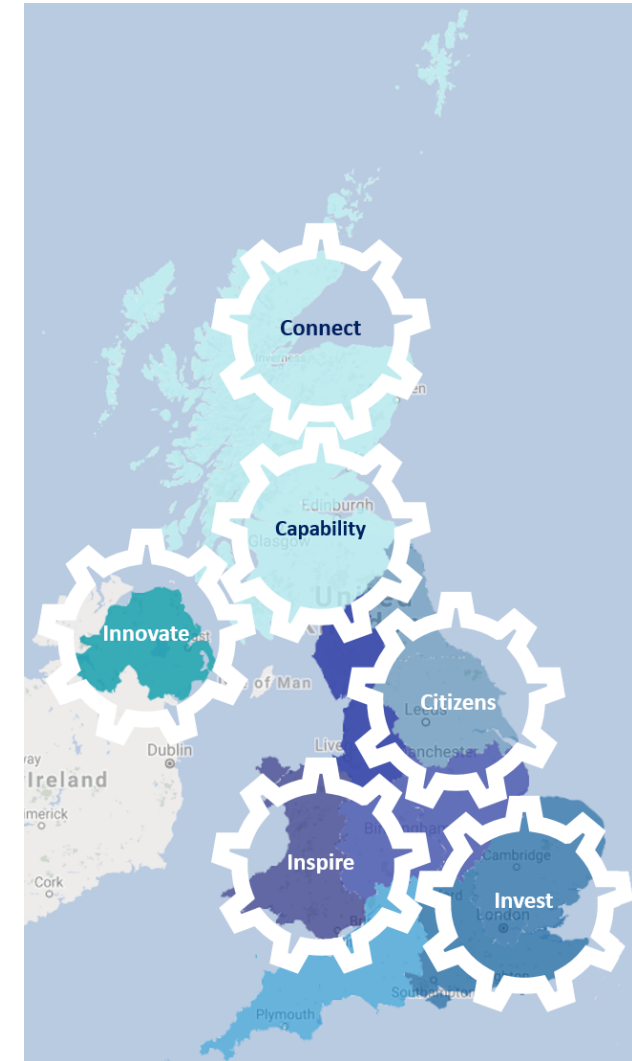




Civil Service
Local

CIVIL SERVICE LOCAL BUSINESS PLAN 2018/20



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Who we are, what we do

Welcome to Civil Service Local. We are a small but dynamic team, hosted by Cabinet Office but based in localities across the country. In 2018/19 we are extending our offer to include our colleagues in Scotland, Wales and Northern Ireland.

Our purpose is to bring together departments and agencies within each locality, to be a catalyst for positive change, collaboration and better ways of working together. We support the Civil Service in its vision to be brilliant at meeting current and future challenges.

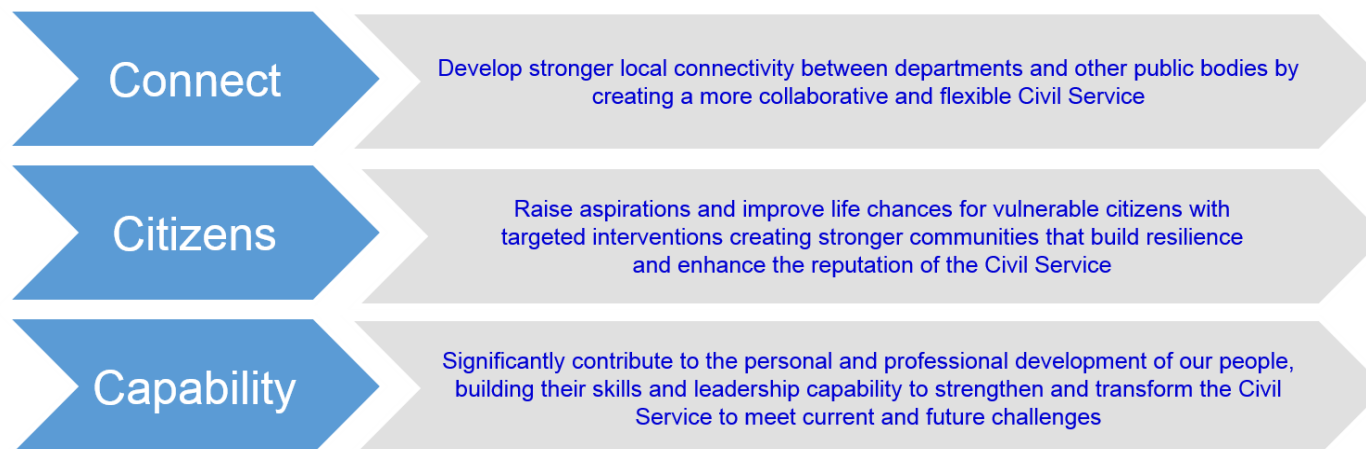
We recognise that to become 'A Brilliant Civil Service' to which we all aspire requires effective leadership, increased capability, more innovative and inclusive ways of working together. We also know that great things can and do happen when we are prepared to think and act differently. But... the vision will only become a reality when enough of us embrace it ourselves, when we are prepared to give it a go and see what happens. Not just our senior leaders in Whitehall but all of us, across departments and in the communities where we live and work. This is our focus. As a small team we recognise that we cannot hope to make a significant difference alone, nor would we want to. Our role is to be a catalyst in that process, to demonstrate how, with our colleagues in departments, agencies and increasingly across the public sector we can all aim higher, think bigger and achieve more with the resource and skills that we have between us. We develop local leaders working on the front line, who through their own actions reach out and inspire those around them to do the same, building a wave of interactions that results in positive local change. As CS Local we also recognise that this is a dynamic two way process. We are uniquely placed to gather insight from our people on the ground, understanding what works, so that it can shape the development of A Brilliant Civil Service and inform future policy, making it sharper and more responsive to the needs of our customers. Ultimately by building a more collaborative working culture with better skilled and capable people, we are more able to improve the life chances for vulnerable citizens in our local communities, resulting in a Civil Service which is truly brilliant and a great place to work.

.....and how we work

Business as usual has never been our business. Our aim is to push beyond the usual, being the best we can and inspiring those we work with to do the same. In doing so we create a brighter future for ourselves, our colleagues and our citizens. Our focus is upon those aspects where we know that we can have the greatest impact and add tangible value, our aim being to complement but not to duplicate departmental business. Our locally based teams develop a unique programme that draws from priorities across government, our national objectives and the social and economic footprint of each locality. Working with our partners we harness the creative energy to turn that programme into opportunities that are inspiring, relevant and locally accessible. In doing so we help build a better understanding of the big picture and unlock a culture of local collaboration and innovation. These opportunities enable our people to build their own skills and capability, become more effective and inspirational leaders and to use those skills and knowledge to directly improve the life chances of vulnerable citizens in some of our most deprived communities. Cumulatively this helps to build a ground swell of positive change that is citizen focussed and locally owned. Put simply, we demonstrate how we can be more brilliant when we work together, and we hope that you will join us on that journey.

Our Strategic Themes and Business Objectives

To give clear focus and direction to our work we have six strategic themes which reflect those areas where we consider we can have the greatest impact. Each theme is underpinned by a business objective that contributes to the Cabinet Office Purpose, Single Departmental Plan and will help embed the Civil Service vision - A Brilliant Civil Service. They also draw more broadly from priorities across government such as diversity and inclusion, more effective leadership and talent development. These business objectives are then delivered through a programme of work that blends national and local priorities, see Appendix.



Our Governance



We have built our successful reputation on influential collaboration and delivering a unique local approach. Visible support from the top of the Civil Service underpins our continued success, galvanizing action and empowering colleagues to take part in the initiatives and opportunities that we provide. John Manzoni and Sir Jeremy Heywood continue to endorse our work and our Permanent Secretary Champions act as high profile ambassadors for each of our existing localities.



Our governance and accountability is to our National Steering Group (NSG) which maintains oversight of our strategy, programme and impact. Chaired by the Deputy Director, Civil Service Group, the NSG comprises of the Senior Responsible Officers (SRO) from each locality who represent their own departments and the views of their regional Steering Groups.

The NSG is responsible for endorsing the strategic direction of CS Local and ensuring the Programme adds value and aligns with departmental needs. Their collective leadership not only assures performance and delivery but also provides a degree of challenge to ensure the offers remain unique, current and cross departmental.

To complement National Steering Group we work as part of a senior stakeholder group which contains representatives from those parts of the Civil Service that have a cross departmental and/or transformational remit such as Government Property Unit/Agency, Civil Service HR, Government Digital Service (GDS), Government Communications Service (GCS), Civil Service Learning (CSL), the Professions/Functions and also the National Trade Union Side (NTUS). We work in partnership with these stakeholders to support each other's work and where possible to deliver projects that are of mutual benefit.

Organisational Structure and Delivery

Our senior leadership team sets the strategic direction for CS Local as a whole, with local delivery through our area teams as detailed below.

We are a small team with each locality having a one designated Coordinator and an Assistant Coordinator supported by a small number of secondments. Being based locally allows each team to build an understanding of the area and to work with their local steering group and partners to develop and deliver a programme that blends the national CS Local business objectives and locally identified priorities.

From April 2018 we will also have in place a Coordinator for Scotland, based in Edinburgh. We will also look to extend our offer to colleagues in Northern Ireland and Wales during 2018/19.

Northern Ireland

Permanent Secretary Champion: Sue Gray
Senior Responsible Owner: TBC
Coordinator: Andy Ashworth
Assistant Coordinator: TBC
3,760 UK Government civil servants

Head of CS Local: Kathie Bates

National

Coordinators: Hazel Hetherington
John Haskey

Total UK Government Civil Service ~412,000

Scotland

Permanent Secretary Champion: TBC
Senior Responsible Owner: TBC
Coordinator: Andrew Crich
Assistant Coordinator: TBC
43,220 UK Government civil servants

North West

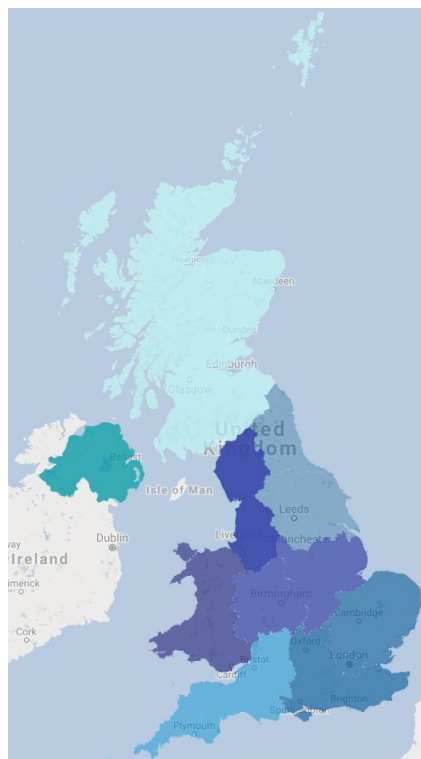
Permanent Secretary Champion: Jonathan Slater
Senior Responsible Owner: Gill Hague
Coordinator: Andrew Ashworth
Assistant Coordinator: Paul Bruzzese
52,100 UK Government civil servants

Wales

Permanent Secretary Champion: Sue Owen
Senior Responsible Owner: tbc
Coordinator: Nita Murphy
Assistant Coordinator: tbc
32,440 UK Government civil servants

South West

Permanent Secretary Champion: Sue Owen
Senior Responsible Owner: David Ball
Coordinator: Nita Murphy
Assistant Coordinator: Heidi Stephens
Vanessa Boden (shared with Mids)
36,950 UK Government civil servants



North East, Yorkshire & the Humber

Permanent Secretary Champion: Clare Moriarty
Senior Responsible Owner: Alison Hilton
Coordinator: Michele Crawford
Assistant Coordinator: Richard Armstrong
60,230 UK Government civil servants

Midlands

Permanent Secretary Champion: Bernadette Kelly
Senior Responsible Owner: Richard Wallace
Coordinator: Andrea James
Assistant Coordinator: Katie Giles
Vanessa Boden (shared with SW)
45,850 UK Government civil servants

East, South East & London

Permanent Secretary Champion: Patsy Wilkinson
Senior Responsible Officer: TBC
Coordinator: Ian Barton
Assistant Coordinators:
Susan Coles & Nafesa Salah-Uh-Din
137,670 UK Government civil servants

Our Leadership Team

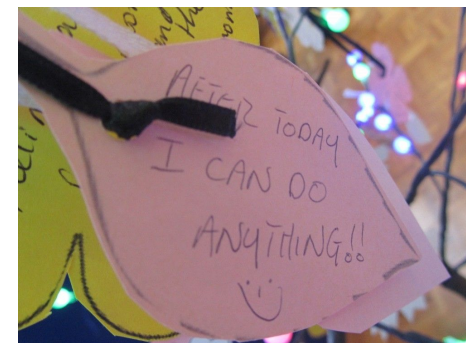


The Collective CS Local Team

Measuring our Performance and Impact

Our success is measured by what we achieve and the difference made to our people and citizens, ensuring a clear line of sight between our strategic themes, business objectives and the activities that we undertake.

The aim is that we will achieve 30,000 quality interactions each year, broadly split between those that directly benefit our people and those that are predominately citizen focussed. We also aim to offer a comparable level of service in each of our existing localities, whilst allowing flexibility for programme content to be tailored to local departmental needs and circumstances. Our quarterly report summarises our in-year performance and highlights recent events and people stories giving a more comprehensive understanding of our work.



Whilst we are fully committed to delivery, it is the difference that our interactions make that is of greater importance and something we value dearly. We are extremely proud of the wide and varied people stories which continue to be a testament of the impact CS Local has on individuals personal and professional development. Whilst some of the outcomes we seek to achieve are difficult to measure in purely numerical terms and will develop over time, we recognise the importance of striving to capture the impact of our work and the value it brings in preparing the Civil Service for current and future challenges. Therefore in addition to the range of personal impact stories we will aim to capture a basket of measures to demonstrate our impact across the broad spectrum of our work and customers. This will include capturing the extent to which those engaged with us:

- learn from our interventions and put that into practice
- develop both personally and professionally
- are better equipped with skills, tools or knowledge to meet the current and future challenges of the Civil Service
- have increased their awareness of the totality of Civil Service and its opportunities in their locality
- become mobile between departments and progress their careers

In respect of our vulnerable citizens, we will evaluate whether they have:

- increased their skills for life and work
- changed their perception of the Civil Service for the better.

We also recognise that much of our success is also due to the quality of our engagement with our partners and their continued support. We will therefore also continue to evaluate and benchmark customers satisfaction with CS Local.

Appendix 2018-19 National Work Programme

The national work plan below outlines what each of our objectives seeks to achieve and how the suite of core products we have developed will deliver them. The national products form the building blocks around which each locality develops a unique programme of work which blends our objectives with local circumstance, taking into account the social and economic footprint in shaping the final approach.

Theme and Objective	Objective Purpose	How we will deliver this: Our Projects, Programmes and Products
Connect: Develop stronger local connectivity between departments & other public sector bodies by creating a more collaborative and flexible Civil Service.	<ul style="list-style-type: none"> • Better knowledge, practice and outcomes through sharing, learning and embedding best practice • Enable staff to see the scale of the Civil Service, current and future challenges and their role within it • Develop local solutions to common problems • Develop and empower a positive attitude to change • Build business, professional and personal networks • Encourage greater mobility across the Civil Service 	<ol style="list-style-type: none"> 1. Local Cross Departmental Networks Including: <ol style="list-style-type: none"> a. Senior Leaders b. Redeployment c. Continuous Improvement d. Diversity & Inclusion e. Staff Engagement f. Capability g. Others driven by local need and departmental priorities h. Social Mobility i. Improving Business Improvement j. Autism network 2. Local Collaborative Events <ol style="list-style-type: none"> a. Meet the Neighbours/CS Live local b. ABCS events c. CS Live d. Hack events e. Induction/new starter events f. Pride of the CS Awards 3. Local Opportunities <ol style="list-style-type: none"> a. Job shadowing, b. Secondments c. Mentoring d. Placements

Citizens:

Raise aspirations and improve life chances of vulnerable citizens with targeted interventions creating stronger communities that build resilience & enhance the reputation of the Civil Service.

- Raise career aspirations of young people in opportunity areas and other areas of low social mobility
- Provide opportunities for young people to gain skills, insight into the world of work and access local career pathways
- Showcase the Civil Service as a local and inclusive employer improving the diversity of the CS workforce to better reflect the local population
- Improve the reputation of the Civil Service in local communities
- Build skills for life and work improving life chances of vulnerable young people and adults, enabling them to interact with their communities and breaking the cycle of dependence on government services

Harness cross departmental voluntary resource to deliver:

1. Vulnerable young people programme including:
 - a. Changing Horizons Programme
 - b. Life/work skills programmes
 - c. Reading programmes
 - d. Enterprise partnerships
2. Vulnerable adults programme including employability workshops with 1-2-1 support for individuals and groups to improve life chances such as:
 - a. Homeless
 - b. Long term unemployed
 - c. Refugees
 - d. Care leavers
 - e. Veterans
 - f. Offenders
 - g. Those with life limiting illnesses
 - h. Changing Horizons
 - i. Supporting BAME communities
 - j. Increasing Digital Skills Workshops
 - k. Working with local Housing Associations and residents
 - l. Mental help

Capability:

Significantly contribute to the personal & professional development of our people, building their skills and leadership capability to strengthen and transform

- Build knowledge/awareness of key generic issues across Civil Service
- Build skills and improve capability of staff
- Develop local leadership capability for future leaders/middle managers
- Showcase local career paths
- Encourage mobility across departments in locality
- Demonstrate Civil Service as an inclusive employer

1. Locally delivered Academies
 - a. Future Leaders Academy
 - b. Modular Academy
 - c. Middle Managers Academy
 - d. Alumni
 - e. CI practitioners
2. Discovery Sessions and Events Programme

current and future challenges.		<p>such as:</p> <ol style="list-style-type: none"> Social Mobility Devolution Commercials Leadership <ol style="list-style-type: none"> Cross departmental job shadowing & mentoring Volunteering opportunities that build skills and capability of the Civil Service
<p>Inspire:</p> <p>Inspire people to become personally active in delivering the Civil Service vision in their locality and create a culture that they inspire others to do the same.</p>	<ul style="list-style-type: none"> Empower people to make positive changes that deliver better personal and business outcomes. Promote participation in local collaborative initiatives and encourage more people to become part of the transformation journey. Greater local and personal responsibility in making change happen on the ground. Develop a critical mass of people who can act as ambassadors to drive culture change in their localities. 	<ol style="list-style-type: none"> Local cross departmental collaboration events <ol style="list-style-type: none"> Meet The Neighbours/Discover 'X' ABCS events Civil Service Live including Speed Connect Raising awareness of local Learning at Work Weeks National/local recognition for Local Projects <ol style="list-style-type: none"> CS Awards ABCS Awards Departmental Awards Pride of the North Award
<p>Innovate:</p> <p>Promote a culture of innovation and offer unique local opportunities to develop creative solutions to improve business outcomes.</p>	<ul style="list-style-type: none"> Showcase the power of 'disruptive innovation' to drive change through high profile pilots Make innovation and continuous improvement the new normal Encourage small scale and cross departmental innovation Help foster a culture of 'pushing boundaries' and 'breaking through barriers' to find new ways of working and improve outcomes. 	<ol style="list-style-type: none"> Going Forward into Employment <ol style="list-style-type: none"> Ex-offenders Care Leavers Veterans Local Pilot Projects <ol style="list-style-type: none"> Young adults (16-24) Care leavers Place based pilots such as

		<p>environmental/community improvements projects</p> <p>d. Business Improvement for local charities</p> <p>e. Creating local career paths.</p> <p>f. Supporting regional hubs</p> <p>g. Cross departmental mobility opportunities and secondments</p> <p>h. Experiential storytelling projects</p> <p>Working across public sector eg opportunity areas/inclusion areas</p>
<p>Invest:</p> <p>Demonstrate CS Local is a good investment by generating a step change in energy, enthusiasm and commitment, enabling our people to become the best they can be.</p>	<ul style="list-style-type: none"> • Invest in the development of our people empowering them to make step changes to becoming A Brilliant Civil Service • Removing barriers to participation. • Encouraging local career paths. • Local investment/opportunities. • Encouraging participation of underrepresented groups. 	<p>1. 30,000 locally delivered interactions that:</p> <ol style="list-style-type: none"> a. Help staff use build skills and capability b. Develop local career paths c. Are accessible and inclusive



For more information please contact:

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You can also visit our blog <https://civilservicelocal.blog.gov.uk>

Find us on twitter: @CivServiceLocal



Connect Citizens Capability Inspire Innovate Invest