



Civil Service

Civil Service

Workforce Plan

2016 - 2020



Realising our vision of *A Brilliant
Civil Service*

Improved outcomes from effective leaders and skilled people, in a great place to work

Foreword

The Civil Service has a mission to support, secure and improve the nation it serves. Each and every civil and public servant plays an important role in fulfilling this mission and so improving the lives of their fellow citizens.



Our Civil Service is rightly admired as one of the best in the world. Over the generations it has helped successive governments to overcome unique and complex challenges. While the shape and nature of the state has changed, the Civil Service has maintained a core set of responsibilities, and the expertise to fulfil them: supporting the Prime Minister and Cabinet; delivering the Government's programme; developing and implementing its policies; ensuring that the money paid by citizens in taxes is spent effectively; and delivering services for the public at home and abroad. In carrying out this mission, there is no other organisation quite like the Civil Service in the extraordinary range of opportunities that it offers its people.

Despite the huge changes that have taken place since its modern foundation 160 years ago, the principles that underpin the Civil Service – open and meritocratic recruitment and core values of objectivity, honesty, integrity and impartiality – have endured. Today, these remain priceless assets. Not because they are ends in themselves but because honest and economical administration, a strong public service ethos, and impartial advice given without fear or favour, deliver better government; a safer, more prosperous society; and more secure and fulfilling lives for all our citizens.

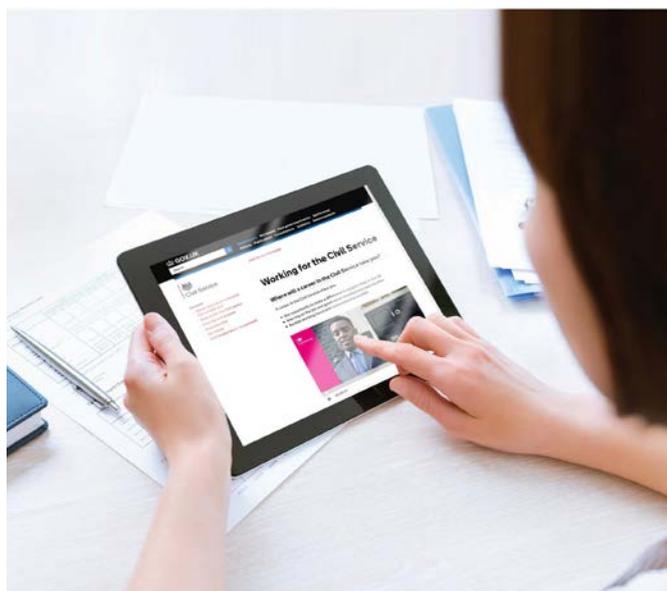
Our task today, just as in previous eras, is to continue to build on these foundations. To deliver for the public, we need to maintain a confident, professional, expert Civil Service that speaks truth unto power, where talent and hard work are fairly rewarded, and where execution is first rate.

While our core purpose remains, the result of the EU referendum has set a new direction for our country outside of the European Union. In response, we have set up the Europe Unit, helping the Government to determine our future relationship with Europe and the rest of the world. Understanding the skills and capability this requires is a priority. In particular, we need to ensure that we have the right people, with international negotiation skills, to deliver the best outcome for Britain.

So today, we move forward against a backdrop of unprecedented change. But whatever the new challenges the business of government must continue. As in the last Parliament we need to save money and become more efficient, whilst maintaining high quality public services. And we need to harness the power of the revolution in digital technology that is sweeping the world, giving ever more demanding citizens more choice, information and power than ever before.

To do this, we need to attract the most capable and public-spirited people Britain has to offer, and build a culture and ways of working that are as good, if not better, than anything on offer anywhere else.

This Workforce Plan sets out what we need to do to make that happen and provides the mechanisms to react flexibly to national priorities.



The Civil Service has already shown that it can adapt to change. Since 2010, civil servants have helped transform the way government operates, improving the quality and efficiency of services at a time of challenging public finances.

The Civil Service Reform Plan, published in 2012, helped the Civil Service to progress against some key priorities: creating a more modern employment offer; increasing openness and accountability; and building capability and skills in specialist areas previously under-valued.

This Parliament, we must up the pace again. We want the Civil Service to be a great place to work – and seen as such – with more porous organisational borders, where people from a broad range of backgrounds, professions and experiences can build a successful career and achieve their potential. We must continue to strengthen professional capabilities, develop world-class leaders and ensure we attract, retain, reward and develop the best talent from right across our society. Organisations work better when they are diverse, inclusive and open and where challenge and innovation are prized and recognised.

When people work hard and succeed, they should be appropriately rewarded. Where people fail to deliver, the Civil Service must be able and willing to address this quickly. And we need to ensure people are encouraged to develop deep expertise, not move too frequently from job to job. High quality leadership is a must to ensure the Civil Service operates as even greater than the sum of its parts.

All this requires harnessing the best that modern, cutting-edge technology has to offer, in an open, inclusive culture that embraces continuous improvement and innovation in the business of running a government.

As in the wider economy, unprecedented new technology is both a challenge and an opportunity. Technology is changing many of the tasks we need civil servants to do and at the same time freeing up our staff so they can focus on what they do best – solving the biggest challenges facing the the UK and serving their fellow citizens with dedication and distinction.

Progress is already well under way. In HM Revenue and Customs, for example, we have already seen the automation of mail processes, allowing resources to be switched to vital work tackling tax evasion and avoidance. Before the end of the Parliament every company will have a digital tax account, providing big savings in administrative costs. And in the Department for Work and Pensions, the digitalisation of Universal Credit will transform how welfare services are delivered to the public.

But change is never easy, and new technologies inevitably change the shape of the workforce we need. They also put an even greater emphasis on training, and we have a duty to ensure civil servants have the new skills they need to harness the power of technological change and deliver in this new world.

There are five areas that will have the greatest impact on readying the Civil Service's workforce to respond to the challenges the UK will face immediately, and in the years to come.

- The Civil Service must do all it can to attract and retain people of talent and experience from a range of sectors and all walks of life.
- The Civil Service must build career paths that encourage a breadth of experience and depth of expertise.
- The Civil Service must develop world-class leaders, who are inspiring, confident and empowering
- The Civil Service must be the most inclusive employer in the UK
- The Civil Service must develop cost-effective and flexible reward structures that enable us to attract, retain and develop the very best talent.

This Workforce Plan sets out how we intend to deliver on these priorities, building on the far-reaching programme of reform already underway. It is rightly ambitious for the Civil Service, and for the vital role it plays. Yet it is also practical and deliverable. Indeed it must be delivered for the Civil Service to meet commitments made to the public we serve, and ensure we are able to successfully tackle the challenges of the future.

A handwritten signature in blue ink, appearing to read 'Matt Hancock', followed by a large, stylized number '92'.

**Rt Hon Matt Hancock MP &
Sir Jeremy Heywood**

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Civil Service Workforce Plan: Summary

The Civil Service Board has established three broad priorities for the current Parliament:

- Improving the **commercial** capability of the Civil Service;
- Ensuring that the Civil Service is world leading in terms of **digital** transformation;
- Improving the **diversity** and inclusiveness of the Civil Service.

All underpinned by stronger leadership at all levels.

To support the delivery of these strategic priorities this new Civil Service Workforce Plan sets out five areas where further attention is needed. A set of actions and interventions for each build upon what is already under way across the Civil Service, and make fresh commitments on how we will shape our workforce.



1

The Civil Service will do all it can to attract and retain people of talent and experience from a range of sectors and all walks of life

We will do this by **opening up recruitment across the Civil Service**, advertising roles externally by default by the end of this Parliament. This will give every talented individual the opportunity to apply and compete for roles in the Civil Service and ensure we have the most skilled and capable people delivering national priorities.

2

The Civil Service will need to build career paths that develop breadth of experience and depth of expertise

We will do this through **building career paths at all levels** by creating professional development frameworks for key Civil Service professions. This will build on the success of the Project Delivery and Policy professions that have co-designed externally accredited qualifications in partnership with academic organisations. These frameworks will help to map out key skills and experiences required at each level, and how we provide structured opportunities to develop these.

3

The Civil Service will develop world-class leaders, who are inspiring, confident and empowering

We will do this by **underpinning our Leadership Statement, for example with the establishment of a flagship Leadership Academy** to develop world-class leaders. The academy will work with leading educational institutions and thought leaders to promote an ethos of excellence, where leaders learn from each other. This will help develop leaders who are confident, inspiring and able to create a culture where staff are empowered, listened to and valued.

4

The Civil Service will become the most inclusive employer in the UK

We will do this through a **fundamental review of the employee experience** that integrates social mobility and inclusion principles into every aspect of the way the Civil Service works. As part of this we are undertaking a critical review of the way the Civil Service defines and identifies talent. This aims to ensure every talented individual in our workforce has the opportunity to progress. We must recognise and reward 'potential', and 'achievement' not 'polish' to deliver a culture that champions and values difference.

5

The Civil Service will develop cost effective and flexible reward structures that enable us to attract, retain and develop the very best talent

We will **review the Senior Civil Service pay framework** in line with Senior Salary Review body recommendations and develop a **flexible reward framework for scarce skills**, starting through the creation of the new Government Commercial Organisation. This will help the Civil Service to attract and retain the skills it needs to operate effectively now and in the future.

“World Of Work Is Changing”: Case For Change

The types of work that people do, and how they do them is changing. It is important that the Civil Service proactively adapts to the changing world of work and shape of the labour market.

Digital technologies are revolutionising how businesses work and increasing the public's expectations of the speed and convenience of the services they use. It also provides opportunities to work in new ways and we are already starting to see new types of work emerging in the wider labour market, with increased self-employment and platform working. Alongside this, models of career progression are changing with employees more likely to work for a number of different employers over the course of their career.

All of these changes will have an impact on the Civil Service and we will need to ensure we are well placed to exploit the opportunities this presents. Emerging technology will provide opportunities to transform how we deliver services making them more targeted and effective for the public we serve. This is also likely to change how we work and the skills required from the workforce in future.

Alongside this, we need also to ensure that we have the skills and capabilities required to deal with the implications of Britain's decision to leave the European Union.

We are confident that this plan will create the mechanisms to transform the way we operate, enabling the Civil Service to respond to the challenges of today and in the future.

The Civil Service has already made great progress. Since 2010 we have transformed delivery models, implemented a programme of reform, centralised services such as procurement to increase efficiency, and improved government transparency.

Over the last Parliament the Civil Service achieved savings for the taxpayer of £18.6bn by 2014/15 whilst increasing value for money and providing better quality services to the public. Additionally, the Civil Service has reduced by 20% since 2010, representing a significant increase in efficiency and productivity, which has helped to save taxpayers £2.8bn in 2014/15.

Against this on-going backdrop of financial restraint, higher public expectations and emerging priorities following the EU referendum, we must continue building upon these strong foundations to increase efficiency, improve service delivery, and respond to changes in the wider economy.

We are confident that delivering this workforce plan will ensure that the Civil Service continues to respond proactively to the changing world, maximising opportunities to exploit the benefits this presents.

1

Attracting and retaining people of talent and experience from a range of sectors and all walks of life

The Civil Service should be a place where the UK's most talented people want to work at some point in their careers and make a contribution to their country. To facilitate this we should make it easier for people to be able to move in and out of the Civil Service, bringing their skills into government to tackle the hardest national problems, and acquiring experience and new expertise that they can take into new roles either in the Civil Service or the wider economy.

The case for change

In future the Civil Service will need to be smaller, more agile and have different operating models to deliver services. The world of work is changing too as technology reshapes roles and enables smarter more flexible working.

Models of career progression are also changing, and along with them the concept of a 'job for life'. People are more likely to expect to change employer during the course of their working life, and they want choice about their careers.

To ensure that our people have the right skills to deliver our national priorities we need to create more opportunities for movement. This will allow civil servants to gain a more diverse and broad range of experiences from working across a number of different departments, agencies and in the wider public and private sector. It will also ensure we are able to respond to emerging priorities and can swiftly move people into, and across, the Civil Service to deliver key priorities.

Our people must also be able to work confidently with other sectors, and international organisations, as we share delivery of outcomes with external partners. Developing partnerships with other sectors will help develop these skills, and also increase secondment opportunities in and out the Civil Service, creating more opportunities for civil servants to spend part of their career in the private and other sectors. The Civil Service can offer unique experiences to those in other sectors and bring valuable public sector skills (e.g. policy development and implementation) to the private sector.

Increasing the mix of people from different sectors of the economy, and walks of life, will ensure that we have best practices from all sectors and improve the quality of services delivered to the public. We are confident that

we can continue to develop excellent people in the civil service who are able to compete with the best from other sectors.



Where we are now

- Despite lower overall numbers, Civil Service recruitment is at a post 2010 high and Fast Stream appointments were at a record level in 2015, over double the number of appointments in 2010. The number of new entrants to the SCS is at historically high levels.
- The Civil Service Fast Stream is bringing in the brightest and the best with the Civil Service recently recognised in the top 5 of 'The Times Top Graduate Employers' in the UK.
- We have opened up Senior Civil Servant recruitment advertising roles externally by default, since January 2016, to ensure we attract and recruit the most talented and skilled people. Over the last year 23% of new entrants to the Senior Civil Service vacancies were external.

But, we have more to do

- Overall, our recruitment from outside the Civil Service remains below pre-2010 levels.
- We are often not considered as a viable career option for those working outside the Civil Service.
- Our current exit practices can be too slow, inefficient and risk averse.
- The Baxendale Report found that the Civil Service had more to do to provide effective induction, develop an alumni network to maintain links with leavers and a richer recruitment selection process.
- The Grimstone Review in 2015 found the Civil Service, particularly at senior levels, requires more effective mechanisms to move the best people into the right jobs, and recruitment processes that are flexible enough to adapt approach for the most senior and complex roles.
- Cultural and administrative barriers can make it challenging to move across the Civil Service and reduce the level of internal movement of civil servants between departments.

What we will need in future

- A Civil Service that is proactive in changing its employee offer to reflect modern career trends supporting both short and long term careers.
- We will deliver at least 30,000 Civil Service apprenticeship starts in England over the course of the Parliament enabling us to recruit high potential individuals from diverse backgrounds. They will also provide high quality development opportunities for existing civil servants.
- Movement in and out of the Civil Service with ease; both through our recruitment processes and secondment and interchange opportunities.
- Increasing opportunities for the movement of Civil Servants, and their skills and knowledge, across Civil Service departments. This will ensure the most effective use of people and skills to deliver Government priorities.
- Open recruitment channels that ensure we are recruiting the very best people into roles, whether they are already in the Civil Service or apply from outside.
- Partnerships that proactively operate with private sector organisations and the wider public sector to create opportunities for movement in and out of the Civil Service, ensuring valuable public and private sector skills are accessible across all sectors.

In the next year we will...

Action:	Delivering:	When:
<p>Building upon the recommendations in the first Grimstone review of the Civil Service Commission, we will strengthen our recruiting function to ensure the Civil Service identifies and attracts the very best talent into our most senior roles by:</p> <ul style="list-style-type: none"> • Developing a centre of expertise within Cabinet Office, centralising the senior recruitment function. • Modernising recruitment processes by removing paper based processes and introducing more robust, science based recruitment short-listing, and selection processes • Aligning our corporate talent offer, including Fast Stream and Fast Track, in order to strengthen our talent pipeline for senior roles. • Building stronger relationships with executive search firms to provide access to the best pool of candidates whilst ensuring value for money for the taxpayer. • Build the brand of the Civil Service to increase attraction and develop communication methods that enable effective continuous marketing opportunities. 	<p>Recruitment processes that identify and attract people from a range of backgrounds, professions and experiences to strengthen the pipeline of talent into our more senior roles, and ensure we have the skills and capability to deliver national priorities.</p> <p>Maintaining and strengthening public confidence in the system and quality of appointments, with a strong framework in place based upon a combination of self-regulation, and robust external scrutiny.</p>	<p>December 2016</p>
<p>More support for joiners and maintain links with alumni:</p> <ul style="list-style-type: none"> • Providing a tailored service to support the induction of our most senior civil servants (Directors General and above). And for all other staff, improving the corporate induction experience through the use of an online portal, accessible before they join the Civil Service. • Build and maintain links with Civil Service alumni through the Alumni Network. 	<p>Support to improve the experience for new joiners to the Civil Service when they begin their career so they maximise their impact more quickly and increase retention of talented people.</p> <p>Mechanisms to retain strong links with Civil Service alumni and to encourage them to act as ambassadors building partnerships with other sectors.</p>	<p>Network embedded by October 2016</p>

Action:	Delivering:	When:
Implement the updated secondment and interchange strategy to facilitate better mobility between the Civil Service and other sectors building reciprocal secondment relationships with, and through, delivery partners such as Whitehall and Industry Group and leading external organisations in the private and public sectors.	<p>The development of a culture of mobility where skills and expertise are exchanged between sectors, and secondments or loans are built into career paths.</p> <p>The mechanisms to move people, with key skills and expertise, across the Civil Service to respond flexibly to changing priorities and deliver Government commitments.</p>	March 2017
Streamline the exits process and make changes to the Civil Service Compensation Scheme	Efficient, cost-effective exit processes where this is appropriate, which ensure people leaving the organisation are treated with dignity, respect and fairness whilst ensuring value for money for the taxpayer.	September 2016

And over the course of Parliament we will...

Action:	Delivering:	When:
Open up recruitment across the Civil Service by advertising roles externally by default.	Opportunities for the most talented individuals to be able to apply and compete for roles in the Civil Service, ensuring we have the most skilled and capable people right across the organisation to deliver Government priorities.	May 2020
Deliver at least 30,000 apprenticeship starts in England over the course of the Parliament.	A more skilled and diverse workforce as apprenticeships will enable our existing workforce to re-train and develop new skills, and recruit and welcome new people with diverse backgrounds and experiences.	May 2020
Piloting alternative approaches to competency based recruitment and promotion in the Civil Service.	Civil Service recruitment processes that are open, transparent and accessible which ensure we identify, attract and recruit people with a range of backgrounds, professions and experiences.	May 2020

2

Build career paths that develop breadth of experience and depth of expertise

We need our talented people to build breadth of experience and depth of expertise. To do this we have to build career paths for our core professions that create a common understanding of the skills and experience needed at each level and the opportunity to gain these in a structured way. As part of this, we need to ensure that functional, and other, experts can have a career path to the most senior levels of the Civil Service. This will support the recruitment, development and retention of our most talented people and expose them to the right opportunities to build a successful career.

The case for change

Technological and social change will reshape public expectations and influence the way services are delivered and the skills required from our people. To meet these challenges civil servants should develop a breadth of experience and deep expertise in their chosen profession, be it policy, operational delivery, commercial or elsewhere. Transforming services will also increase the requirement for specialist skills such as digital.

We will require clear career paths if we are to attract and retain our talented people. Career paths should clearly set out the experience, skills and qualifications required, enabling people to deliver in their complex and challenging roles. Without this people may move frequently and in an unstructured way, as they are unclear of the experiences and expertise required.

Career paths should establish, for each profession, a common understanding of the skills and experience required at every level, and give people the opportunity to gain these in a structured way. This will provide the mechanism for people to develop expertise in their chosen profession from solid 'career anchors' and ultimately become skilled leaders of multi-disciplinary teams. Clear professional development frameworks, and external accreditation of internal courses where appropriate, will help to gain recognition of Civil Service professional skills across all sectors and attract and retain talented individuals.

Career paths, supported by a significant commitment to learning and development, will ensure our people are equipped and trained with the right expertise to deliver services to the public.

Where we are now

- We have 26 professions across the Civil Service ranging from operational delivery, policy, tax, finance and commercial. These currently offer a broad range of qualifications for their communities ranging from entry-level qualifications, such as NVQs and those recognised by professional bodies, such as the Chartered Institute of Purchasing and Supply.
- Heads of Professions are developing professional standards, qualification requirements, and assessing the capability of those within their profession. Operational delivery and policy, for example, now have a specific learning curriculum linked to the profession.
- Where appropriate, we are also developing our own bespoke professional qualifications. Two externally accredited courses delivered in partnership with awarding bodies include: the Major Projects Leadership Academy in partnership with Said Business School and the Executive Masters in Public Policy in partnership with the London School of Economics.
- We have Heads of Functions for the ten key functions with accountability for developing standards, professional capability and career pathways for specialists across the Civil Service.
- We have specialist Fast Stream Programmes for Commercial, Digital, Data and Technology, Finance, Project Delivery and HR which have created new entry routes into professions with structured development opportunities.

The Functional Model

The functional model of Government provides strong central leadership of cross-departmental corporate functions. This will help to professionalise the Civil Service leading to improved decision-making, cross-departmental working and increased efficiency. The functional model will help reduce operating costs and create more attractive careers and enhanced skills civil servants. Ultimately, it will help deliver better public services

The functions represent ten priority areas of common, cross-departmental activity where central leadership will improve services and benefit Government.

The ten core functions are:

- Commercial
- Communications
- Corporate Finance
- Digital, Data and Technology
- Finance
- HR
- Internal Audit
- Legal
- Project Delivery
- Property

But, we have more to do

- We have not always rewarded or valued staying in post for tenures that help people to develop deep professional expertise.
 - All core professions require career paths, which set out experiences, skills and qualifications required at each level, and structured opportunities to develop these, so that we can retain and develop our people. These career paths should help to build deep levels of expertise across the organisation.
 - For specialists, such as those in Commercial and Digital, Data and Technology, clear career paths would make it easier to attract external experience into the Civil Service.
 - Without career paths our people are not always able to make informed decisions about how they can develop their career across the Civil Service, and to know when they have appropriate levels of depth of expertise to move role or seek promotion.
 - Cultural change is required so that all civil servants recognise, value and continually develop their professional skills, and leaders encourage structured movement to develop both depth and breadth of expertise.
- decisions about how they develop their career across the Civil Service.
- A structured programme of development and learning opportunities linked to these career paths, which our people use to build capability and professional expertise, whilst recognising that certain roles require sufficient time in post to build a depth of experience. This will become increasingly important as emerging technology reshapes roles.
 - To value different types of experience in addition to our key traditional policy and operational delivery capabilities. This includes ensuring functional specialists get the opportunity to progress to the top of the Civil Service by being part of talent programmes.
 - Professional development frameworks for core professions and externally accredited frameworks with partners, including for apprenticeships, where appropriate.

In addition to this, to help facilitate movement across departments and provide a modern career offer, the Government Hubs Programme will set up multi-departmental hubs in locations across the UK by 2023. Smart working will be at the heart of these new offices, with improved technology untethering us from our desks and creating truly shared spaces where departments can work effectively together. This will make it easier for people to grow their careers locally across the Civil Service, gaining exposure to different experiences, and building their depth of expertise.

What we will need in future

- Clear career paths for core professions with structured opportunities for career progression, with competencies and experience used to assess readiness. This will help people to make better informed

In the next year we will...

Action:	Delivering:	When:
Expand our 'Surge and Response' Team made up of apprentices that provides a new entry route in the operational delivery profession and opportunities to work across government in departments with peaks of work.	New entry routes into the operational delivery profession and expanded pool of mobile, skilled and flexible resource. This will help us become a more resilient organisation whilst developing the skills and capability of civil servants.	December 2016
Lead the way by co-chairing the development of national apprenticeship standards for professions, initially focussing on where the Civil Service needs to increase capability, such as leadership and management, digital commercial, policy, operational delivery and international diplomacy.	New entry routes and career development pathways for professions where the Civil Service needs to increase capability.	September 2016

And over the course of Parliament we will...

Action:	Delivering:	When:
The heads of the ten core functions are developing Single Functional Plans setting out how they will develop clear career paths, professional standards and frameworks, and enhanced professional capability across the Civil Service.	Clear career paths for professionals in the functions so they can make informed decisions about how they develop their career across the Civil Service, and know when they have appropriate levels of depth of expertise to move role or seek promotion.	Late 2016
Developing how we recruit and promote, moving away from the competency framework, to a more meaningful and business focused framework of assessment. We will be piloting alternative approaches to the competency based recruitment and promotion in the Civil Service.	Recruitment and promotion processes that value experience and expertise alongside potential to ensure we attract, recruit and progress the most talented people at the right stage of their career.	May 2020

3

Developing world-class leaders who are inspiring, confident and empowering

To embrace technological and social changes we want the best talent, and we will promote and reward the best. Inspirational leadership that develops talent and motivates people is vital. This is not just the task of senior civil servants or those in formal people leadership roles; we all have a part to play in ensuring the Civil Service has world-class leaders at every level.

The case for change

The Civil Service is a complex organisation that faces unique challenges with far reaching consequences for its shape and composition. The services that we deliver are some of the most complex and challenging in the UK, touching every citizen in some way. The Civil Service is also transforming these public services, delivering major programmes that will fundamentally change our operations. We will also be delivering the complex emerging priorities linked to the EU Referendum outcome. As a result of these changes, end-to-end implementation of Government policy will become more complex and leaders will require different sets of skills.

Technology is also likely to reshape roles and we will need effective leaders who can support people through these changes and equip them with the right skills. In response, we must do things differently: becoming smaller, more agile whilst transforming our services, and improving the capability of our staff. To deliver all of this we need world-class leaders who are inspiring, confident and empowering, not just for their people but also for the public that we serve.

Where we are now

- The Civil Service has developed great policy and operational delivery experts with a broad range of skills and experiences.
- We have launched the Leadership Statement, which sets out key behaviours required from our leaders and what our people can expect from the leadership community. This is being embedded throughout the organisation, reflected in recruitment and selection processes and performance management.
- We have reviewed the learning and development curriculum to ensure it effectively develops the right leadership capability we need across the organisation.
- We are working with employers across all sectors along with professional bodies, to develop leadership and management apprenticeship standards that will provide a high quality route to increase the capability of our leaders throughout the organisation.

Civil Service Leadership Statement

As Civil Service leaders, we take responsibility for the effective delivery of the Government's programme and Ministers' priorities, living the Civil Service's values and serving the public.

Inspiring

about our work and its future

- We will show our pride in and passion for public service, communicating purpose and direction with clarity and enthusiasm
- We will value and model professional excellence and expertise
- We will reward innovation and initiative, ensuring we learn from what has not worked as well as what has

Confident

in our engagement

- We will be straightforward, truthful and candid in our communications, surfacing tensions and resolving ambiguities
- We will give clear, honest feedback, supporting our teams to succeed
- We will be team players, and will not tolerate uncollaborative behaviour which protects silos and departmentalism

Empowering

our teams to deliver

- We will give our teams the space and authority to deliver their clearly set objectives
- We will be visible, approachable, and welcome challenge, however uncomfortable
- We will champion both difference and external experience, recognising the value they bring
- We will invest in the capabilities of our people, to be effective now and in the future

But, we have more to do

- As technology reshapes how we deliver services our leaders will require new skills, and will have to confidently support their people to develop these too.
- Our leaders are not always confident in knowing what is required to lead in this new environment, including collaborative working across multi-disciplinary teams.
- Civil Service leaders who are supported to become confident, inspiring and empowering who deliver our high quality services while transforming the organisation.
- Civil Service leaders who have a breadth of experience and depth of expertise with professional career anchors, enabling them to lead with authenticity and confidence.
- Civil Service leaders who influence within wider systems facilitating the delivery of shared outcomes with other public and private sector organisations and international partners.

What we will need in future

- Civil Service leaders who can enable those at all levels to work effectively within the Civil Service and proactively develop capability. Leadership support should enable people to adjust to the Civil Service environment, demystifying the organisation and making it easier for people to thrive when they join from other sectors.
- We will need a whole workforce capable of exploiting opportunities that technological changes will bring and equip leaders to recognise and respond accordingly.
- Inclusive leaders who value diversity and seek to make the Civil Service representative of the people we serve.

In the next year we will...

Action:	Delivering:	When:
Increase capability of leaders at all levels of the organisation through launch of the flagship Leadership Academy and leadership and management apprenticeships.	Leaders who are confident, inspiring and able to effectively manage the unique challenges the Civil Service faces, helping to develop world class leaders at all levels of the organisation and create a culture where staff are empowered, listened to and valued.	Leadership apprenticeship Standards – September 2016 Leadership Academy – First stage by March 2017
Review of the learning and development offer for Civil Servants and ongoing promotion of the new curriculum.	Access to a high quality learning and development offer that will support the development of more skilled, capable, and confident leaders throughout all levels of the organisation.	December 2016
Extend the use of the Leadership 360 degree tool beyond Senior Civil Servants to a wider range of senior leaders including Grades 6 and 7.	Leaders who are self aware and able to improve and develop their leadership skills so that they are inspiring, confident and empowering.	October 2016

And over the course of Parliament we will...

Action:	Delivering:	When:
<p>Embed the leadership statement, using it to set clear standards for world class leadership, building it into recruitment and selection processes and performance management.</p>	<p>Leaders throughout the Civil Service who understand what world class leadership looks like and using these expectations to assess and evaluate our leaders.</p>	<p>Embedded by May 2020</p>
<p>Expand the reach and quality of corporate talent schemes.</p>	<p>A diverse pool of world class leaders for senior roles in the Civil Service by attracting the most talented Civil Servants from a range of backgrounds and experiences onto talent programmes.</p>	<p>Embedded by May 2020</p>

4

Most inclusive employer in the UK

The Civil Service should be a role model for other UK employers. We must not only attract the best talent wherever it is found, but also make the best use of this diversity – whether of socio-economic background, gender, race, sexual orientation, disability, or experience – by celebrating and valuing differences and challenge. Our drive on social mobility aims both to give every talented individual in our workforce the opportunity to progress, and to ensure our policies and services reflect the diverse communities we serve.

The case for change

Tackling inequality is a strategic aim and this isn't just an ethical imperative – evidence shows that organisations with a diverse range of people with different backgrounds and experience work more effectively. The Civil Service needs to be fully representative of modern Britain. We have an opportunity to provide exemplary leadership on social mobility, not only as an employer, but also to lead the way for other organisations.

Making sure the Civil Service is full of people from different backgrounds with different experiences and attitudes, tackling problems in different ways will get us better decisions, new approaches and more innovative solutions and better customer service. We need everyone to feel they can be themselves at work, so they can thrive personally and perform at their best. We are missing out on an enormous pool of talented individuals who could, given the opportunity, not only flourish personally in the civil service, but also broaden the range of ideas we can offer.

If we are going to succeed on improving the diversity of our workforce, we need to continue to broaden our outreach in schools to raise aspirations, educate about the role of the Civil Service and showcase the career opportunities that are available. We want to measure how successful our interventions are and collecting information on background measures will help us to assess this. There is currently no common measure used by employers to understand the socio-economic backgrounds of their workforce and applicant pools. Therefore, we are undertaking an exercise, with employers and organisations, to develop a common measure. These would be collected on an entirely voluntary basis, used anonymously and would not form the basis of any individual recruitment decision. Appointments into the Civil Service are made on merit and this will continue to be the case.

Where we are now

- We are already the most diverse we have ever been. Women occupy two in five senior posts in the Civil Service and that proportion is growing. Our Fast Stream cohorts are very close to being broadly representative of the wider population in most diversity characteristics.
- We have exceeded our initial target of 1,000 places on the Positive Action Pathway, a development programme for civil servants from underrepresented groups, and promotion rates from the first two cohorts are encouraging.
- The most senior leaders in the Civil Service are supporting our aim to become the UK's most inclusive employer. We have five Permanent Secretary Diversity champions leading on: Race, Disability, Gender, Social Mobility and LGB&Ti issues and initiatives.
- All Permanent Secretaries have an objective on improving Diversity and Inclusion within their departments. These are directly accountable to the Head of the Civil Service and ensure that this is a core leadership responsibility.
- In April 2015 we appointed [four expert advisors](#) to provide external advice and challenge into our strategic thinking and delivery.
- We launched a Mutual Mentoring programme for our most senior leaders to be mentored by those from underrepresented groups.
- 'Name-blind' and 'school blind' recruitment is now applied by 16 out of 17 of the main departments.

The Talent Action Plan

On 24 March 2016, the Civil Service published its [Talent Action Plan: One Year on Progress Report](#) that includes plans for delivering a Civil Service Social Mobility strategy.

The report reflects the persistent commitment to deliver our vision for the Civil Service to be recognised as the most inclusive UK employer. The Civil Service is the most diverse it has ever been and the majority of actions within the Plan have been implemented or are well in train.

In our second year we have increased our ambitions for diversity and inclusion in the Civil Service with a focus on four priorities: recruitment, talent, inclusive culture, and increasing social mobility. These additional priorities reflect our aims to be representative of modern Britain and the public. For example, our leading research and plans to measure socio-economic background in the Fast Stream has informed work we are doing in the wider Civil Service and has the potential to influence activity in the other employment sectors.

But, we have more to do

- The Bridge Group found that our Fast Stream is deeply unrepresentative of lower socio-economic groups in society: the Civil Service should be an engine of social mobility for the UK.
- BAME and disabled civil servants in particular are underrepresented at senior grades; and there is a need to increase diversity at the most senior levels, including the Permanent Secretaries Group, where women, BAME and disabled employees are less well represented.
- Our data shows disabled civil servants have significantly lower engagement scores and along with LGB colleagues are more likely to experience bullying and harassment.
- In addition, with a constantly changing demographic we commit to investigating any barriers faced by individuals on the basis of their age. We will identify and learn from those parts of the Civil Service that have already made progress in these areas.



What we will need in future

- To reflect the modern UK and have a workforce that is truly representative of the nation we serve at all levels.
- To build on the foundations of the Talent Action Plan sustaining the improvements that it delivers and embedding changes to HR practices and processes.
- A longer-term strategy on inclusion that will embed a culture which values individuals' talent and their contribution to the work of a modern Civil Service.

In the next year we will...

Action:	Delivering:	When:
Undertake a critical review of the way the Civil Service defines 'talent'.	Confidence that the Civil Service recognises and assesses potential and the skills required rather than 'polish'.	Autumn 2016
Work with other employers and organisations to develop, and publish, a common national set of measures for employers to use for understanding the socio-economic background of their workforces and applicant pools.	Data that can be used to inform decision-making. Collection of data is critical to inform Civil Service decisions about social mobility through evidence and analysis. The collection of this data will be voluntary. It would be used anonymously and would not inform any individual recruitment decisions.	Autumn 2016
Implementing name-blind and school-blind recruitment as the default across the Civil Service is underway.	Recruitment processes that are as transparent, fair and open as possible creating an inclusive culture.	Embedded in main departments by September 2016
Develop a strategy to tackle exclusion, discrimination, bullying and harassment in the Civil Service.	Where positive ways of working encourage people to deliver at their best.	Toolkit by Summer 2016 Strategy developed by 2017

And over the course of Parliament we will...

Action:	Delivering:	When:
Undertake a fundamental review of the employee experience.	This will ensure that social mobility and inclusion principles are at heart of this Workforce Strategy.	Throughout Parliament
Implement the Removing Barriers to Success Programme (Talent Action Plan).	This will create an inclusive environment where we recruit and retain the most talented people irrespective of their background	March 2017

Action:	Delivering:	When:
<p>Implement all recommendations on the Fast Stream from the Bridge Group report as outlined in the Talent Action Plan (TAP). Key actions include:</p> <ul style="list-style-type: none"> • Reducing length of application process from 2016, with an ambition that the majority of applicants will know if they have met the Fast Stream standard within 12 weeks of applying. • Teams of Fast Streamers to undertake outreach activity for the next recruitment intake in 2017. 	<p>This will increase the number of applicants from lower socio-economic backgrounds and increase the proportion that are successful so that we recruit from all backgrounds and reflect the society that we serve.</p>	<p>All delivered by January 2018</p>
<p>Deliver against an ambitious target to halve the gap in engagement scores, and gap in bullying and harassment scores, between our disabled and non-disabled colleagues by 2020.</p>	<p>A culture where all our people feel valued, motivated and are able to thrive.</p>	<p>May 2020</p>
<p>Build aspiration and promote the Civil Service as an inclusive employer through increased outreach, mentoring and re-defining the Civil Service brand.</p>	<p>This will support raising aspiration and promote the Civil Service as an inclusive employer.</p>	<p>Throughout this Parliament</p>

5

Cost effective and flexible reward structures that enable us to attract, retain and develop the very best talent

Civil Service reward structures should support movement between it and other sectors, as well as opportunities to develop expertise in depth and progress in their chosen career areas. They should be fair to civil servants and ensure value for money for the taxpayer.

The case for change

The external environment is changing. Technology is revolutionising ways of working and creating requirements for different sets of skills. The wider economy is also becoming more globalised, competitive and dynamic. The demand for scarce skills, such as digital and commercial, mean that experts in these fields have multiple employment options and can seek work globally. Internally the Civil Service is also changing its own operating models, meaning we will require more specialist skills.

The Civil Service can provide excellent opportunities for all professionals in a challenging and unparalleled environment. We would enhance our ability to attract scarce skills by providing structured career development, and opportunities to progress with an attractive reward offer.

This means that we need a reward offer that is able to compete more effectively with the external labour market for certain skills and enable movement across the Civil Service. Our reward structure can also encourage too frequent movement at the expense of developing deep experience and expertise.

Where we are now

- In many ways, we are ahead of the game with a modern employment offer and a range of terms and conditions, including flexible working arrangements that support our people at different stages in their lives, and pension arrangements that are still amongst the best available in the UK.

But, we have more to do

- Civil Service reward systems do not always recognise effectively the acquisition of scarce skills and experience. There is limited opportunity for significant pay increases within pay bands to retain specific skills and experience.
- In some areas where there is direct external market competition for scarce skills, pay scales do not always reflect the external labour market and can in some areas create an unhelpful internal market.
- This can encourage more frequent movement with individuals changing roles or seeking promotion at the expense of building deep experience.
- Our total reward package, including pensions, needs to be flexible enough to meet the needs of current and prospective civil servants.

What we will need in future

- Reward the acquisition of deep experience and scarce skills where these are lacking.
- Coherent and effective pay systems that maintain fiscal constraint, enable workforce transformation and deliver long-term savings, as the Department for Work and Pensions is doing.
- A system that enables us to attract and retain staff with certain scarce skills (i.e. Digital, Data and Technology and Commercial).
- Ensure our total reward package can continue to attract the very best leaders in to the Civil Service.
- A reward framework that does not encourage people to change jobs solely in pursuit of better salaries.

In the next year we will...

Action:	Delivering:	When:
As recommended by the Senior Salaries Review Body, review the Senior Civil Service pay framework, looking at the total remuneration package.	A motivated and engaged SCS cadre rewarded for their performance, contribution and leadership.	November 2016
Creating the new Government Commercial Organisation to develop a flexible reward framework.	The recruitment and retention of scarce commercial skills to manage Government contracts more efficiently and effectively.	By end of financial year 16/17
Review pay and reward structures for Digital, Data and Technology function, for commercial specialists and for other specialist groups.	The recruitment and retention of professional skills to manage Government delivery more efficiently and effectively.	By end of financial year 16/17

And over the course of Parliament we will...

Action:	Delivering:	When:
Develop a longer term reward framework across the Civil Service.	A strategic approach to reward that supports the workforce strategy and acts as an incentive for the transfer of valuable skills into and out of the civil service and the wider economy.	Principles agreed by March 2017. Embedded by May 2020

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