



Civil Service Local Business Plan 2016/18



Forward



Welcome to Civil Service Local (CS Local) and to our business plan for 2016/18.

For 2016/18 we have reviewed our strategy to focus upon those areas where we can make the most difference to you, our customers and stakeholders. So we start this year with a refreshed business plan and objectives. That said our fundamental purpose hasn't changed, we are still about connecting up the Civil Service, using our collective voluntary effort to improve the lives of vulnerable citizens and looking at ways to provide better opportunities. Doing things together, but a bit differently remains at the heart of our projects and we will continue to use this approach to demonstrate the vision for the Civil Service on the ground. We are proud of our track record but we recognise that challenges always remain and we will continue to strive for excellence in all that we do. I hope that I have enthused you to be part of that journey. We might be good alone but we can be even better together.

Leo Castledine

Head of Civil Service Local



“ Civil Service reform is about changing the Civil Service to become more skilled and less bureaucratic and hierarchical. Civil Service Local offers the opportunity to participate in creating that vision. By collaborating across departments and with each other we can continue to change the Civil Service for the better. ”

Sir Jeremy Heywood

Cabinet Secretary and Head of the Civil Service

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1. Who we are and what we do



Civil Service Local (CS Local) is a small team with a vital role.

We are part of Cabinet Office but based in our regions.

Our purpose is to bring together departments and agencies within each locality to deliver actions and opportunities that will bring the new vision for the Civil Service (Blueprint 2020) to life and encourage more of us to be part of it.

Through better participation the Civil Service will achieve the cultural shift needed to turn vision into reality and our role is to be a catalyst in that process. We provide the creative spark and energy that drives change forward, we connect people from different departments and help them to share expertise and develop skills and solutions that benefit the business and customers. We are not a large scale delivery programme, we focus on forging the links and establishing the trust that allows new ideas to be developed and better ways of working trialled. Put simply, we believe we can achieve better outcomes when we work together.









Our strategic themes are grounded in these principles and the associated business objectives set out how we aim to achieve it. We have a particular emphasis upon making more effective use of the collective resources and expertise already within localities and engaging those whom are not based in Whitehall. We also recognise that we are uniquely placed to harness the voluntary power of the Civil Service to help some of the most vulnerable citizens in our local communities.

In doing so we help improve individual life chances, whilst building understanding of our customers' needs and the skills and solutions needed to meet them.

1. Who we are and what we do



Strategic Themes	Business objectives
<p>Connect</p> 	<p>Develop local connectivity between departments. Encourage greater effectiveness through sharing resources, expertise and developing strong local networks.</p>
<p>Citizens</p> 	<p>Improve social mobility and the life chances of vulnerable citizens in our local communities by harnessing the voluntary power of the Civil Service.</p>
<p>Capability</p> 	<p>Build the capability of the Civil Service by design and delivery of cross departmental initiatives in each region that promote priority skills and better leadership.</p>
<p>Inspire</p> 	<p>Champion the vision for the Civil Service by engaging Civil Servants in all regions, raising awareness, promoting inclusion and encouraging participation.</p>
<p>Innovation</p> 	<p>Encourage a culture of innovation through the design and piloting of creative solutions and new ways of working together.</p>
<p>Investment</p> 	<p>Demonstrate the efficiency of connection and innovation by adding twice the value of the investment in Civil Service Local.</p>

2. How We Work



Business as usual is not our business.

Our delivery model is based upon collaboration and collective strength. In practice we have a network of core staff that are based at strategic locations across England and Wales. We recognise that our small team is not able to deliver significant change in isolation. We therefore act as the hubs for departments, providing a focal point through which we can agree priorities, develop and deliver locally based solutions. By building strong connections at the local level we encourage ownership of the reform vision on the ground and a more dynamic dialogue with Whitehall.

Our work programme focuses only upon those aspects that we are best placed to deliver. We support the corporate objectives highlighted in single departmental plans so we complement but do not duplicate departmental business. In practice these are the core cross departmental elements that underpin the development and ethos of the organisation as a whole such as strong local leadership, engagement and improved capability.

By drawing together our collective expertise, we also encourage a culture of creativity to flourish from within the Civil Service. The trust that we have built with our partners allows us to channel this creativity into exploring new ways of working, piloting new initiatives on the ground and learning by doing. Some of our successful pilots have grown to meet a latent demand not catered for elsewhere and now form our flagship products. However we recognise the need to continue to innovate and this is also reflected in our business objectives.

3. Governance, Structure and Resource

John Manzoni, Chief Executive of the Civil Service continues to endorse the work of Civil Service Local and supports further development of our work.

Our Senior Responsible Officer (SRO) is Darren Tierney, Director of Strategy and Efficiency, Cabinet Office. Permanent Secretaries from lead Departments act as our regional champions.

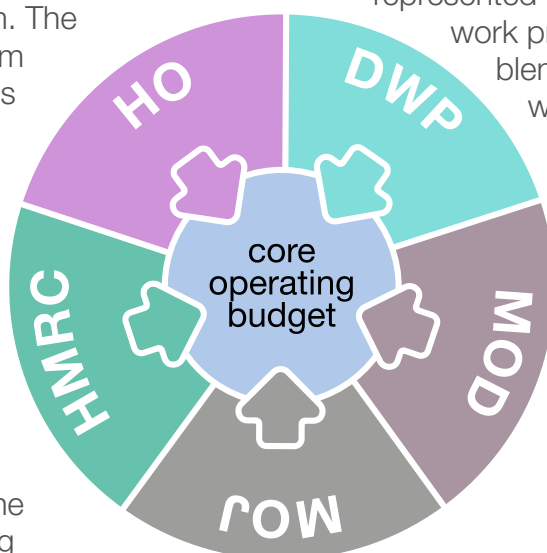
Darren Tierney chairs the National Steering Group (NSG) which provides oversight of the strategy and program. The NSG has representation from the five funding departments (HMRC, DWP, MOD, MOJ and the Home Office) plus SROs from localities, Civil Service HR, the Government Property Unit (GPU), the NTUS and a nominee representing the smaller departments. The National Steering Group takes responsibility for agreeing the Business Plan and reviewing performance against it.

CS Local is funded by HMRC, DWP, MOD, MOJ and the Home Office, whom each contribute £220,000 per annum giving a core operating budget of £1.1m. To use our resources as effectively as possible the majority of team members are regionally based within the delivery areas for which they have

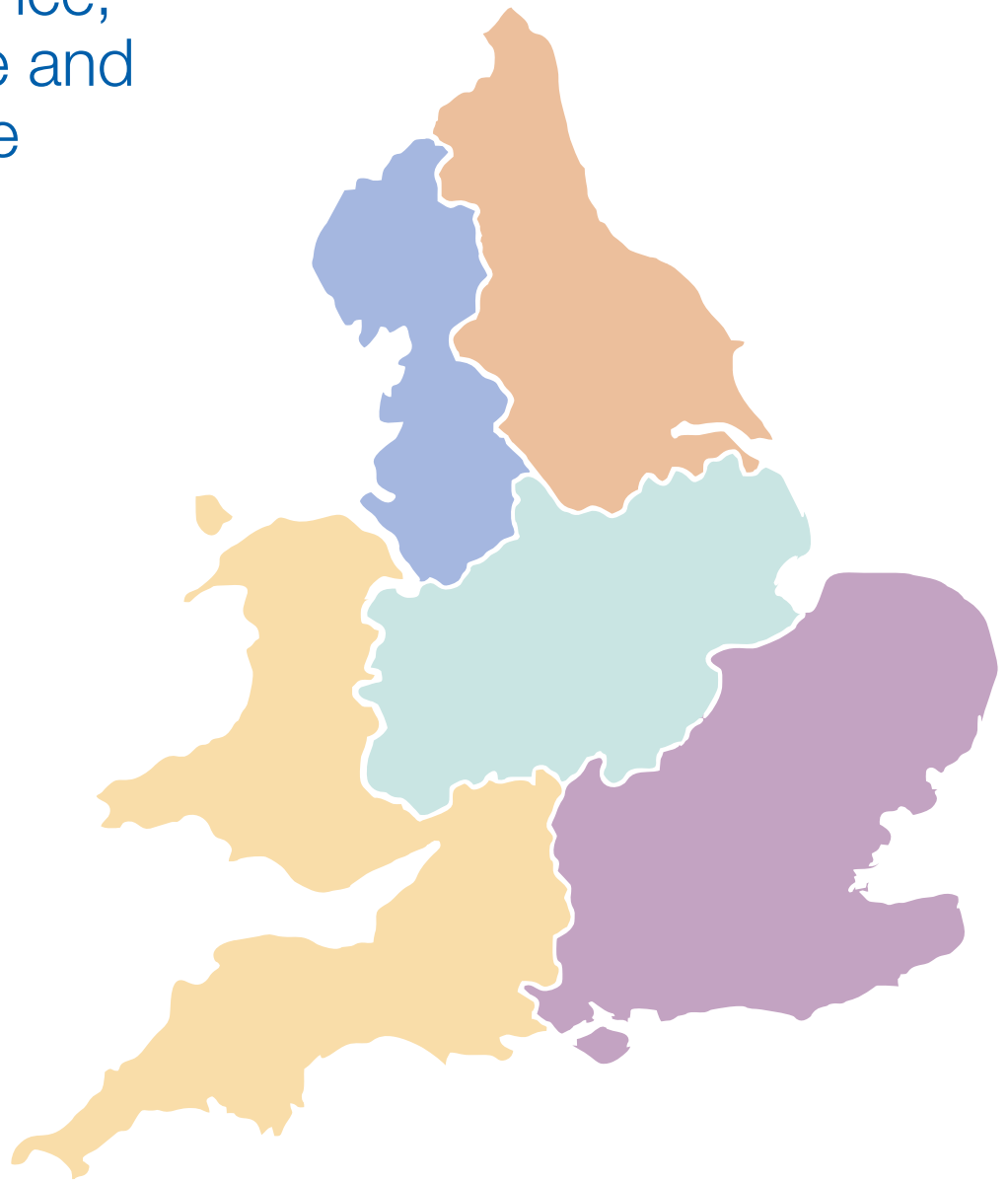


responsibility. These being North East/Yorks & Humber, North West, Midlands, East of England/ London/South East, and South West & Wales.

Each of these localities has a designated CS Local Co-ordinator and an Assistant Co-ordinator that act as the hub in that locality. The Head of CS Local and the National Co-ordinator provide the strategic co-ordination and direction for the team as a whole. The core team are supported by secondees from local based departments. Each locality has a Steering Group/Senior Leaders Network comprising senior officials from departments represented in the area which agrees the work programme for that locality blending the business objectives with local priorities.



3. Governance, Structure and Resource



Civil Service Local Operational Areas

National Team

Head of CS Local: Leo Castledine
National Co-ordinator: Hazel Hetherington

Midlands

(49,970 Civil Servants)

Andrea James
Assistant Co-ordinator: Janice Smith

South West & Wales

(75,040 Civil Servants)

Nita Murphy
Assistant Co-ordinator: Heidi Stephens

North East, Yorks & Humber

(62,140 Civil Servants)

Michele Crawford
Assistant Co-ordinator: Richard Armstrong

East of England, South East & London

(145,470 Civil servants) (40,460 Westminster)

Ian Barton
Assistant Co-ordinator:
Susan Coles & Nafesa Salah-Ud-Din

North West

(52,150 Civil Servants)

Kathie Bates
Assistant Co-ordinator: Janine Clitheroe

4. National Work Programme for 2016/18

The work programme below highlights the core elements that we will deliver as a team to meet our strategic themes and business objectives.

Each locality will combine these elements with local priorities to shape their individual work programs.

In 2016/18 we will:

1. Develop local connectivity between departments. Encourage greater effectiveness through sharing resources, expertise and developing strong local networks.

We will:

- develop the role of CS Local as a key hub in each region
- strengthen our local networks particularly our relationship with senior leaders.
- ensure that our networks better represent the diversity within the Civil Service



2. Improve social mobility and the life chances of vulnerable citizens in our local communities by harnessing the voluntary power of the Civil Service.

We will:

- provide employability support to vulnerable groups in each region
- develop our vulnerable citizens program, including our Inspiring Young People offer in each region

3. Build the capability of the Civil Service by design and delivery of cross departmental initiatives in each region that promote priority skills and better leadership

We will:

- deliver a residential and/or modular development Academy program for junior staff in each region
- deliver and facilitate a wide range of cross departmental Discovery Sessions

4. National Work Programme for 2016/18



In 2016/18 we will:

4. Champion the vision for the Civil Service by engaging Civil Servants in all regions, raising awareness, promoting inclusion and encouraging participation.

We will:

- facilitate regional CS Live events
- improve inclusion of underrepresented groups at our events
- review the location of our events to improve accessibility

5. Encourage a culture of innovation through the design and piloting of creative solutions and new ways of working together.

We will:

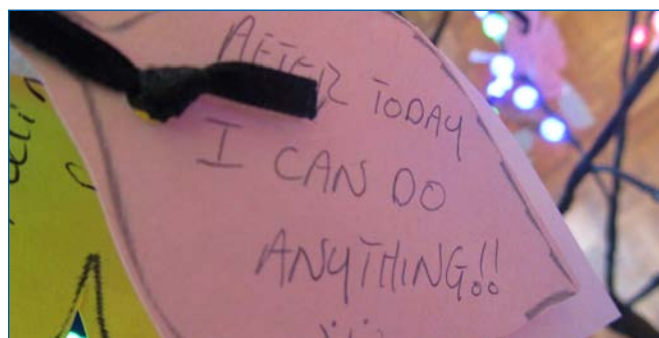
- deliver a minimum of one new pilot per region
- explore the opportunities afforded by devolution

6. Demonstrate the efficiency of connection and innovation by adding twice the value of the investment in CS Local.

We will:

- promote shared use of expertise, resources and assets to deliver local efficiencies
- support new ways of working including digitalisation and estate rationalisation.

5. Delivery and Performance



We consider that our success should be measured by what we achieve.

We have therefore developed a performance management matrix that ensures a clear line of sight between the activities that we undertake and the strategic themes and business objectives that we have set.

For each business objective we have identified the core deliverables and targets. However much of our success is due to the quality of engagement with our partners, building solid trusting relationships with departments and pursuing cultural shift. We recognise that these are not simple numerical outcomes measurable by linear progression. We therefore supplement our performance data through our quarterly highlight reports, case studies and the annual report.

By focusing on the on the outcomes achieved, we illustrate the value of real life changes for real people, giving context and meaning to the targets delivered.

For more information

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