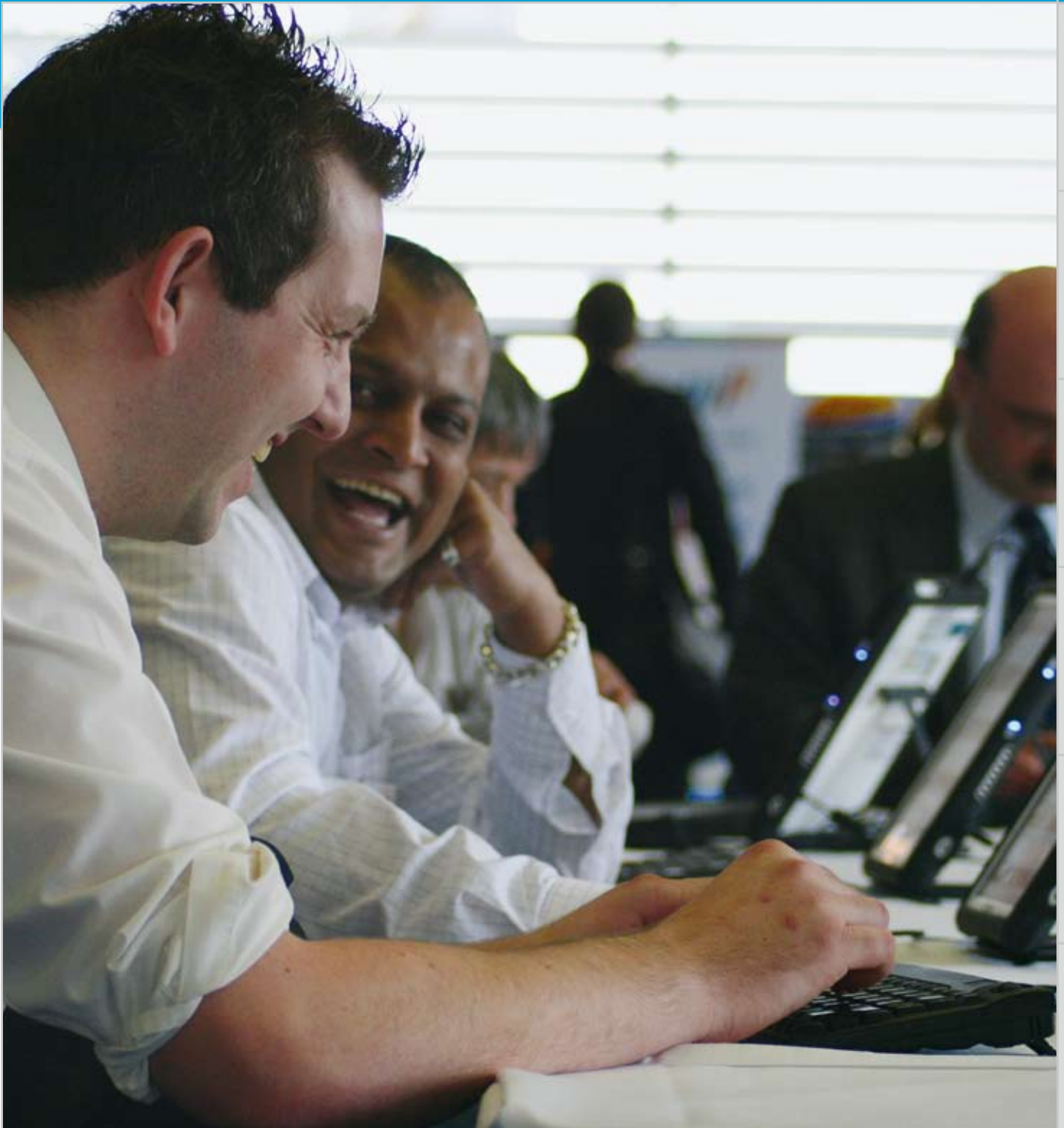


TRANSFORMING CIVIL SERVICE SKILLS AND CAPABILITY

# Going the extra mile

Dusty corridors and stiff suits are a far cry from today's Civil Service. The Civil Service of the 21<sup>st</sup> century is a dynamic, increasingly streamlined organisation with employees who are working to make a difference to people's lives.



INTRODUCTION  
Pages 4-11

THE STORY OF  
OUR YEAR  
Pages 12-59

MINISTERS AND BOARD  
MEMBERS  
Pages 60-67

COMPREHENSIVE  
SPENDING REVIEW 2007  
Pages 68-75

PERFORMANCE  
REPORT  
Pages 76-91

CABINET OFFICE  
FINANCES  
Pages 92-113

RESOURCE ACCOUNTS  
2007-08  
Pages 114-163

PUBLIC  
APPOINTMENTS  
Pages 164-169

**The work of civil servants touches the lives of everyone in the UK, from advising job-seekers to formulating climate change policy. The Cabinet Office has a special role at the centre of government and supports Gus O'Donnell in driving the Civil Service forward.**

## Strong, effective leadership for the Civil Service

To deliver the challenging results that the Government and the public expect, the Civil Service needs strong, effective leaders. In 2008 the Civil Service Capability Group incorporated leadership skills into the annual performance assessments of all 4,000 members of the Senior Civil Service. This extends up to, and includes, Permanent Secretaries.

As a result, leadership is now a key competency for the Senior Civil Service. These skills, set out in the Leadership Framework element of Professional Skills for Government (PSG), define the expectations the Civil Service has of its leaders both individually and collectively, in four areas:

- integrity – building on team working and self-awareness;
- providing direction for the organisation;
- delivering results; and
- building capability in the organisation to address current and future challenges.

Jacquie Heany, Deputy Director for Government HR Professionalism at the Cabinet Office, is a new entrant to the Senior Civil Service. She commends the new arrangements: "Knowing that there is real commitment to assessing my leadership style is very reassuring – it means that there is an absolute link between what I deliver in my job and how I deliver it as a leader. In this way, there is real clarity for me and the people I lead that all aspects of my performance are taken into account."

This new development is just one part of a wider set of tools, including PSG, which have been introduced to build and strengthen capability in the Senior Civil Service.

## Building corporate leadership at Base Camp

Another key development over the past year has been Base Camp, our corporate leadership induction course for new entrants to the Senior Civil Service. Shaped by the Civil Service Capability Group in partnership with the National School of Government, the programme ran for the first time in November 2007 and again in February 2008.

These initial three-day courses brought together some 150 new Senior Civil Servants from across government, and set out to explain the corporate Civil Service leadership behaviours expected of them all. The events also offered delegates an opportunity to participate in workshops, network, and hear from some of the foremost leaders in the Civil Service.

BBC broadcaster Jeremy Vine, who attended the first event to host a Q&A session, was positively impressed by the participants: "My listeners are the ones who are queuing at the Post Office or the hospital, and what impressed me about today's session was that the participants knew that."

Below: Jeremy Heywood, Permanent Secretary, No. 10, addresses Senior Civil Servants

Previous page: Delegates inputting feedback at Civil Service Live





Increasingly your job will be not just to talk to each other across departments but to consult the public, involve them, and engage them in the process of change.

THE RT HON GORDON BROWN MP, PRIME MINISTER



## LIVE: for learning, innovation, versatility and enterprise

Inspiring innovation across the whole Civil Service was the aim of Civil Service Live – the first event of its kind dedicated to UK civil servants. More than 6,000 civil servants from across government came together at Westminster’s QEII Conference Centre to share best practice and learn from interactive events.

The event was organised by the Cabinet Office in tandem with the National School of Government and fortnightly publication *Whitehall & Westminster World*.

Opening the event, Prime Minister Gordon Brown said that the British Civil Service had long been recognised worldwide for its impartiality, independence and record of service. But it was important to focus on the challenges of the future, which would demand a high degree of collaboration and interaction.

“Increasingly your job will be not just to talk to each other across departments but to consult the public, involve them, and engage them in the process of change.

“The very title of this conference, and the focus on innovation, versatility, enterprise and learning from each other, shows that we are ready to make the changes that are necessary.”

The event gave participants the opportunity to explore innovation in a range of areas, from sustainability to skills, with many of the

free sessions available offering key insights into government working. One of the many highlights was *Lion’s Lair*, an adaptation for civil servants of the BBC programme *Dragon’s Den*.

The event challenged civil servants to put ideas for making government work better before a panel of experts including Peter Jones, a star entrepreneur on *Dragon’s Den*. It also took inspiration from *Angels and Dragons*, a similar staff suggestion scheme already up and running within the Cabinet Office.

One winning *Lion’s Lair* proposal was from Rupert Cryer of the Cabinet Office Capability Review team. His idea is to gather success stories from the Civil Service, and to celebrate the best of these by sharing them with colleagues across government departments in a regular headlines bulletin. These ideas will be taken forward over the next 12 months.





Thank you for the dedication you show, the commitment you give, for the expertise you have, for the professionalism that is always there and for the service that is appreciated by citizens in every part of the United Kingdom.



THE RT HON GORDON BROWN MP, PRIME MINISTER

## Awarding success

Celebrating success is also the driving force behind the Civil Service Awards, launched in 2006 by the Cabinet Office, the Office of Government Commerce and the National Audit Office with backing from sponsors including *Whitehall & Westminster World*.

The awards, which showcase examples of good practice across government, are open to any civil servant who has made a difference to the way government works. Over the past two years the awards have helped civil servants share examples of innovation, leadership, operational delivery, transformational government and joined-up working.



Above: Delegates at Civil Service Live



Kevin Doherty, Head of Corporate Information and Communications Technologies (ICT), (and his team) scooped an award at the November 2007 awards for their work on *Flex*, an ICT outsourcing project. The initiative is set to create shared ICT services across the public sector, potentially saving £2.5 million a year as well as over 300 tonnes of carbon for the Cabinet Office. In addition to the Cabinet Office, the Department for Innovation, Universities and Skills and the Office for National Statistics have also opted to adopt the service.

"*Flex* means more value for money for the public purse," says Kevin. "As well as improving efficiency and reducing costs, it will enable us to collaborate more effectively and to join up government."

TRANSFORMING CIVIL SERVICE SKILLS AND CAPABILITY

# Capability Reviews across government

Today's Civil Service needs the capability to deal with increasingly complex and diverse challenges, from climate change to joining up government effectively.



INTRODUCTION  
Pages 4-11

THE STORY OF  
OUR YEAR  
Pages 12-59

MINISTERS AND BOARD  
MEMBERS  
Pages 60-67

COMPREHENSIVE  
SPENDING REVIEW 2007  
Pages 68-75

PERFORMANCE  
REPORT  
Pages 76-91

CABINET OFFICE  
FINANCES  
Pages 92-113

RESOURCE ACCOUNTS  
2007-08  
Pages 114-163

PUBLIC  
APPOINTMENTS  
Pages 164-169

**To ensure government departments are up to the task of delivering the services UK citizens need for the 21st century, the Cabinet Office launched a programme of Capability Reviews across the Civil Service in January 2006. The programme aims to assess the performance of each government department in three key areas – leadership, strategy and delivery.**

Led by the Capability Review team, part of the the Cabinet Office’s Civil Service Capability Group, the programme has now completed reviews of all 17 Whitehall departments, almost 100 review team members have been drawn from: the private sector; chief executives from local authorities; the Civil Service and other public sector bodies. Many of the reviewers have since provided updates to the Cabinet Secretary on the progress departments have made.

Two years on, the challenge is to assess whether those departments are bringing about lasting change and strengthening Civil Service capability. Are they, in short, making a difference?

In May 2007, the Civil Service Steering Board commissioned a team from the Sunningdale Institute to evaluate the Capability Reviews programme, analyse what has been achieved so far, and suggest how to build the programme to deliver the next stage of reform.

Opinion Leader Research in July 2007 showed that 64% of Senior Civil Servants surveyed, believed that their Capability Review had been effective in delivering departmental changes. They felt that the reviews had helped ensure that departments were engaging effectively with stakeholders, partners and the public.

However, the Sunningdale Institute evaluation recommends that the centre of government must cement gains made during the first two years of the programme. To maintain momentum, the focus should now be on addressing both common capability gaps across departments and cross-cutting issues

to ensure there is no impact on government’s ability to deliver public services. The four common capability gaps identified across departments are:

- leadership and boards;
- management of delivery and performance;
- delivery models; and
- people and skills.

The Civil Service Capability Group, based in the Cabinet Office, has responded to these challenges by creating a Civil Service Change Team who focus on capturing knowledge and sharing it across Whitehall. The Capability Reviews Team is also working with the Prime Minister’s Delivery Unit on a set of Public Service Agreement reviews aimed at identifying and tackling barriers to public service delivery.

## Next steps

A second programme of reviews to chart progress and next steps started in May 2008. This involves departments being reviewed for a second time two years on and will sustain the momentum for change and improvement across the Civil Service. It will also provide departments with an opportunity to demonstrate the progress they are making, and to learn from the positive ways in which the Civil Service as a whole is changing for the better to improve delivery and outcomes for citizens.

The second programme of reviews will follow a smarter and sharper process and there will also be a greater emphasis on self-assessment and supporting evidence from departments. As before, each review will be followed by the publication of a report. The first tranche of the current reviews comprising the Home Office, The Department for Children, Schools and Families and the Department for Work and Pensions, has already started and is due to be published before the 2008 summer recess.