.

MPA have also set up the Civil Service Project Leaders Network, enabling good practice and lessons learned to be shared across government. Our learning offer on project skills for those not at senior or expert level has further developed. Many departments have looked at ways to increase the knowledge and skills of their project teams.

BIS has focussed on developing support for its project SROs, piloting with MPA a 2 day condensed Major Projects Leadership course for 50 SROs. **Department for Culture, Media and Sport (DCMS)** has a network of Project Delivery Champions which have designed and started to deliver masterclasses on best practice: a project delivery theme month ran in October 2013, and some 120 employees (25% of the department) have completed a project delivery masterclass to date. **Her Majesty's Treasury (HMT)** identified project delivery as one of its priority areas. Their project working network has delivered a project induction programme and seminar series on prominent projects, focussing on lessons learned, building organisational knowledge and encouraging the use of project working tools to set up and manage policy projects. **Foreign and Commonwealth Office (FCO)** has delivered a bespoke version of a learning event "running small projects" to build awareness and working level skills.

Our focus has, rightly, been on maintaining momentum on MPLA for our SROs where the impact will be greatest: but we have more to do to support those below SRO level, and must ensure we do so over the coming year.

Talent management and secondments and interchange

Managing our most talented people is critical to ensuring our future leaders are skilled in the areas needed to deliver the government's agenda. In July 2013, CS Resourcing launched the Civil Service High Potential Stream, with the aim of creating exceptional future leaders across the Civil Service. A total of 245 people joined in 2013, from Director to Grade 7. The importance of addressing the priority capability areas has been integrated into the formal development offer.

The Generalist Fast Stream has been remodelled to align to private sector best practice, with 300 Fast Streamers starting their placements in 2013. Postings now include digital, commercial, change management and project delivery, as well as traditional areas of policy, operations and corporate services.

CS Resourcing has also created a structured programme of interchange and secondment to the private sector, with a focus on building capability in the priority areas. 61 high potential employees have been brought in from or placed into private sector organisations for periods of 12 to 18 months.

Strengthening the professions

The Capabilities Plan outlined how central our professions are seeking to achieve the professionalism, skills and expertise every civil servant needs to do their job. Over the last 12 months CSL have supported all of the professions in focussing on assessing and developing their maturity. 17 professions now have improvement plans in place. To support implementation of those plans, CSL have established a Professions Capability Steering Group and many professions are already making good progress.

Government Legal Services has developed into a mature cross-government function. All government lawyers now have a defined set of Legal Professional Skills for different career points, which must be demonstrated in order to progress. GLS established a professionally accredited training programme, supported by a managed moves initiative, allowing their people to build expertise in particular areas of law, and to access development opportunities.

The Policy and Operational Delivery professions each carried out a review of their own effectiveness in building capability. The Policy profession published the [Twelve actions to professionalise policy making](#) in October 2013, with Operational Delivery launching their own [Capabilities Plan](#) in February 2014 and now offering a range of internationally recognised qualifications.

Alongside the work led by CSL to strengthen all professions, the **Functional Leadership programme** has been established to strengthen the corporate centre of Government. It covers eight business areas: Communications, Commercial Services, Legal Services, HR, Property, Internal Audit, IT and Finance. By creating more integrated services across Government, the programme introduces stronger professional leadership, consistent standards and improved strategic oversight, ensuring a unified Government service.

Conclusion

We have achieved a huge amount this year and made a great start in establishing the skills, structures and processes we need across the Civil Service to underpin sustainable effective capability building. The first year of the Capabilities Plan has been about putting in place the foundations for longer term transformation; but there is much still to be done. Building capability needs a long term shift in the culture and attitude of the Civil Service, towards the importance of learning and development, and in thinking more corporately about how we deploy our most capable people. In setting the agenda for the year ahead, we recognise that we are only just beginning to make progress. We cannot be complacent about how much further we have to go.

Actions for the corporate centre

Leading and managing change				
What	Who	Scale	By when	Progress update
Refresh the 'Introduction to Civil Service' course to include awareness of the four new priorities for building the capability of the Civil Service.	Civil Service Learning	All new Civil Service joiners	July 2013	'Understanding the Civil Service' e-learning, updated to highlight the four Priority Areas, has been accessed over 8,500 times since April 2013. CSL also introduced a new 'Joining the Civil Service: Induction booklet' in July 2013, which has been viewed over 1,000 times to end March 2014.
Introduce a corporate talent pool – the Civil Service High Potential Stream.	Head of Civil Service HR	c. 1,000 in stream	Summer 2013	A total of 245 people have joined the CSHPS since its launch in July 2013, increasing to c.400 next year.
Launch of new Generalist Fast Stream Programme.	Head of Civil Service HR	300 in first year	September 2013	300 people joined the new Generalist Fast Stream in 2013.
Introduce common promotion standards across the Civil Service.	Permanent Secretaries	All civil servants	April 2013	Permanent promotions secured via open competition have been honoured across departments since 1 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 CSHPS members	From April 2014	Postings for Generalist Fast Streamers now include digital, commercial, project delivery and financial management, including, through secondments in Year 2 if appropriate. CSHPS participants are encouraged to build experience across the priority areas by undertaking relevant roles within the Civil Service, and external secondments.
Corporate leadership development programmes, which include material on leadership and management of change.	Directors (Leading to transform)	c. 40 in 2013	During 2013	22 participants in 2013.
	Deputy Directors (Leading to inspire)	c. 150 in 2013	During 2013	74 participants in 2013.
	G6/7 (Leading with purpose)	c. 525 in 2013	During 2013	565 participants in 2013.

Actions for the corporate centre

Leading and managing change				
What	Who	Scale	By when	Progress update
Expert resource is available to support departments: <ul style="list-style-type: none"> Organisational Development and Design Expert Service Continuous Improvement Network 	Head of Civil Service HR	As required	Ongoing	Organisational Design and Development Team supported over 40 departments and agencies to build change leadership capability in the last 12 months. The Cross Government Continuous Improvement team has provided support and guidance across departments, greatly increasing Civil Service capability in introducing and sustaining change through continuous improvement approaches.
Introduce a new professional capability framework to help the professions to plan how they will tackle capability building.	Organisational Development and Design Expert Service	All professions	May 2013	The professions Best Practice Framework launched in September 2013 setting out best practice requirements in governance, leadership, standards and competencies, curriculum and qualifications, talent management and networks.
Introduce a new Professions Council to co-ordinate the professions' role in building capabilities.	Continuous Improvement Network	All professions	September 2013	Extensive consultation with Heads of Profession supported a mechanism for convening a forum on a "needs must" basis, rather than having a standing Professions Council. This has been developed.
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	Terms of reference for a new robust Professions Capability Steering Group were signed off in September 2013. Meetings commenced November 2013, with attendees from each profession.

Actions for the corporate centre

Leading and managing change				
What	Who	Scale	By when	Progress update
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	The Twelve actions to professionalise policy making were launched in November 2013, to ensure policy officials are properly equipped to perform their roles, take opportunities for continuous professional development and share best practice. The Operational Delivery profession finalised the Operational Delivery Capabilities Plan in December 2013, and launched it in February 2014. The project delivery profession have not reported externally, but have undertaken their review and incorporated their results into their improvement plan.
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 total of 61 inward and outward secondments have been arranged in the last 12 months.
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	'Levelling the Playing Field' pathway launched on 23 May 2013, with the first cohort taking part from 8 July 2013 to 4 March 2014. So far 55 participants from 11 departments have taken part (from 170 applicants), with a further 3 cohorts planned for 2014/15.
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 development	March 2013	The 'Unconscious bias' e-learning launched in February 2013 and had now been accessed over 64,000 times by people from across the whole Civil Service.

Actions for the corporate centre

Commercial skills and behaviours				
What	Who	Scale	By when	Progress update
Move to a system which buys common goods and services once on behalf of the whole of government, rather than 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	The Crown Commercial Service is now operating as a single organisation, bringing together the Government Procurement Service (GPS), the commercial function of the Cabinet Office and common goods and services procurement undertaken by departments. Cabinet Office, HMT and DCLG have transitioned to the new service. Other departments are transitioning to this new service over the course of financial years 2014 and 2015, beginning with MoD, DWP and DfT.
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	The Complex Transactions team has been in place since summer 2013. So far it has provided commercial advice and support on over 30 high value contracts. This team has transferred to the Crown Commercial Service.
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	A strengthened reporting line was established at the start of the reporting year. The Chief Procurement Officer had oversight of all the Commercial Director and senior commercial role appointments in 2013/14.
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	A database has been populated with information about the skills and experience of c.4000 commercial specialists in Government. This data will be refreshed and updated on a 6 monthly basis.

Actions for the corporate centre

Redesigning services and delivering them digitally				
What	Who	Scale	By when	Progress update
Cross-government championship and monitoring of commitments in digital strategies.	GDS	All departments	Ongoing	Digital Leaders across government led on drawing together departmental strategies and are championing all aspects of digital development. GDS monitored this activity by publishing quarterly monitoring reports against digital strategy commitments in April, July, October and December 2013, plus an Annual Report on 10 December 2013 that reported in detail on each department’s progress, action by action. They also ran 2 Sprint events throughout the year to promote progress and share learning.
Specialist service transformation team to directly support selected digital transformation projects.	GDS	c. 23 exemplar services	March 2015	The GDS Transformation Team is working with 25 exemplar services, across 8 departments to support their transformation programmes. Progress on this work is published via the transformation dashboard on GOV.UK .
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	The Standard was published in April 2013, together with the Government Service Design Manual that contains guidance and information for those designing digital by default services. There are around 150 services with over 100,000 transactions, and we are training departmental assessors to self-certify these services. Each service is assessed as it passes to alpha, private beta, public beta then to live. By the end of March 2014 we had carried out over 50 assessments.

Actions for the corporate centre

Redesigning services and delivering them digitally				
What	Who	Scale	By when	Progress update
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	GDS established a recruitment hub to provide assistance to departments in recruiting to senior roles requiring specialist digital and technology skills. It has also established benches - groups of people identified as suitable for particular short-term specialist roles. To end of March 2014, 49 individuals have been placed (11 in permanent and 38 in interim roles). GDS has also assisted with major recruitment exercises such as HMRC's establishment of a digital centre in the North East.
Support and guidance for departments on using social media as part of public consultation processes.	GDS	All departments	Ongoing	In addition to the 2012 guidance on use of social media, GDS has published a Social Media Playbook, providing best practice information, and has included content on social media within its Open Internet Tools product. The GOV.UK blogging platform was launched in July 2013, and by end March 2014 supported over 40 new blogs.
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	The Digital Services Framework launched in 2013. To promote the use of this, GDS undertook an extensive series of targeted meetings and briefings with departments and the procurement profession to create awareness of the new commissioning arrangements.

Actions for the corporate centre

Delivering successful projects and programmes				
What	Who	Scale	By when	Progress update
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	47 MPLA participants have graduated. 200 people have enrolled in the Academy since its launch. Increasingly we are identifying suitable MPLA participants to support departments who have urgent short term capability needs.
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	Network held quarterly events in 2013 to disseminate key messages and give project leaders the opportunity to network, share knowledge and best practice. Additional events, workshops and a bi-monthly dept Heads of Professions forum also ran throughout 2013 to further share best practice on project delivery.
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	We have worked with departments to make better use of the Pivotal Role Allowance to ensure that we offer attractive reward packages to prospective project leaders. We are developing a package to encourage the retention of Project Leaders and to recognise their contribution, the level of responsibility they undertake and the political demands on delivery of their projects. This is currently being aligned with wider work on appointment and accountability and will be delivered in Q2 2014/15.
Development of an aspiring project leaders programme targeted at those leaders of complex projects in the middle tier of the profession below MPLA threshold.	MPA and CSL	c. 3,000 – 5,000 places	Initial pilot autumn 2013 and roll out in 2014	We are in the process of developing a project delivery programme for those below the MPLA threshold, building on existing courses and experience of the MPLA.
Review the Prime Minister’s mandate for the MPA and make recommendations for strengthening its role.	Lord Browne, supported by MPA	All departments	March 2013	Review completed in 2013, which concluded that the mandate does not need to be strengthened.

Actions by departments

Leading and managing change				
What	Who	Scale	By when	Progress update
Fully implement the new Competency Framework and performance management processes.	Permanent Secretaries	All civil servants	April 2013	From 1 April 2014 all departments use the Civil Service Competency Framework, and the cross-government performance management framework.
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	All departments are using the Talent Management Toolkit.

Commercial skills and behaviours				
What	Who	Scale	By when	Progress Update
Transition all spend on common goods and services to the Government Procurement Service.	Commercial/ Procurement Directors	All departments and ALBs	December 2013	Cabinet Office, HM Treasury, Department for Communities and Local Government and Department for Transport (Facilities Management category) have transitioned their procurement services to the new Crown Commercial Service, (what was GPS) equating to £341m per annum. Other departments are transitioning to this new service over the course of 2014 and 2015, beginning with MoD, DWP and DfT.
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	All departments have provided information about the skills and experience of their commercial colleagues in core departments, NDPBs and ALBs, which has been populated into the database.
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	The Crown Commercial Service has been working with the trailblazer departments (DWP, DfT and MoD) to review the size and shape of their commercial functions, alongside preparation for the transition of common goods and services spend to Crown Commercial Service. This process will be repeated with all departments as the procurement of common goods and services transitions to Crown Commercial Service.

Actions by departments

Redesigning services and delivering them digitally				
What	Who	Scale	By when	Progress update
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	All departments have designated Digital Leaders who champion work to meet departmental digital strategy aims. They also work together across government, meeting monthly, to support and embed culture change.
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	Service Managers are in place for almost all of the 25 exemplar services, plus other major services such as DWP's Pensions Service and the Driving Standards Agency's driving test bookings.
Seven 'transactional' departments that carry out over 90% of transactions for government will each establish specialist digital in-house capability to deliver service transformation.	HMRC, DfT, DWP, BIS, HO, DEFRA and MoJ	Seven departments	Ongoing	Each of these seven departments have already put specialist digital teams in place.
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	Whilst the majority of departments have ensured that this access is widely available, there are still restrictions in place within departments such as HMRC, DWP, Home Office and MoD, which between them employ over half of civil servants.

Actions by departments

Delivering successful projects and programmes				
What	Who	Scale	By when	Progress update
All GMPP project leaders to be trained through Major Projects Leadership Academy.	Permanent Secretaries	c. 350	All to have started by end 2014	Ongoing
			End 2015	Ongoing: 200 enrolled and 47 participants completed the programme by end March 2013.
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	Ongoing

New learning interventions

Leading and managing change				
What	Who	Scale	By when	Progress Update
Change Leadership Toolkit to support better staff engagement by Permanent Secretaries, Top 200 and other Senior Civil Servants.	CSL	SCS	April 2013	Change Leadership Toolkit has been available on the CS Learning Portal since April 2013, and had been accessed 900 times by learners from around 100 different organisations by the end of March 2014. 97% of learners agree that the learning meets the published objectives.
One-day Change Leadership workshop.	Civil Service Learning	SCS	July 2013	The MindGym one day Leadership workshop for SCS was piloted extensively throughout July/August 2013, and launched in November 2013. To end April 2014, 617 participants at SCS level from across 21 departments and 57 agencies had taken part, with 292 bookings made for future attendance.

New learning interventions

Leading and managing change				
What	Who	Scale	By when	Progress update
Short change leadership and management masterclasses, providing introductions to key topics.	Civil Service Learning	G6/G7 1,000 places in 2013	During 2013	Launch of the MindGym one day Leadership workshop for G6/7 was delayed from 2013 to early 2014, to enable extensive piloting throughout December/January 2014, following the launch of the SCS workshop. It launched in March 2014. To end of March 2014 609 participants at G6/7 level from across 21 departments and 53 agencies have taken part, with 1890 bookings made for future attendance.
Mixed cohort learning with the private sector, run by Whitehall and Industry Group and Windsor Leadership Trust.	CSL	Directors, Deputy Directors and Fast Stream	Ongoing	To the end of March 2014, 161 participants had taken part in one of these cohorts.

Commercial skills and behaviours				
What	Who	Scale	By when	Progress update
Develop a programme to improve commercial skills targeted at the Senior Civil Service.	Civil Service Learning and Chief Procurement Officer	SCS	Summer 2013	A two day Commercial Skills for Leaders course has been developed. 70 SCS had attended by the end of March 2014. In addition, a leadership masterclass on contract negotiation launched in January 2014 and there had been 123 attendances to the end of March.
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	10 Fast Stream commercial placements have been established and filled within the Crown Commercial Service on a 6 or 12 month rotation basis. To 1 April 2014, 19 Fast Streamers have been seconded to the Cabinet Office commercial team.
Short commercial masterclasses, providing introductions to key topics including commercial awareness and successful contract negotiation.	Civil Service Learning	G6/G7	Ongoing	A range of master classes with commercial themes are now available to book on the Civil Service Learning Portal. Over 900 delegates had attended one by the end of March 2014.

New learning interventions

Leading and managing change				
What	Who	Scale	By when	Progress update
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	During 2013	Launch of the MindGym one day Leadership workshop for G6/7 was delayed from 2013 to early 2014, to enable extensive piloting throughout December/January 2014, following the launch of the SCS workshop. It launched in March 2014. To end of March 2014 609 participants at G6/7 level from across 21 departments and 53 agencies have taken part, with 1890 bookings made for future attendance.
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	We continue to support the MPLA with a presentation from the Chief Procurement Officer on Module 2 of each programme.

Delivering projects and programmes				
What	Who	Scale	By when	Progress update
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)	Summer 2013	A two day Commercial Skills for Leaders course has been developed. 70 SCS had attended by the end of March 2014. In addition, a leadership masterclass on contract negotiation launched in January 2013 and there had been 123 attendances to the end of March.
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)	Summer 2013	10 Fast Stream commercial placements have been established and filled within the Crown Commercial Service on a 6 or 12 month rotation basis. To 1 April 2014, 19 Fast Streamers will have been seconded to the Cabinet Office commercial team.
Project leadership workshop.	Civil Service Learning and MPA	Selected SCS	September 2013	We have developed an intensive two day workshop aimed at new project leaders, rolled out in January 2014. This was piloted with 50 places for SRO's in BIS.

New learning interventions

Redesigning services and delivering them digitally				
What	Who	Scale	By when	Progress update
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	We have established the new role of service manager, accountable for delivering, operating and improving transformed digital services, and set up a specialist induction and development programme to support them. By the end of March 2014, we'd trained over 50 people.
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	The Digital Services Framework was launched in 2013. To promote the use of this and of GCloud, GDS undertook an extensive series of targeted meetings and briefings with departments and the procurement profession to create awareness of the new commissioning arrangements.
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 delivery.	GDS and Civil Service Learning	All civil servants (c. 420,000 target audience)	Spring 2013	The Open Internet Tools guide points civil servants towards digital tools already being used successfully in government, to encourage 'learning by doing'. 4 short awareness-raising videos have also been made available on the CSL portal. Both of these were advertised to all civil servants by direct email. Digital Sprint conferences, multiple blogs including some personally from the Head of the Civil Service, and in particular GDS's work with the communications and operational delivery professions are helping to change understanding at a core level.
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	Digital concepts have been embedded into existing SCS management and leadership learning events, including induction, development and masterclass activities. GDS has also run a session at the SCS "Basecamp" event for those new to the Senior Civil Service. A Digital Landscape Masterclass for SCS and a 'Getting to Alpha' Masterclass both launched in April 2014, with the first workshops taking place in June 2014.

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