



Civil Service  
Local

# Annual Review

2017/2018



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# 1. Introduction



Welcome to our annual review of 2017/2018, it has been a busy and exciting year and I hope the review will give you a flavour of the amazing projects we have been involved with and some of the extraordinary people we have worked with this year.

A key word at the moment is 'impact'. The report clearly demonstrates that we have delivered what we set out to do at the beginning of this year, but we have always said it isn't just about the numbers, it is the difference we are making that really counts. So I hope the examples below from each of our localities will show how we have achieved that on the ground both for our people the citizens in our local communities. Moving forward to 2018/19 we will be continuing to develop our impact profile and this will be reflected in our quarterly reports, so watch this space.

When I took over from Leo Castledine as Head of CS Local in September I knew there were two things that I really wanted to nail. Being able to extend our offer to our colleagues and citizens in Scotland, Wales and Northern Ireland was one of them. So I am extremely proud that departments have recognised the value that we bring and are supporting us to do just that. So next year will see us working with new colleagues in more locations, but I have a great team and here in CS Local we thrive on challenges like this. We have always said business as usual is not our business, and it looks like 2018/19 is already shaping up to be our most exciting year yet. The other big issue for me was making sure that our work programme was aligned with those cross government priorities where we could add significant value, such as developing our people and ensuring that they had the right skills for the current and future challenges that the Civil Service faces. So going into 2018/19, I am confident that we now have that clarity running through all that we do. That doesn't mean there isn't room for innovation, far from it, we will have more pilots running this coming year than ever before, but with each and every one the purpose is clear and the outcomes specific.

2017 also saw our move across to Cabinet Office, which we managed with little impact on the level of service provided to our customers. We are now hosted as part of the Civil Service Group which has given us the opportunity to work more closely with our Cabinet Office colleagues, bringing the vision of 'A Brilliant Civil Service' to life, highlighting some of the great work that is already underway across the country to make it a reality and helping others start on that journey. We hope that some of those new projects will be showcased at CS Live this year, and we will also be at all the events, so if you are attending do please come and say hello.

Finally I hope that reading the Annual Review will inspire you to get more involved yourself. One of the best parts of my job is getting out and meeting new colleagues and finding out about the great projects that are going on in all our regions. If you haven't been part of what we do up to now, check out our blog or give one of the team a call to find out how you can join in, you never know it might just make the difference for you too!

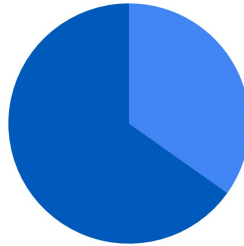


Part of the CS Local Team, our Regional Coordinators (left) and Assistant Coordinators (right).

## 2. Our Key Successes in 2017/18

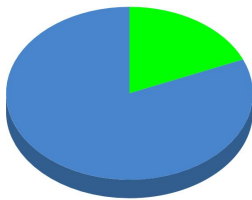
We said we would deliver 30,000 engagements and actions, **we achieved 36,855**

24,024 citizen interventions



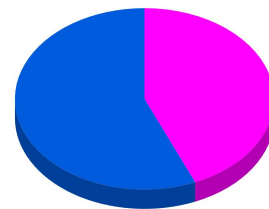
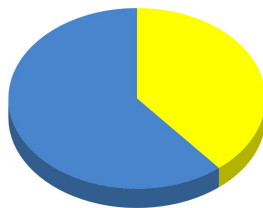
12,381 staff engagements

We held **7 Academies** including one for middle managers and 2 modular Academies providing intensive development for **400 emerging leaders** who either attended one of our Academies or completed their Academy projects in 2017/18.



18.6% of delegates have moved departments

39.0% of delegates have been promoted at least 1 grade



43.6% of delegates have taken on new responsibilities

from day one I loved it,  
my family was fantastic  
I've made new friends for life

The Academy really gave me the confidence to  
go for more job opportunities, and I have no  
doubt was instrumental in my gaining promotion

My academy experience has been fantastic,  
wish I could do it all again, but I am a  
stronger, happier and more confident person,  
who is starting to get her wings and fly!



We also delivered **115 Discovery Sessions and Events**, in **80 different locations**, attended by **4226 staff**. Topics included digital skills, devolution, emotional intelligence, continuous improvement, understanding parliament and mental health awareness to name but a few.

DWP Personal Independence Payments team staff found the Dementia Friends Discovery session very useful giving them a better insight into the condition and the benefit decisions they have to determine regarding this condition



We arranged **mentoring and job shadowing opportunities for 578 staff** including all those pictured here who were all delegates at the NEYH Academy

I shadowed a DWP work coach in Sunderland. The experience was amazing... It was great to see the work coach in action and each case was so different it was wonderful to see what impact the work coach has on people's lives

The meetings with my mentor were a great chance to plan my development and receive advice on the best way to focus my efforts

We also provided **3461 volunteering days in 268 different locations**. Our people made a difference by working directly with **1140 individual vulnerable or disadvantaged citizens** and well as **15,786 young people** from **136 schools**.

A volunteer from HMRC:

*"The experience I get from volunteering helps me with my learning and development as it makes me feel valued as a member of the local community. It demonstrates competency in working collaboratively and time management. It has .... allowed me to develop more interpersonal skills for situations when colleagues require my assistance...The scheme has reminded me that each person has a different way of learning and remembering information and instructions, and that a patient, and sometimes personalised, approach is required when advising others..."*



And following our first visit to a women's prison, volunteer Alison Porter from HMRC said

*"I have just taken part in the event at Styal Prison Manchester.....both the prisoners and the staff involved did not want it to end. The first few days were very difficult, but by the second week it was a lot easier, I have taken so much from this project and would recommend the opportunity to anybody"*

... volunteer Liz Morris from MoJ who took part in the Going Forward project at Thorn Cross Prison in Warrington commented that they found it

*"really rewarding. Didn't want it to end. I was apprehensive at first but the whole experience has been completely worth every minute and I would encourage anyone to take part if they can"*

**1915 staff attended 128 networking events across 68 departments and agencies** covering subjects such as Continuous Improvement, Leadership, Equality, Diversity and Inclusion, L&D, and Staff Engagement



I thought it was a fantastic event meeting other civil servants from other departments. The activities held were fun and very informative. I have cascaded my experience to my colleagues within my team so that they can also experience what I have

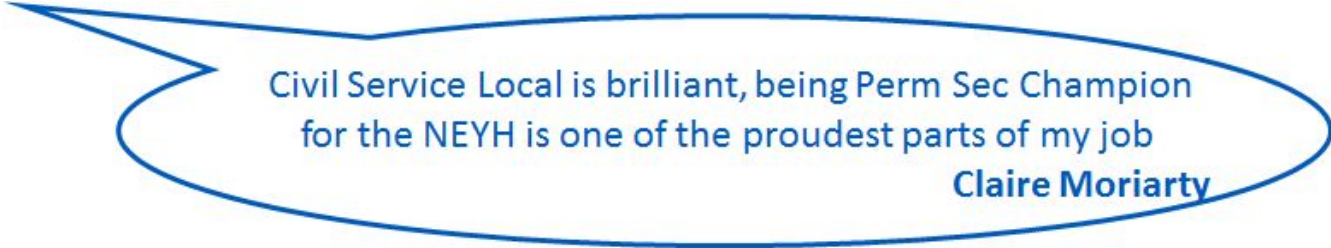


I attended the London Junior Leaders Network Event at HM Treasury and felt compelled to leave a comment to thank Ian Barton for his facilitation of this excellent event. As an EO from DHSC having the opportunity to meet and engage with peers from other Departments was such a rewarding, useful and enjoyable experience

We have started to use the Net Promoter Score ® index to gauge customer satisfaction. Initial trials indicate we provide are providing a high quality service.



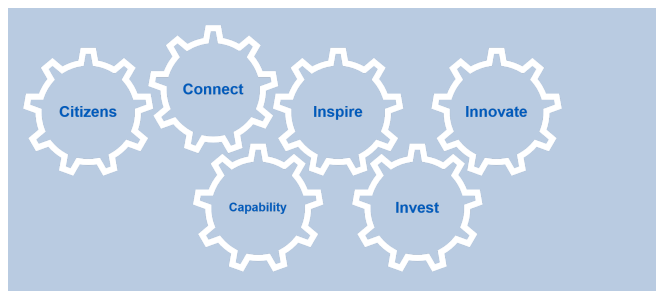
Our blog was ranked **11th most subscribed** to across government and we currently have over **1372 followers on our Twitter** channels.



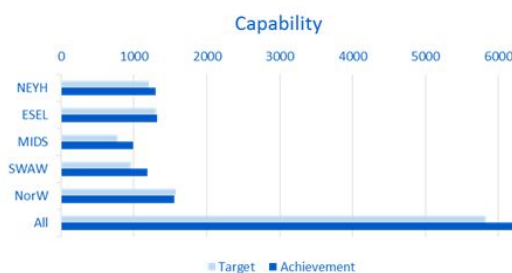
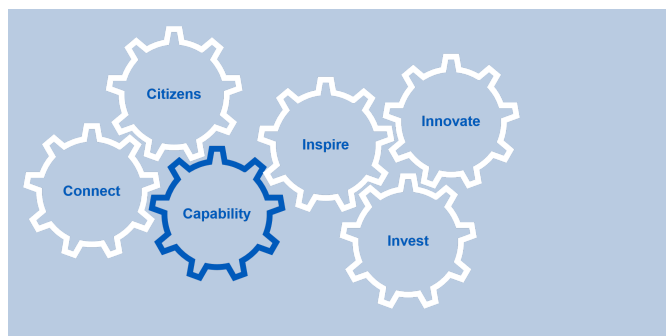
Civil Service Local is brilliant, being Perm Sec Champion for the NEYH is one of the proudest parts of my job  
**Claire Moriarty**

### 3. Delivering our Themes and Objectives in 2017/18

Throughout 2017/18 our six strategic themes, **Citizens, Connect, Capability, Innovate, Inspire and Invest** have guided our approach. Each theme is underpinned by a business objective and from these we developed the core projects and regional initiatives. This ensures that there is a clear line of sight between our high level strategy and the opportunities and activities we deliver.



Looking at each theme in turn...



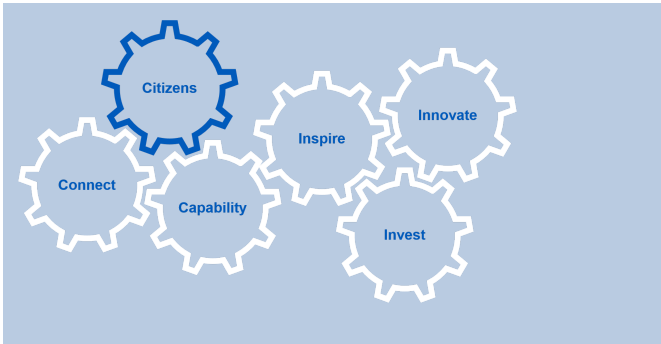
Developing effective leaders at all levels is a priority across the Civil Service and our Academy programme makes a significant contribution to that by providing intensive development for emerging junior leaders and middle managers, working on the front line. In 2017/18 we delivered seven academies, with at least one held in each region. Of those delegates attending feedback tells us that approximately 40% have since been promoted and nearly 20% have moved departments. Many of those attribute their success, at least in part, to the confidence and skills they gained at the Academy.

Very enjoyable and empowering a great way to build confidence and gain knowledge of other civil service departments had a fantastic impact on myself"

The Academy really gave me the confidence to go for more job opportunities, and I have no doubt was instrumental in my gaining promotion. It gave me the confidence to speak publicly, which has helped me no end in my new role

However our capability programme isn't just about Academies we also provide development opportunities open to all staff. This year we delivered 115 Discovery Sessions in 80 locations across the country, providing locally accessible learning on a wide range of subjects from devolution to digital. These sessions are interactive talks and workshops, where the emphasis is on providing an introduction plus information and contacts for those wanting to take their learning further. This year we have been able to offer 4426 places on our Discovery Sessions and Events, a significant contribution to local development opportunities which are accessible and usually free to attend. In 2018 we will be looking at ways to reach a broader range of customers, including exploring digital options.

Over the year we also brokered over 500 job shadowing and mentoring opportunities. Such opportunities encourage staff to actively manage their careers, providing insight into working in a different department and promoting mobility across the Civil Service.



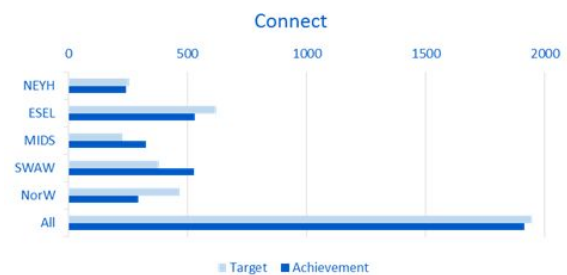
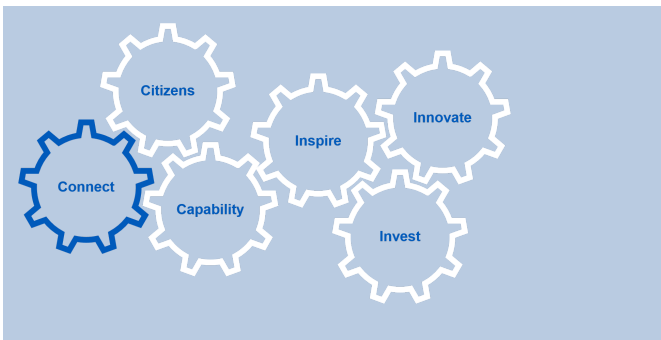
Our citizens programme is now a well developed strand of our portfolio, focussed on improving life chances. This targeted approach enables us to make a significant difference to individuals and help raise aspirations of those living in areas of low social mobility. This year 3000 vulnerable citizens have benefited directly from our volunteering programme including those that are homeless, ex-offenders, the long term unemployed and those with life limiting illnesses.

The programme also raises the profile of the Civil Service as an inclusive employer and improves the reputation of the Service by first hand experience. As well as benefiting our citizens the volunteers taking part in these opportunities also gain from the experience, developing new skills and gaining satisfaction and confidence from seeing how these have helped change the lives of others for the better.

Through our projects 990 Civil Servants worked with 15374 young people in 136 schools and we also hosted 40 events for 4875 students providing a further 194 opportunities for Civil Servants to make a difference to their local communities.

Your team were superb again and I know our students gained much from the workshops. Two pupils are already saying that they are considering looking for apprenticeships in the Civil Service

I really enjoyed delivering a session around my experience as an interviewer. It is part of my PDP and being part of a multi government project gives a dimension which I couldn't have created on my own



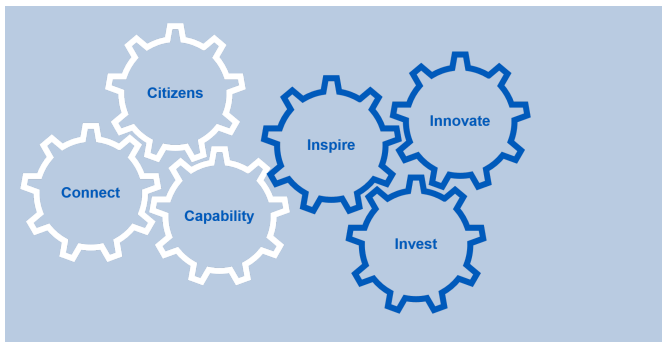
Connecting people together is at the heart of everything we do. This year 1915 staff have been part of our regional networks covering areas such as: Continuous Improvement, Diversity and Inclusion, Staff Engagement, Redeployment, Learning & Development, Redeployment, Senior Leaders and Middle Managers. We also have a number of more specialist or place based networks that we facilitate such as Digital Partnership, Volunteering, One Exeter and Schools Outreach.



This year we have also worked with new partners bringing our offer to colleagues in the Met Office and the RAF, so that across the country we now have an average departmental engagement index of 60%.

The CI network has given us so much – not just meeting colleagues, but ideas to take back and implement, find out what works/doesn't work for us, and most importantly the renewed vigour from each meeting, created from meeting like-minded people all passionate about helping our own organisations.

Whilst our emphasis is on building local connections we recognise that digital interfaces and social media are an increasingly important way for us to communicate with our customers. We reach approximately 17,000 staff via email and our Blog now rates 11th overall on Gov.uk with 1,981 subscribers, an increase of 15% in the last six months. We are also expanding our use of social media we currently have 1372 followers on Twitter, which is expanding fast with a 29% increase since October and 500 followers on FaceBook - this is an area for further development in the year ahead.



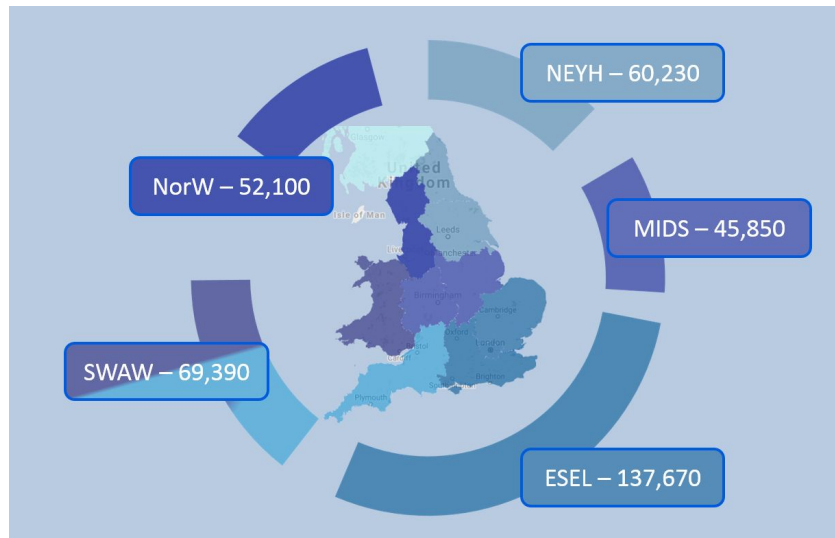
Our 3 Is; Inspire, Innovate and Invest capture the ethos of CS Local and how we work. We have delivered 132 local events in 125 different locations across the country inspiring staff and raising awareness, including supporting 6 Civil Service Live and 8 A Brilliant Civil Service in Action events. Our ethos is always about demonstrating how we can do things better and encouraging others to get involved. We also were charged with piloting the innovative 'Going Forward into Employment' project, bringing ex-offenders into Civil Service employment, a challenging but extremely rewarding project which looks to broaden the diversity of those joining the Civil Service, as well as providing a new beginning for individual citizens.

The roadshow was inspirational and built on the work already being done to make the vision a reality. I personally am really proud to say I am a civil servant. Nikki Newsham, DWP

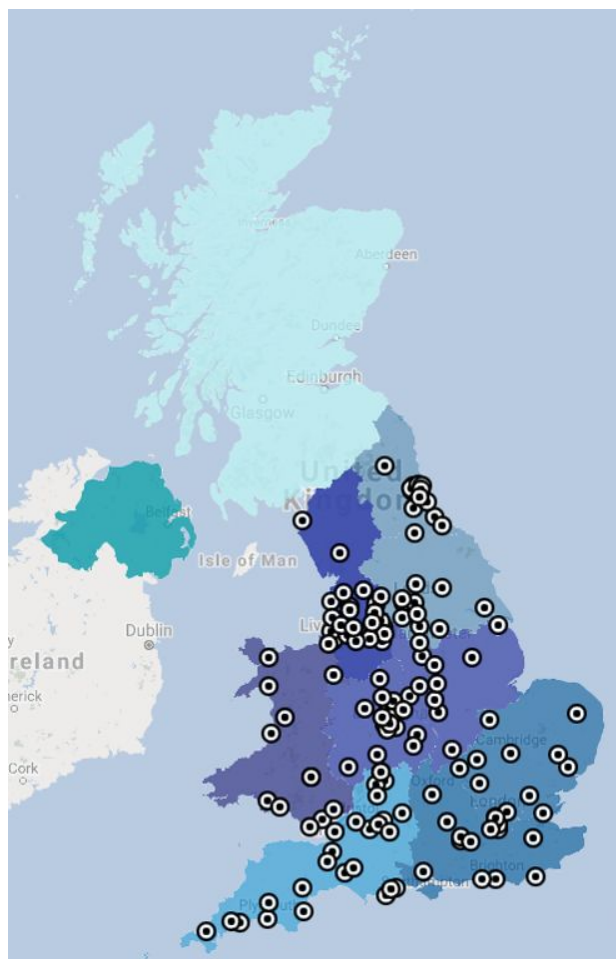
In addition to the direct investment in staff development and collaborative working we have also identified £1,701,050 in notional savings, largely from making more effective use of existing expertise and office space to provide our opportunities at low or no cost and realising a substantial return on the investment of our £1,100,000 operating budget. Looking forward we have also negotiated a more secure funding arrangement with departments from April 2108 which will provide greater certainty and better value for money as we move forward.

## 4. Five different regions, One CS Local

In this section we look at some of key projects and successes from our five existing teams. Each of the areas have a unique blend of staff and citizen groups and we aim to tailor our opportunities to that particular footprint, meeting need whilst still delivering on the core themes of our work. The number of Civil Servants based in each of those areas is shown below.



And the places where we have held events around the country





## North East England, Yorkshire & The Humber

Networks and Academies have been a really strong theme this year in NEYH. In particular we have challenged our networks to share their knowledge with a wider audience, extending understanding and capability out to those those who are interested and want to know more.

As a example of this we have merged our two Continuous Improvement networks to provide a wider pool of expertise that can reach more readily across both parts of our region. This more dynamic approach enabled the network to run a Continuous Improvement Discovery Day held at Leeds Magistrates Court. The event pulled together existing CI experts with those who wanted to understand more. It covered a wide range of relevant topics that about the subject including 'The People Impact of Transformational Change' 'The Psychological Dimension of Change and 'Intrinsic Motivation. The emphasis was on understanding the part we all play in motivating and engaging others – the role of coaching and leadership as well as sharing experience and knowledge and techniques.



Following the success this model our Engagement Network were inspired to run a development day on the theme of 'The Impact of Wellbeing on Engagement'. This drew from local teams who had achieved 'Better Health at Work' Gold Awards, sharing their knowledge of what works and what doesn't and gave those attending the opportunity to build considerably on the knowledge that they already had. Both these events were a huge success and reflect the CS Local ethos of making better use of the skills and capabilities that we already have to benefit the whole of the Civil Service. Needless to say we will be encouraging the networks to run further sessions in 2018.



In NEYH we run a Modular Academy and this year we had four on the go, completing those started in 2017 with two new Academies, in Leeds and Newcastle respectively. This gives more people the chance to attend an Academy close to where they are based. The delegates work in groups covering the four modules Collaborating and Partnering, Communicating, Leading and Building Capability. Each group then develops and tackles a project themed on 'A Brilliant Civil Service' over the remainder of the year. A unique element of the Academy is the pairing of each of the 190 delegates with a cross-department mentor for the year, providing a unique opportunity for extended personal development combined with the chance to learn about other aspects of the Civil Service.

Finally, the iShadow programme originally devised by a Yorkshire Academy family celebrated its one year anniversary. Over the year the Academy family who developed the project have provided 42 opportunities for colleagues to shadow someone in another department, building networks and supporting local career development.

## East & South East England & London

This year in ESEL our citizen projects have focused on young people, veterans and the long term unemployed. Going forward into 2018 we will also be offering more support for underrepresented and disadvantaged groups looking to pilot work in the Opportunity Areas of Norwich, Ipswich, Fenland and Hastings. A new East of England Social Mobility Network will draw together the work of different departments in this space, ensuring a complementary and consistent approach.

The Wyboston Lakes Junior Leaders Academy saw 48 delegates from 15 departments benefiting from a lively mix of speakers, informative learning sessions and a focused project to help them embrace the many aspects needed to become really effective leaders and active change agents.

This has resulted in a new local Junior Leaders network enabling delegates to continue their learning beyond the Academy year. Several of the Academy teams have also organised successful events such as the Discovery Day at the Defence Geographic Centre in Feltham, which included awareness sessions on a range of subjects including the importance of taking a proper lunch, 'Learn to Lunch' to function effectively throughout the day. We are also extremely proud that over 75% of Academy delegates from 2016 who ended their projects this year have either been promoted one or two grades or have taken the plunge and moved to a new role and one of our delegates has been awarded an OBE!



Tracey Waltho, Director General, Civil Service Group in the Cabinet Office visits an Academy team stall



Recognising the importance of well-being to enable people to perform at their best is a concept that is rapidly rising up the agenda. To help spread awareness of the positive role that this can have in the work place we ran a Health and Wellbeing Day at 1 Horse Guards Road, London.

The event allowed delegates to explore a wide range of related topics such as Understanding Mental Health Issues, an introduction to Yoga, Mindfulness, and How Nutrition Improves Health Outcomes. The event was well attended drawing colleagues from across 10 departments who reporting feeling personally supported and providing information to allow them to share this with their colleagues back in the office.

1 Horse Guards Road was also the venue for one of our inspiring young people projects, see left.

# South West & Wales

Another busy year of events in the South West. We held our Leadership Academy for first line managers at RAF St Athan, Wales for the 3rd time, bringing this experience to 44 delegates from 17 departments across the region.

It's a venue that provides exceptional value for money and we find that the military setting positively fosters strong team working which is particularly important for seeing the projects through to completion.

We also had some great success stories from last years Academy graduates, some of who got the opportunity to showcase their work at Civil Service Live in Cardiff. Another of our families used their project to develop an induction workshop for colleagues new to the Civil Service, which was designed to complement the information provided by each department and included interactive talks from The Charity for Civil Servants, Civil Service Sports and Leisure Community, the Fast Stream and Fast Track programs as well as a video message from Civil Service CEO John Manzoni. Chief People Officer, Rupert McNeil, attended the event and stated that it was *“an excellent concept and should be made more available across the Civil Service.”*



Making new local contacts is a theme that underpins much of what we do, as it is through our contacts that we explore how we can share more and improve our understanding and skills. This was aptly demonstrated by our One Exeter network, who held a 'Meet the Neighbours' day, hosted by the Met Office and attended by 500 staff from across departments and agencies in the city.

Those attending were able to gain a better understanding of the breadth of the Civil Service, opportunities available locally as well as the chance to network with colleagues and share ideas. Many of the department present gave short presentations, including a series of talks highlighting the work of the Met Office and its importance as an international research facility. It was in effect a mini CS Live, bringing many of the same benefits to those based in Exeter and further west.



Our Continuous Improvement Network is also driving ahead with 5 enabling activities planned. These include development of an Academy for CI practitioners, hackathons, a distinctive CI award, providing consultancy support to local charities and broadening the network across the South West.



On our citizens theme we supported the annual Raising Aspirations event held at the University of West of England which brought together 2000 Year 9 students from the diverse community of east central Bristol. The 2 day event which gave high quality careers information, advice and guidance was supported by private companies, FE colleges and other post 16 providers.

To support the event and as part of our long standing relationship with the John Cabot Federation and Local Enterprise Partnership we drew together a team of 100 volunteers, who ran a series of employability skills sessions for the pupils and which from feedback received was the most useful and interesting part of the day.



For those earlier on in their school careers we run 'A World Of Work' project which aims to introduce a younger audience to the benefits of working. This year, for the first time, we delivered these sessions in Welsh at Ysgol Eifion Wyn, Porthmadog followed by further sessions at Aberystwyth and Swansea (Ysgol Bro Tawe).



## The Midlands



Working to improve outcomes for our citizens has been a core part of the Midlands programme. This year we have worked with four hospices across the region to support those with life limiting illnesses to access the government services that they need, drawing together a team of volunteers from HMRC, DWP and Office for the Public Guardian. Volunteers reported:

*"each time we visibly saw it was worthwhile and had made a difference"*

backed up by the Bereavement and Carer Support Manager, Nottingham Hospice who commented:

*"I wanted to thank you, and everyone who helped on the day ...having the help and support all together makes such a difference."*

Across CS Local we also recognise the important role that our middle managers play in making a significant different departmental business, particularly in operational roles. To help them be the best they can we have established a Middle Managers Network in the Midlands to provide a development and collaboration space for HEO and SEO staff. As well as sharing best practice amongst the group the network designed and delivered the 'I'm ready to progress workshop' to help colleagues at all grades who were looking to take the next step in their careers. The workshop covered the end to end application process from vacancy identification to interview and how to act on feedback given. Having delivered 3 hugely successful workshops a pool of cross departmental staff volunteers have now been recruited to deliver this workshop on an ongoing basis.



We are also increasingly looking at how we join up with our colleagues across the public sector to provide a better service to our customers.

This was highlighted in the Midlands where volunteers were invited to visit the Civil Contingencies Unit in Staffordshire with the aim of establishing a group of volunteers to support blue light and local authority response and recovery staff dealing with major incidents or emergencies.

Volunteers were trained in emergency management and given opportunities to take part in multi agency exercises, building a wide network to support coordinated responses to incidents

Making the Civil Service the UK's most inclusive employer is high on the priority list of First Commissioner Ian Watmore and due to our reputation for successful delivery, Civil Service Local were charged with running a pilot to secure real posts for a number of ex-offenders through our 'Going Forward Into Employment' project. This high profile project has not been without its challenges, but determined effort and strong collaboration is now paying dividends with six recruits already in post and doing well, and with the next tranche ready to take up their roles. CS Local will now be rolling out the programme under an expanded remit that will see veterans and care leavers also benefit from the scheme.

## North West England



Improving life chances and raising aspirations was also the key driver behind the large scale 'Changing Horizons' events that we ran in Blackpool and Oldham, two of the North West's Opportunity Areas. Around 950 young people attended the two events, supported by over 200 volunteers from 18 departments, public sector organisations, local employers and our own CS Local team.

The event provided an interactive, hands on and most importantly fun experience for all those taking part albeit delivering against the serious issue of raising aspirations in those communities which currently have some of the worst outcomes for young people.

The legacy of the programme will extend well beyond the event itself as we continue to connect up local organisations with the young people, providing ongoing opportunities for volunteering, additional learning and support.

The excellent feedback we received has secured support from both local authorities for next year, including providing us with two amazing venues at nil cost.



Finally after many requests and with the support of our funding departments we have now appointed Andrew Crich as our first Coordinator for Scotland. Andrew is based at Scotland Office in Edinburgh and will be working with partners to shape a programme for colleagues based in Scotland.



We teamed up with our colleagues in Cabinet Office and local partners to deliver our first event in Glasgow. 'A Brilliant Civil Service In Action'.

This brought together people from across Scotland to discuss how to make progress on delivering the vision and providing a much needed opportunity to share ideas and build contacts. We hope it will set the tone for what promises to be a fantastic opportunity to develop a unique and exciting portfolio for Scotland in 2018.



Andrew Crich, Lead for Scotland



## 5. Looking Forward to 2018 - 2019

We now have our new business plan in place for 2018 which will set our direction for the year ahead. We will be keeping our six strategic themes, but our revised business objectives reflect our increased focus upon front line leadership, improving life chances, sharing skills and knowledge and demonstrating the impact of our work.

The big news for 2018/19 is that five will become eight, as we work with you, our partners, to develop programmes for Scotland, Wales and Northern Ireland. We will also be looking to roll out the innovative 'Going Forward into Employment' pilot to more locations and extending the scope to cover veterans and care leavers.

Whilst many of our flagship products that are most in demand will stay for 2018/19, we will also be trialling new pilots, finding different ways to reach our audience such as hackathons, an improved digital presence and much more. We look forward to working with you throughout 2018.

