

Connect

Citizens

Capability

Inspire

Innovate

Invest

Civil Service Local

Civil Service Local 2018/2019 - Quarter 1 Review



Civil Service
Local

Contributing to

*A Brilliant
Civil Service*



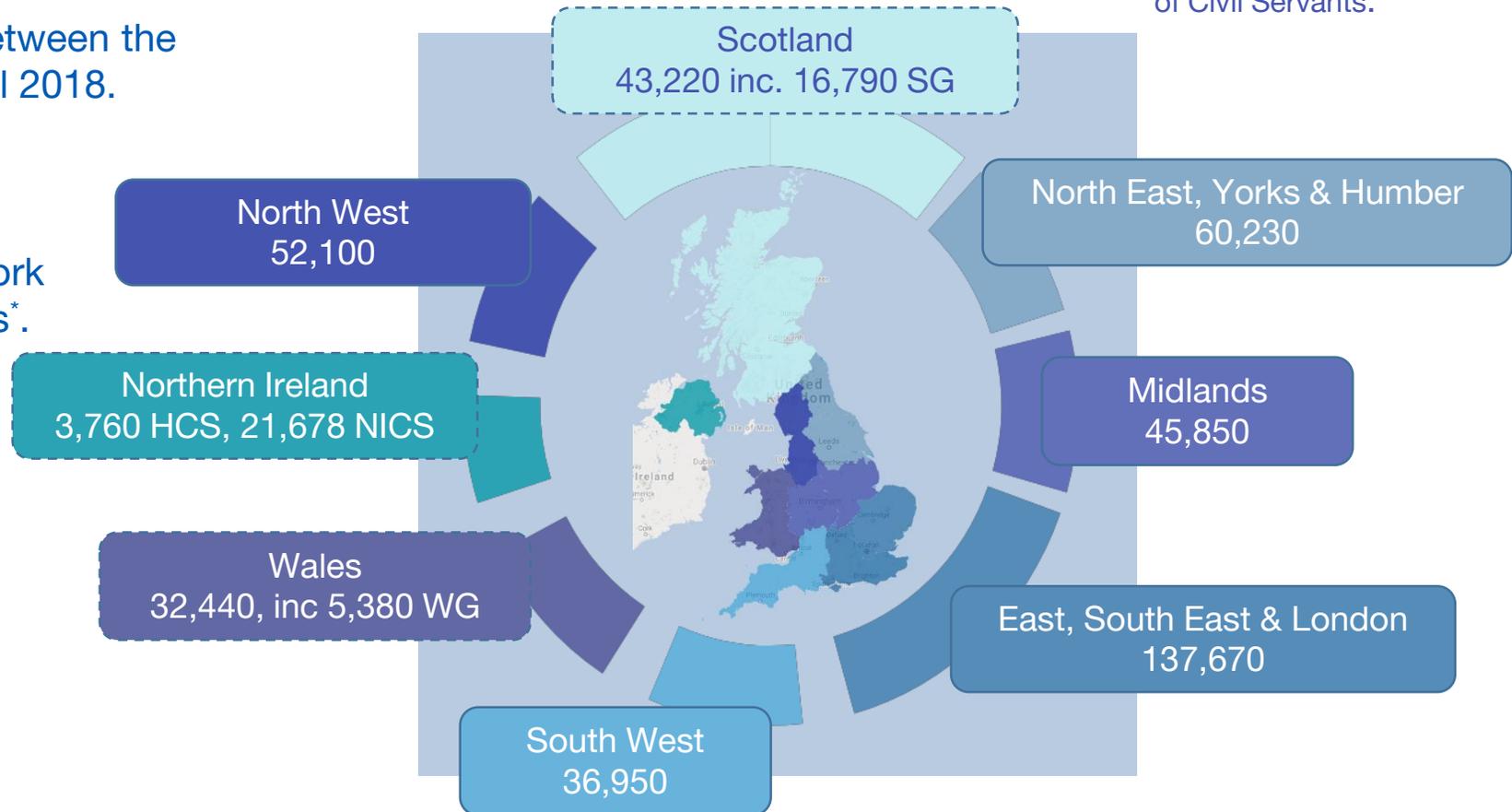
Our aspiration for 2018/19 is to achieve 30,000 actions that deliver our business objectives and contribute to a 'Brilliant Civil Service'. These positive interactions are directed towards both staff and citizens and in many cases may benefit both groups.

The 30,000 is currently equally divided between the 5 operating areas established before April 2018. Each local area has discretion to vary the ratio of citizens and staff.

From April 2018 we are expanding our work into Scotland, Northern Ireland and Wales*. Targets have not yet been assigned to these new areas, this will follow as we research local priorities and build our local connections.

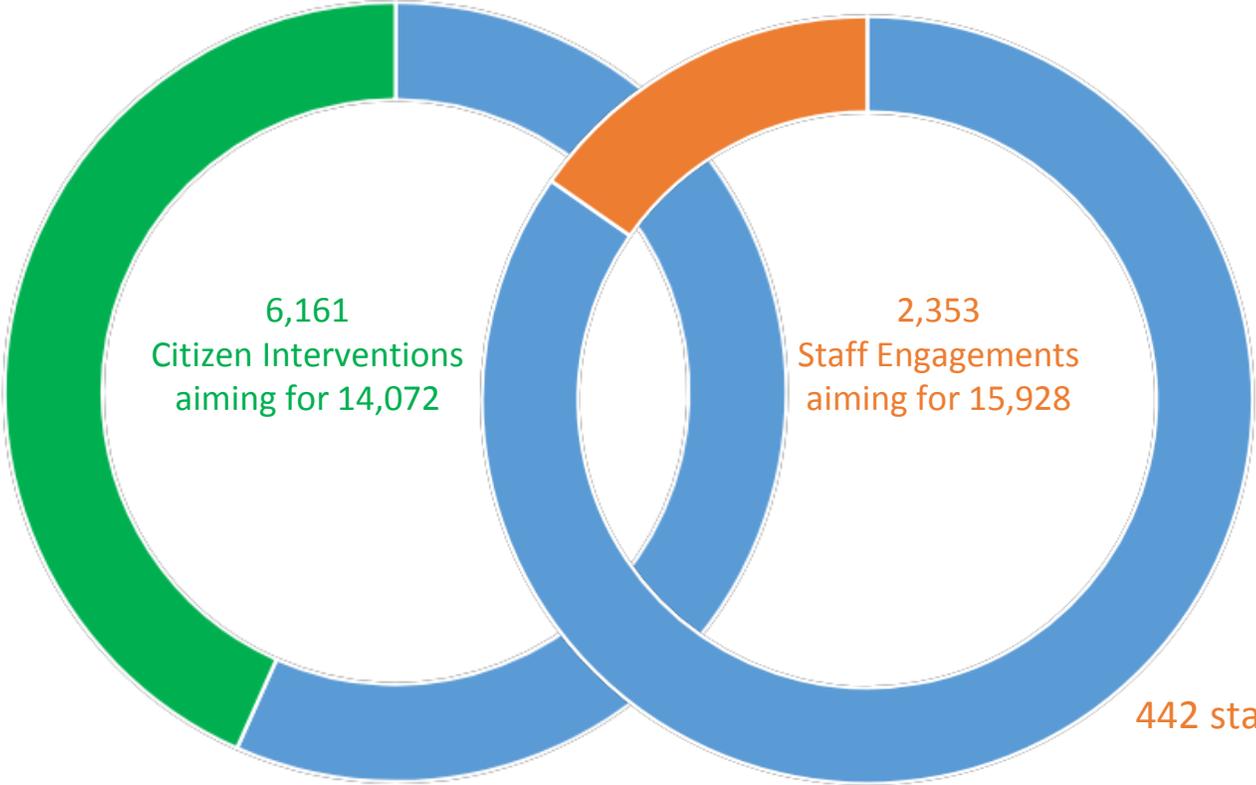
*The work in Wales has previously been branded under the banner of South West & Wales.

The map shows the new operating areas from 2018 with approximate numbers of Civil Servants.





The overall ratio of target staff to citizen interactions is 14,072 to 15,928. Our overall achievement in Q1 is 28.4% of the year target



Overall status



7516 staff attending activities that  Inspire

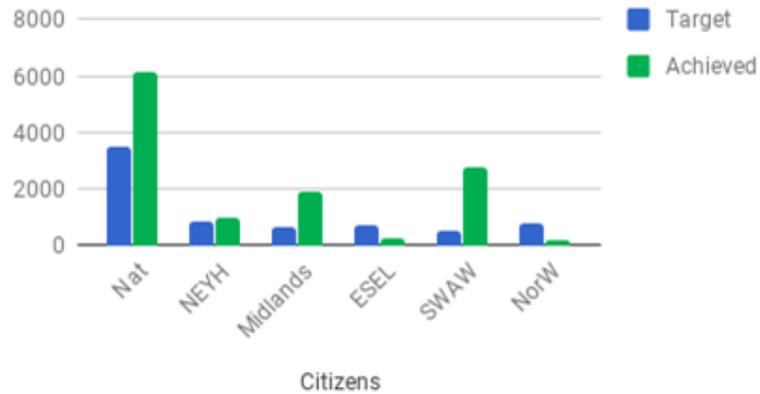
442 staff involved with activities designed to  Connect

 Citizens 6,161 Citizen interventions in projects with 785 staff engaged

1,126 staff involved with activities to build  Capability



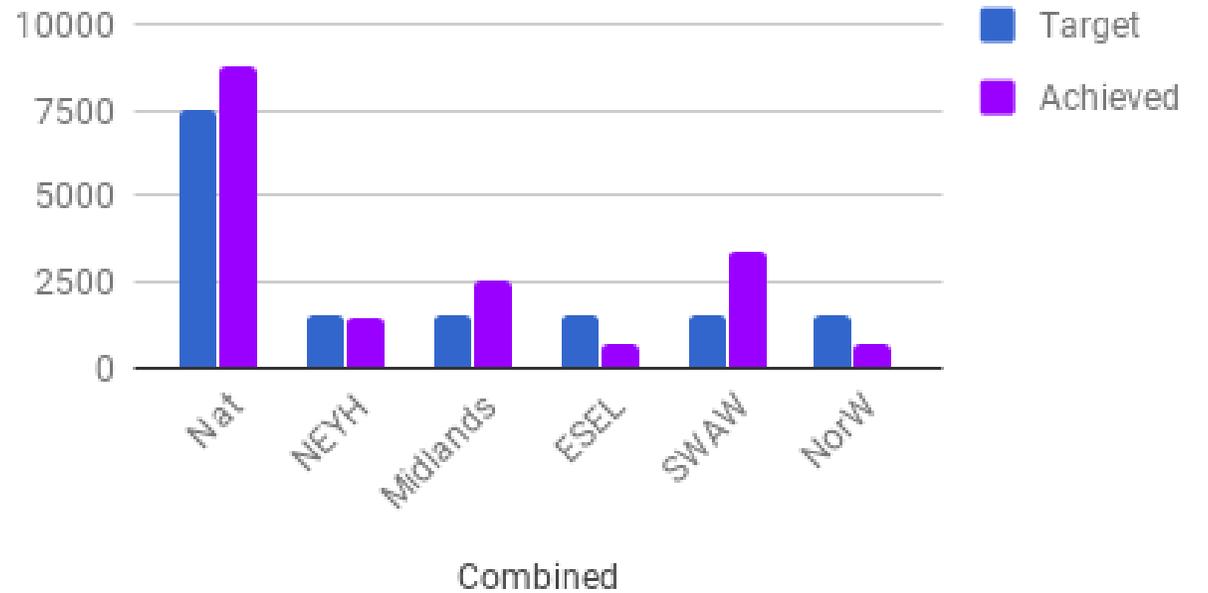
Citizens Target to date and Achieved



Staff Target to date and Achieved



Combined Target to date and Achieved



Our combined target to date is 3/12ths of the yearly target. We are ahead of flat projection estimates due to high achievement in the Citizen projects – principally in Midlands and South West.

Headline Impact

Overall this quarter we have surveyed **485** staff attending our events.



475 of respondents (**97%**) reported at least one positive outcome from the event they attended.

95% of those attending a

Discovery Session this quarter confirmed that the session had equipped them with new tools, skills or information.

Our Net Promoter Score for this quarter is **84**

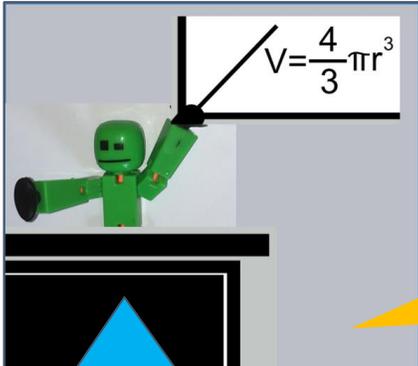
The Net Promoter Score is calculated on the responses from 211 attendees asked if they would recommend CS Local to a colleagues. Any positive score is good and a score over 50 is usually considered excellent.

83% of those attending a CS Local network indicated that they had made a positive change either personally or at work as a result of being part of the network.



Staff from over 60 government departments and agencies

HM Government



$V = \frac{4}{3} \pi r^3$

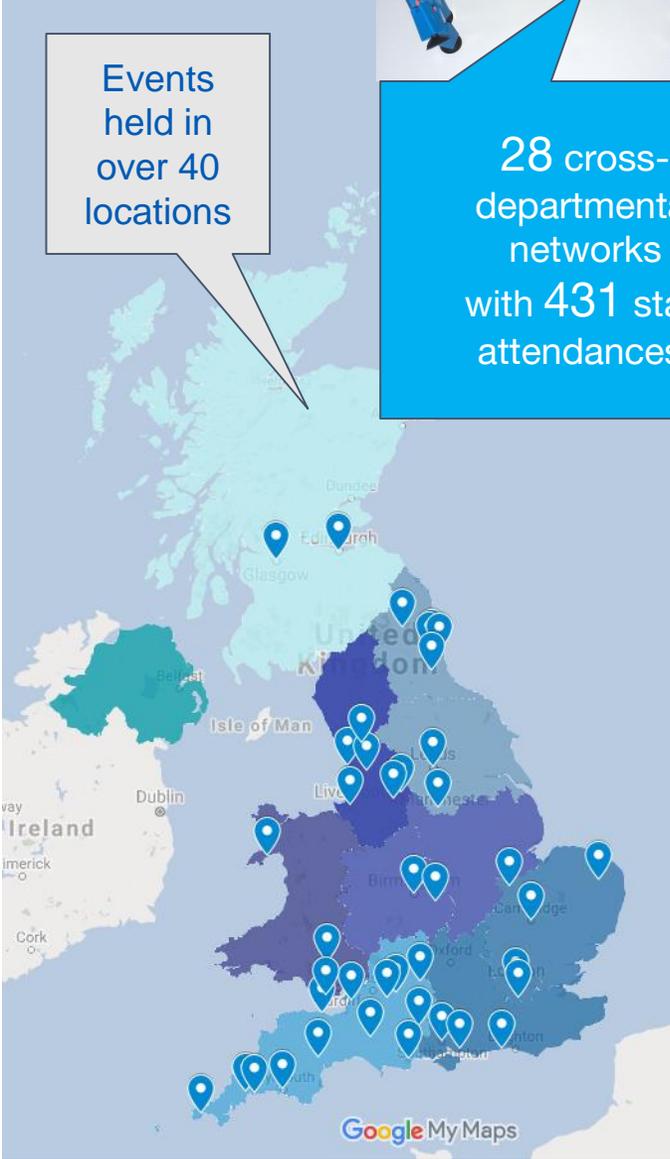
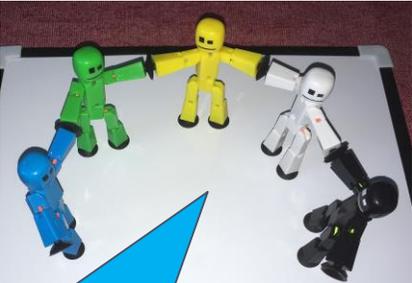
384 staff have engaged with 3,900 students from 47 schools

97% positive outcomes reported

37 Academy families engaged with projects to improve business or the Civil Service.
1 Academy started, 2 finished and 6 planned



20 Discovery sessions with 553 staff attendances

28 cross-departmental networks with 431 staff attendances.



The following reports show progress in delivering our objectives across localities and how we contribute to ‘A Brilliant Civil Service’



Many of our activities contribute to more than one of our strategic themes. For reporting purposes, activities are recorded under the most significant theme.



Civil Service Local

Contributing to *A Brilliant Civil Service*



Connecting people across organisations underpins the ethos of CS Local. Without those connections we cannot achieve the culture change to which we aspire. Therefore much of our connections work is informal, continuously building local contacts and developing a critical mass of people who see the bigger picture.

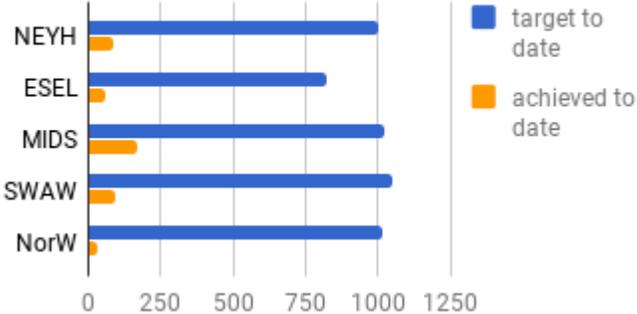
We also run specific networks bringing together experts around specific themes and it is these that we measure. We challenge our networks not just to share their expertise with fellow practitioners but to look specifically at how they can extend that knowledge within and across their organisations.

Connecting in Action

The **Midlands** D&I network held their Annual conference in April 2018. The event was an opportunity to highlight the contribution of minority groups such as the role that those of BAME backgrounds have made to the armed forces, and also to share knowledge and explore subjects such as the issues surrounding LGBTQ+ and the ageing Civil service workforce profile. The event was attended by practitioners from across the Civil Service with keynote speakers from the private sector.

A Young Citizens Outreach Network has been set up, centered on **London** but covering the wider ESEL area, to maintain the momentum established by our Inspiring Young People programme. The network is looking to establish a more coherent cross departmental approach to working with care leavers and pupil referral units. Initially the network is building a shared understanding of current process, before scoping an agreed way forward.

Connections achievement



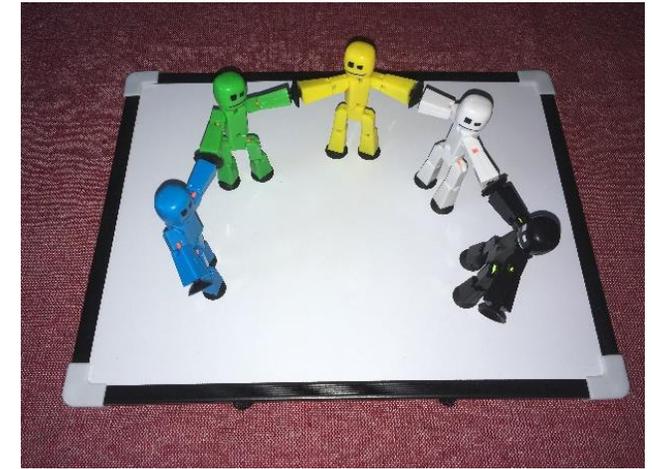
Connecting for Better Outcomes

Raising aspirations and improving life chances is part of our citizen agenda, but by connecting up we can tackle social mobility more effectively. The **East of England Social Mobility Network** has been formed in conjunction with Business in the Community and with staff from DWP, HMCTS, HMRC, HO, CO and DfE. Terms of Reference have been agreed and the network is now planning a 'Changing Horizons' event for pupils in the **Norwich Opportunity Area**.

A Social Mobility Network (The Northern Nexus) has also been established in the **North of England** and Ann Carter-Gray from GPA is leading on creating a Social Mobility Network for the **South West & Wales**.

Connecting our Skilled People

Our Continuous Improvement networks continue to be well attended and productive. In the **South West & Wales** the network is well established and is now planning to improve CI across their area by design and delivery of a residential training **Academy for CI practitioners**, **CI Hackathons** to work on live business challenges and a **CI Award scheme**.



"I have found the network to be really useful in terms of what I get out of it as well as what I can offer - developing relationships with counterparts in other organisations, learning about different approaches to CI, how to overcome specific obstacles, initiatives that have been undertaken. This has helped how we embed CI into our organisation. I find the support from my peers really energising and return from meetings with renewed vigour. It's always great to visit other sites and get an understanding of the work that's undertaken in different parts of the Civil Service. One of the great benefits of our network is that we are learning from each other without generating costs, aside from minimal travel costs. – Sallie Martin, UK Hydrographic Office.

Network Impact

81% of respondents to a recent survey sent to this CI network said that they had learnt something new from being part of the network, which they have then put into practice.

Better together – that's a phrase I have heard before and it's generally true. It is certainly true when it comes to civil servants working together. Across the Civil Service we have a wealth of experience – sharing that helps us all to become better. A great example of civil servants coming together to learn and share experiences is this network, this is a group of like-minded civil servants working together to improve their own skills and also the collective outcomes of the Civil Service – I am new to the group, but already I can see how useful it is to me, my team and wider colleagues. – Andy Freiman, DWP



Our newly merged **North East and Yorkshire Continuous Improvement Network** designed and facilitated a cross departmental **CI Discovery Day** attended by 40 delegates. The event included presentation of a CI Toolkit , a Lifestyles Inventory Tool and sessions on how to embed CI for the long term. The event also looked at coaching and storytelling as techniques to convey the CI message.

Network Impact 100% of participants said that they had learned something new on the day and 88% said that they had increased awareness of other departments in the locality

..... opportunity to share ideas ...with departments I would not normally network with

I will discuss what I have learnt today with other CI ambassadors and my local teams. Good refresher of CI and tools..

Really fantastic event to share tools, learning and networking. Thank you for inviting me.



... good opportunity to meet CI minded people, discuss good practices, but also work together to solve problems.

Very interesting - relationships and communication (good ones) are the answer to anything!

New tools of techniques widely shared. Networking and Yammer group useful

I have found ...cross-gov networking to be useful in my role, I think others would find it similarly useful

I feel the event gave a good insight into the subject areas and a great way to share best practices across Government Departments.





Improved Outcomes for Vulnerable Citizens

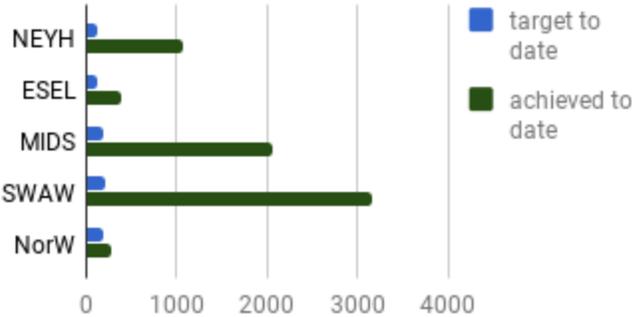
In our work with Citizens we encourage staff to use their skills to improve the experience for some of our most vulnerable citizens through a coherent multi-agency approach.

Our projects allow these approaches to be piloted on a small scale, providing real examples and insight that can then be developed by staff in designing other services.

The Government Access Point (GAP) project brings together staff from different departments and brings their combined skills and knowledge of Government services direct to the customer, either in a prison, a hospice, charity or community space. In effect a tailored one stop shop that comes to you.

Through GAP and other citizen projects, staff act as ambassadors for the Civil Service improving its reputation in the local community whilst using their current skills and learning new ones to help those whose need is greatest.

Citizens Achievement



Raising Aspirations - Improving Outcomes

In the North West we have started a new project working with BAME women in Preston. The initial sessions have focussed on translating key services and government requirements into the women's first language, also providing support around life and digital skills to help them connect with their local community.

In the North East, Yorks & Humber, CS Local, together with the Department for Health and Social Care, the Home Office and Enabling Enterprise developed a workplace experience for pupils from a local primary school in Leeds. Students engaged in a problem solving 'Recruitment Race' and learned about the world of work, including interviews, analysis of information and decision making.

"made some of the difficult to understand instructions around benefits easy to understand and made clear the expectations of her, as English wasn't spoken at home."

"It's great to see the students from the sister schools working together. They've really relished the opportunity to meet new people and challenge themselves." – Teacher

"What a fantastic day. The students got so much out of it, the organisation was great and that meant a huge amount of work was packed into the day." –Civil Service Volunteer

"I was amazed, recently, at what you can learn from 10 year olds in the workplace. The students ...learnt about the Civil Service and ...thinking about preparing for the world of work. But I sense we may have come away having learned much more." Michelle Stevenson, DHSC Volunteer



"I'm really proud of how we all worked together even though we're from different schools and we taught each other. Even though they're year 5 and we're year 6 they learnt from us and we learnt something from them" – Student"

"I loved it today and its well close to my house. I'm going to work here." – Student



Inspiring Young Citizens

In collaboration with our partners we have facilitated numerous opportunities across the **East, South East and London** from Peterborough to Portsmouth, for staff to help primary and secondary students raise their aspirations including 'meet the professional' 'speed mentoring' and 'mock interviews'. Highlights included an entrepreneurial 'Ducks' activity' where pupils tried to sell the most ducks and brought pupils into the business environment to stimulate their imagination and build skills.

Staff from 7 departments delivered World of Work sessions in schools across **Wales**, including Swansea, Wrexham, Newport, Cardiff, Pwllheli & Aberystwyth, helping pupils to understand the benefits of working for themselves and their community. In Pwllheli, a strongly Welsh speaking community we were able to deliver the session in Welsh for the first time. This was well received by the school and also achieved positive coverage in the Cambrian News.

“The pupils were engaged throughout the workshop and gained valuable insight into the wide range of jobs available and why education is so important to later life. The pupils continued to speak about what they had learnt after the session and were inspired to continue with their education to reach their goals.”

Head Teacher Ysgol Bro Tawe, Ystradgynlais



“The children really understood the importance of working hard and having money to pay bills in the future. The length of the session was set correctly especially for some children who have Special Needs.”

Hayley Bennett, Head Teacher, Golwg Y Cwm, Ystradgynlais

“A massive thank you to you and your colleagues for your invaluable contribution, planning and execution of today's events; it was the pinnacle of months of hard work and we as a school are extremely grateful for everything you have done for our students since September. I have spoken to many of them this afternoon who found the day to be both educational and rewarding - I'm sure it will be one of those days that they will remember in years to come”

Llifon John Ellis - Head of 6th Form
Ysgol Bro Hyddgen





Building Capability, Skilled People and Effective Leaders

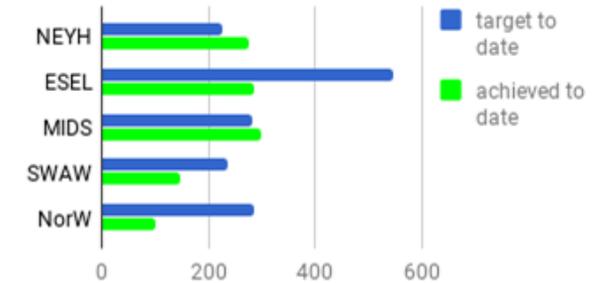
Our **Capability** theme directly contributes to towards two elements of **A Brilliant Civil Service** by:

- building a cadre of **effective junior leaders and middle managers** in every part of the country who can inspire and empower colleagues to be the best they can be
- upskilling our people with broader range of **information, tools and skills** to make us more effective as a Civil Service.

CS Local Academy Programme

In 2018/19 we will deliver **6 First Line Manager Academies**, with a least one in each of our original 5 localities plus **2 joint Middle Manager Academies**, one in the North and one in the South.

Capability Achievement



In this quarter we have held our **South West and Wales Academy** and concluded the final modules for our latest **North East and Yorkshire and the Humber Academies**. Delegates from all these Academies will now take forward their family projects over the next 12 months. Some of our current Discovery Sessions were born, developed from past projects and continue to be delivered by our Academy Alumni.

CS Local Discovery Sessions

In previous years the selection of the subjects for Discovery Sessions has been led by local needs. This year we aim to provide a common set of sessions across the country in each locality alongside a number of locally agreed sessions.



Capability across our Localities

The **South West & Wales** saw their 5th Future Leaders Academy at the beginning of May at RAF St Athan. The 4th time at this location which offers great value for money. Attended by 55 emerging leaders from 22 departments and agencies the event was supported by facilitators from Companies House, ONS, Food Standards Agency and ACAS - three of whom were previous delegates. Senior local leaders from ONS, DWP, HMPPS, Companies House and MoD also supported the event. The delegates are now working in their families to design and deliver their projects which all support one or more pillars of **A Brilliant Civil Service**. We will be monitoring and supporting their progress and when we bring them back together at the mid and end year stage.

Academy impact 100% of delegates reported that:

- they felt more inspired,
- had developed either personally or professionally and
- had a better awareness of departments in their locality.

All the delegates said they would recommend the Academy to a colleague.

"I'm thrilled to have been part of such a worthwhile event and have been singing its praises to all and sundry. We hope that we can pull off our ambitious project and look forward to presenting our progress in due time." Rob Shakespeare, Companies House.

"...what a fantastic opportunity the Academy is for civil service staff, there is no other environment where I would have got to meet so many people from different government departments. I have already learnt a lot about myself, including how to cope in a different environment and with differing personalities, this has helped me develop in my managerial role at Companies House." – Debbie Barnes, Companies House

"It was an amazing experience and I have learned some great skills and made some fantastic friends and connections." - Rob Parker, DWP



The **North West Middle Manager Academy** end of year event was held in Oldham, charting the journey of 48 middle managers from June 2017 and the outcomes from the business challenges set last year by departments in the region. Evidence was provided on how the teams had tackled their challenges, what they had learnt in the process and the results achieved. These included a challenge on embedding **Health & Wellbeing at Work** and a project to connect organisations across **Blackpool Opportunity Area** building a sustainable support network and providing opportunities for young people in the area to volunteer and make an positive impact on their community.

Academy Impact

30% of delegates had achieved a promotion of at least one grade in the year, attributing the support and opportunities provided by the Academy as a key contributing factor to that success.

"I believe the networking opportunities cross government are invaluable. Seeing the bigger picture and understanding others roles has opened up more opportunities for me and my staff."

"a great reminder of how you need to take a step back and make an adjustment to help yourself solve a problem or get through a tricky situation – I really found it useful for work and personal situations."



Also in the **North West**, a new Discovery Session, '**Bumps in the Road**' was piloted which provided sound advice for staff dealing with change and uncertainty and supporting local resilience.



The **Midlands Academy Alumni** Da Vinci family have developed their project '**Social Media - What's the Harm?**' into a **Discovery Session**. They analysed and collated over 42 pages of guidance from across government departments in the Midlands and collaborated with HR departments who provided case studies of staff who had been dismissed or disciplined due to inappropriate use of social media. From their research they developed clear guidance on the use of social media across popular social media sites which they explained in the Discovery Session. In addition they incorporated a surgery at the end of each of the Discovery Sessions to answer specific queries that attendees had regarding social media privacy settings. To date they have delivered 4 Discovery sessions.

Skilled
people

To support awareness of the communications function across the Civil Service, the **East, South East & London** team worked with Government Communication Service to set up a **Comms Academy Event** - which was very well attended by a cross-representation of government departments and local authorities. The event provided useful content especially around evaluation which we will look to apply in CS Local too.

The **ESEL** team, along with other teams across the country, also collaborated on several events to support **Learning at Work Week**. The biggest event was **Discover Worthing** a 'Meet the Neighbours' event, with over 100 attendees. One of our academy families took this opportunity to showcase their Well-Being toolkit, which proved popular with delegates and allowed them to undertake user testing to inform the next iteration.

In June a **Well Being Discovery Event in London**, attended by 35 staff, looked at a mix of practical ideas to maintain wellbeing in the workplace. Staff also took part in a desk friendly seated yoga session. The event was very well received with speakers asked to run similar sessions in other sites.

53 staff from 9 departments & agencies in the South West & Wales also attended a Discovery Session on the theme '**Life's Enabler**' facilitated by the Home Office's Leadership Strategy Team. The focus was on building confidence and positivity, explaining the neuroscience behind these feelings and how demonstrating those behaviours can affect other people.

A great
place to
work

Discovery Session Impact:

98% of the attendees said that they had learnt something new as a result of attending, felt better equipped to deal with future challenges and would recommend CS Local to a colleague.

"The personal stories were really powerful in showing how as individuals we can overcome and rebuild our confidence. They were all brilliant and powerful which really engaged the audience. A very useful and enjoyable session."





“This is a really good programme to be on, I feel personally inspired and motivated to do better.”

The final modules of **2017/18 North East, Yorkshire & Humber Academies** were held in Newcastle and Leeds in April and focussed on future planning to help support those attending with their projects and ongoing career and development. Representatives from the Operational Delivery Profession and the Fast Stream and Fast Track Assessment Centre Team spoke to delegates about potential opportunities and CSEP colleagues provided an early look at the new recruitment Success Profiles. These delegates will continue to work with their personal mentors over the year to consider next steps after they complete their projects. Family project themes include developing a Career Development Toolkit/Event, a Bitesize Academy, and a Junior (students) Academy.

Modular Academy Impact

95% of participants reported feeling inspired and having a greater knowledge of the Civil Service in their locality.

“Methods discussed in modules have not only made me more self aware about my learning/working techniques but also more aware about colleagues too. I had become a little disenchanted with my business as usual team work but have become more engaged with them again and more pro-active within the group.”

“...the experience of working with people from other departments has really opened up the options available to me. Before ... working outside of my own department felt like a scary idea. Being on the Academy is changing my mind about that - I can see that there are a lot of possibilities out there for me and for someone that has been in one department at the same grade for a long time, that is really positive.”



Inspire

inspire people to become personally active in delivering the Civil service Vision in their locality and create a culture where they inspire others to do the same

All of our activities are designed to inspire staff and help embed the vision of **A Brilliant Civil Service**, as well as our own strategic themes **Connect, Citizens, Capability, Inspire, Innovate and Invest**.

Awareness sessions are held in locations around the country to encourage local participation, including bespoke events, marketplace events and departmental team meetings.

Through this continued activity we aim to inspire people to make positive changes and take greater personal responsibility in making change happen. Over time this builds a critical mass of people acting as local ambassadors for change and brilliance.

We ran the remaining **'A Brilliant Civil Service In Action'** workshops in Glasgow and Sheffield. With Clare Moriarty, DEFRA, (our Permanent Secretary Champion for NEYH and Academy Dragon) and Angela MacDonald, HMRC, Director General for Operational Excellence inspired lively group conversations in Sheffield, whilst over 120 delegates in Glasgow explored how they could personally and collectively take 'A Brilliant Civil Service' forward in Scotland.

The **North East, Yorkshire and the Humber** team took part in the induction events for 100 new Fast Streamers at the Newcastle Fast Stream Assessment Centre to provide better insight into the presence of the Civil Service in NEYH and the departments represented locally.

"... best thing I've heard all day!"
Fast Stream new starter





Inspire inspire people to become personally active in delivering the Civil service Vision in their locality and create a culture where they inspire others to do the same



This quarter we sent newsletters to 5,474 staff

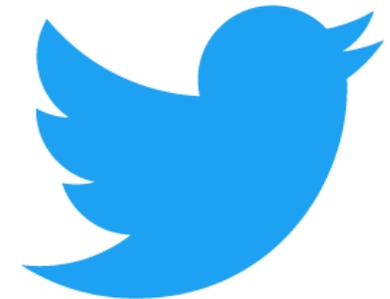


58 blogs pages were published, we have 1,981 blog subscribers and 90 comments were received



569 staff have attended our awareness raising sessions. 174 staff attended A Brilliant Civil Service In Action events

We have 1,318 followers on our National Twitter Account. Local accounts have 1,831. We are continually looking to see how we can improve communications and use the most appropriate channels for our audience.



Civil Service Local

Contributing to

A Brilliant Civil Service



Innovate promote a culture of innovation and offer unique local opportunities to develop creative solutions to improve business outcomes

In the **North West** the innovative **Going Forward Into Employment (GFIE)** has seen more ex-offenders take up posts and the project has been given the green light to extend the pilot phase to London & South East, including the possibility of trialling the GFIE approach with other disadvantaged groups.

The Impact of Innovation:
8 ex-offenders are now in Civil Service posts. We are looking to fill 6 more posts in June/July.

One student was able to secure a further two weeks of work experience with HMCTS, as they had been inspired to career plan and develop a real passion for working for the courts service

In the **Midlands**, a pilot programme with DWP, which placed children Not in Education, Employment or Training (NEET) into work experience with Government departments has been completed. The Forestry Commission (FC), Crown Prosecution Service (CPS) and HM Courts and Tribunal Service (HMCTS) supported this pilot. The children spent time with each department and completed prepared 'world of work' tasks. We are now looking to see if this project can be taken forward in other locations.

A great place to work

Invest demonstrate that CS Local is a good investment by generating a step change in energy, enthusiasm and commitment, enabling our people to be the best that they can be.

Case studies and comments received show that users of our services have been inspired to move beyond their day jobs and go the extra mile. As we invest in people they invest in each other and help us move towards A Brilliant Civil Service.

Our current budget for this financial year has already been recouped through the identification of notional savings of over £2,229,000

Expansion to Scotland, Wales and Northern Ireland

We are in the process of developing new CS Local offers for Wales, Northern Ireland and Scotland and are currently recruiting 'Business Development Managers' to identify opportunities and help implement the emerging programmes in those areas.

Wales

This report continues to report the work in Wales under the combined banner of 'South West and Wales'. As we progress through 2018/19 the two areas will become more distinct as we further develop the portfolio for Wales. Our Networks are currently successfully covering both areas and we will review if there is a business need to re-organise them into separate entities as we move forward. .

Northern Ireland

Andy Ashworth, our lead for the North West has been taking forward the initial work in Northern Ireland. Andy will be working with an established network of UK Civil Service departments who are keen to develop the CS Local approach. Representatives from all the departments came to an initial launch event, attended by our new **Permanent Secretary Champion Sue Gray**. Staff in Northern Ireland have been very welcoming and we look forward to developing a programme, building awareness and looking at how we can connect with colleagues in the Northern Ireland Civil Service. **Mark Byers (NIO)** kindly agreed to take on the role of **Senior Responsible Officer** and we will be look forward to working with Mark in the months ahead.

Scotland

Andrew Crich was appointed as Coordinator for Scotland in April. He has been joined by **Rozanne Kidd** (HMPO on secondment from DWP), who has taken on the role of **Senior Responsible Officer**. Andrew has been actively scoping the future programme with Rozanne and colleagues based in Scotland and to date has already delivered **6 Discovery Sessions**, started a cross-government **Social Mobility Network** and supported the CS Live event in Glasgow with 86 staff joining the CS Local Speed Connect sessions- much more to come on the horizon including a future Scottish Academy. Key players reflect those departments with a strong representation in Scotland such as DFID, MoD,DWP and HMRC, however we are also keen to explore how best to extend our offer to smaller departments and agencies and to the 50% of staff located beyond the central belt, some of whom are in very remote locations.



Future Key Events for Quarter 2/3

1. CS Live in Cardiff, Newcastle and London - July
2. Midlands Academy - August
3. North West First Line Managers Academy - September
4. North East Academy - Mid Year Review - September
5. Meet the Neighbours - Bristol - September
6. Talent Alumni - Newcastle - October
7. ESEL Academy - November

For further information please contact

Kathie.Bates@cabinetoffice.gov.uk or

Hazel.Hetherington@cabinetoffice.gov.uk

