





STRENGTH

Strong values and greater capability are shaping a Civil Service that can deliver public services to meet 21st century expectations.

Honesty, objectivity, integrity and impartiality have been the core values of the Civil Service for 150 years. But the challenges and public expectations we face in the 21st century call for a fresh look at the professional skills we need alongside these values.

Gus O'Donnell was appointed Cabinet Secretary and Head of the Home Civil Service in June 2005. He has built on the work of his predecessors, continuing to strengthen the Civil Service and enabling it to effectively meet the delivery challenges of the 21st century. Changes have been designed to help civil servants work in a more customer-focused and dynamic way. Progress has been made in four key areas – leadership, skills, capability and diversity.

Leadership

To provide stronger corporate leadership, a series of new governance structures have been set up at the top of the Civil Service to identify and drive forward work on key issues. A new Permanent Secretaries' Management Group has been set up to consider major issues of concern to the Civil Service, supported by a Permanent Secretaries' Steering Group.

Work carried out under these new structures will be more transparent than in the past. They will reflect the expectations of the Government and the public, provide stronger, more visible leadership and ensure that their work is of the highest standard.

Excellent leaders engage all staff in the vision of a forward-looking Civil Service. They inspire and challenge those around them and are there to make government work better for everybody.

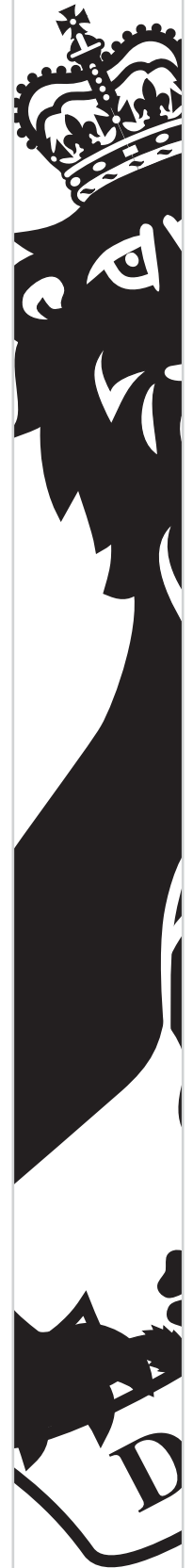
In March 2006 the Cabinet Office held an event in London for permanent secretaries and directors general from across the Civil Service. It was the first time the top 200 senior civil servants had met to look at how they could deliver excellence in leadership across the service. Gus O'Donnell introduced a new leadership skills model based on the four key areas of integrity, direction, capability and results.

This leadership model is a core part of the skills and professional development that Senior Civil Service leaders are committed to as part of Professional Skills for Government.



Professional Skills for Government is the key to ensuring that civil servants have the right skills and experience for their organisation to provide its services effectively.

Anne-Marie Lawlor,
Chief Executive, Government Skills



‘ Good governance is about good leadership – it’s about permanent secretaries engaging with their staff at every level in a shared understanding of their role as civil servants. ’

David Bell, Permanent Secretary,
Department for Education and Skills

Skills

Professional Skills for Government is a programme designed to ensure that every civil servant is equipped with the right skills and development opportunities to deliver effective public services. www.civilservice.gov.uk/skills

The Professional Skills for Government programme is one of five work programmes that Government Skills will take forward. Government Skills is an employer-led organisation and will lead on skills, education and training across government departments, agencies, non-departmental public bodies and the armed forces. It joins 24 other Sector Skills Councils that form the Skills for Business network, which aims to identify and resolve skills gaps across the public and private sectors. www.government-skills.gov.uk

Capability

In October 2005 it was announced to the Public Administration Select Committee that a programme of capability reviews of government departments would be undertaken. The aim of the programme is to improve the ability of the Civil Service to meet the challenges and demands that public services face today. The reviews will identify those areas in which departments need to improve, as well as the support they need to do so.

The first phase of reviews – of the Department for Constitutional Affairs, the Home Office and the Department for Work and Pensions – was announced in January 2006. Recently, three more reviews were announced – for the Department for Education and Skills, the Department for Communities and Local Government (previously the Office of the Deputy Prime Minister) and the Department of Trade and Industry. The reviews are being led by the Prime Minister’s Delivery Unit within the Cabinet Office.



Gus O'Donnell with staff from the Newmarket JobCentre Plus.

‘ This is a fast-changing world. We need strong values and stronger capability to deliver if we are to ensure the sort of dynamism that will keep the Civil Service strong and relevant in the 21st century. ’

Gus O'Donnell



‘ If we’re going to be successful in delivering a genuinely diverse Civil Service – which I think we must do because the Service won’t succeed as a business unless it’s diverse – then we have to look at the experiences of under-represented groups who work in the Civil Service. What does it feel like? What are the pressure points? What are the difficulties?’

Bill Jeffrey,
Civil Service Diversity Champion

Diversity

Improving diversity across the Civil Service is essential so that civil servants reflect the public that they serve.

In November 2005, Gus O’Donnell and John Hutton, then Minister for the Cabinet Office, launched *Delivering a Diverse Civil Service – A 10-Point Plan*. It was developed following a review of equality and diversity by Waqar Azmi, Chief Diversity Adviser to the Civil Service.

The plan works in conjunction with Professional Skills for Government to ensure that the Civil Service possesses a diverse range of skills and expertise from both the public and private sectors.

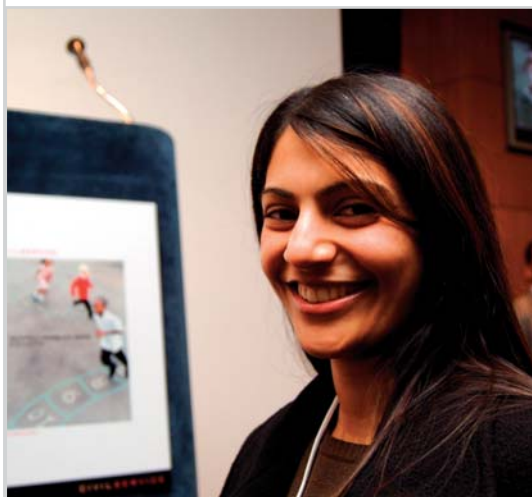
Targets set to increase diversity across the Civil Service by 2008:

- 37% of the Senior Civil Service to be women.
- 30% of top management posts (permanent secretaries and directors general) to be filled by women.
- 4% of the Senior Civil Service to be from black and minority ethnic backgrounds.
- 3.2% of the Senior Civil Service to be made up of disabled people.

Diversity in the Cabinet Office

The Diversity Partners’ Network in the Cabinet Office works with trade unions and consults with a range of staff networks on how to improve equality and diversity in the Department. Staff networks in the Cabinet Office include the Carers’ Network and a disability network. The networks provide a forum where staff can find support and advice, as well as feed their views and expertise into departmental policies and practices.

Delivering a Diverse Civil Service – A 10-Point Plan (see right) sets out the commitments that the Cabinet Secretary and the Civil Service Management Board have made towards improving diversity across the Civil Service.



Alpa Panchal from the Home Office at the launch of the 10-Point Plan. Alpa, who joined the Civil Service in 2003, featured in a Diversity in Practice case study in the plan, highlighting how the Civil Service recognises and develops talented people.

“ We have to reflect the nation we serve.”

Gus O'Donnell

1. **Targets:** departments will agree their own diversity targets for their Senior Civil Servants and the managers who report to them.
2. **Measurement and evaluation:** the Cabinet Office and other departments will continue to measure and improve coverage of diversity data.
3. **Delivering on diversity through the Diversity Champions' Network:** a network of senior diversity champions from across government departments and agencies is responsible for delivering the 10-Point Plan.
4. **Leadership and accountability:** permanent secretaries are accountable to the Cabinet Secretary for their diversity targets.
5. **Recruitment:** departments will ensure that the Civil Service is the employer of choice for talented people from under-represented groups through maximising positive action recruitment.
6. **Development:** talented people from under-represented groups will have access to positive action development schemes.
7. **Behaviour and culture change:** the Civil Service will clearly demonstrate a policy of zero tolerance for discrimination and bullying behaviour.
8. **Diversity impact of the efficiency and relocation reviews:** the Civil Service will keep a watch on the overall impact of efficiency and relocation plans.
9. **Mainstreaming diversity:** equality and diversity must be embedded in policy development, service delivery and business and workforce planning.
10. **Communication:** communication plans will be part of departmental diversity plans and will outline the business, moral and ethical case for diversity.

Information on the 10-Point Plan and how it is being implemented across the Civil Service can be found at www.civilservice.gov.uk

