

CIVIL SERVICE COMMISSION

STRATEGIC FRAMEWORK 2016-2020 AND BUSINESS PLAN 2017-18

EXECUTIVE SUMMARY

This document sets out how the Civil Service Commission will undertake and discharge its responsibilities for the period April 2017 to March 2020. We have written it to engage with, and inform, our stakeholders about our direction of travel. It also gives our staff a clear set of medium-term goals to which everyone's work contributes.

The plan establishes strategic priorities for the Commission under new leadership of a First Civil Service Commissioner and Chief Executive who took up the post in October and November 2016 respectively.

Seven new Commissioners were appointed between April 2017 and October 2017 to replace five current Commissioners whose terms come to an end. Two additional Commissioners are being appointed to address increasing workloads as more SCS Payband 2 competitions are run externally.

The strategic priorities are focused on:

- Demographic diversity of the Civil Service
- Diversity of skills
- Supporting the delivery of government business
- Supporting employment initiatives

The skills base of the secretariat is also being enhanced to support better data analysis, strategic thinking and horizon scanning. These skills will be vital in maximising our success as much of our leverage will be through influencing the Civil Service to act differently based on evidence.

We have considered below how to achieve each of our strategic aims with action types grouped together as: transactional; education/advice; and information, data and challenge.

We will review our governance structures during 2017 to ensure that the skills and experiences of all our Commissioners and staff are brought to bear effectively in pursuing our strategic priorities.

We will develop a supporting communications plan to report on progress, including through our Annual Report and Accounts, but also through more interactive and social media.

CONTEXT

In recent years there has been considerable modernisation of the Civil Service not only through reductions in staff numbers and changes to terms and conditions, but in the underlying approach to its business. These changes have strengthened even further the ability of the Civil Service to deliver through, for example: greater use of digital and data solutions; enhanced communications; restructured HR to better support succession planning and responding to need. Following a period of relatively rapid change the Minister for Cabinet Office has signalled the time is right to move to a more incremental approach.

The Civil Service, and the country at large, are facing unprecedented constitutional challenges and change. In rising to meet these challenges the Civil Service will need to continue its transformation and be able to appoint staff with relevant skills and experience, including some currently not found within existing Civil Servants. Some of these challenges, such as Brexit, are not yet fully understood. Others such as building a Civil Service that reaches and reflects the diversity of the citizenship of the UK have been the focus of much attention over recent years, however, it appears there is still some way to go in some areas, particularly at the most senior levels.

The Civil Service Commission is itself going through a period of transition with both a new First Civil Service Commissioner and new Chief Executive having taken up post in October and November 2016 respectively. Additionally the fixed term appointments of five of the ten current Commissioners expire between March 2017 and April 2018, and these five year appointments are not renewable. Two additional Commissioners have been appointed, to support current demand for chairing of senior competitions, taking the total to 12.

Civil Service Commissioners were first appointed in 1855 following the Northcote-Trevelyan report, which identified patronage as one of the main reasons for the inefficiency of the mid-19th century Civil Service. Following the enactment of Part 1 of Constitutional Reform and Governance Act (CRaG) 2010, the Commission was established as an independent executive Non-Departmental Public Body.

CRaG detailed our two primary functions; firstly to uphold the principle that selection to appointments in the Civil Service must be on merit on the basis of fair and open competition. Second, the Commission can hear and determine complaints raised by Civil Servants under the Civil Service Code, the ethical code which forms part of the terms and conditions of every Civil Servant.

We believe that in these changing times the Civil Service Commission has a key role to play in supporting, facilitating and enabling the attraction and appointment of relevant candidates to respond to these challenges. Our focus, therefore, will be sharper in four areas:

- The demographic diversity of the Civil Service;
- The diversity of the skill base;
- The skills necessary to support broader events, such as Brexit;
- Supporting Civil Service employment initiatives.

In addition to these four strategic priorities we recognise there will be additional pressures for the Civil Service in getting the right people in the right places at the right time and we will ensure our processes are not unduly burdensome. However, as we support this further modernisation we will, of course, continue to protect and safeguard the values of the Civil Service and uphold the current Recruitment Principles as a strong modern regulator.

It will be important that the Commission itself seeks to be a beacon for these four strategic priorities and as we undertake the recruitment of new Commissioners and secretariat staff we will ensure that all our staff underpin our approach.

STRATEGIC PRIORITIES

Set out below in more detail are each of the four strategic priorities, current baselines where appropriate and what actions we plan to undertake to influence positive change. These actions can be grouped into three different types: transactional; education, advice; and, information, data & challenge.

1. PRIORITY ONE

Helping the Civil Service to improve the demographic diversity of its people: in terms of gender, ethnicity, sexual orientation, disability, age and socio-economic background.

At present there are a number of statistics showing the levels of particular diversity characteristics within either the Senior Civil Service or the Civil Service as a whole. It is clear in some areas that more needs to be done to reflect the make up of the general population. The statistics for a number of these characteristics as at 31 March 2016 are shown below.

Gender

- 54.2% of all Civil Service employees were women (up 0.4

- percentage points from March 2015)¹;
- the proportion of women working at Senior Civil Service level was 40.1% (an increase of 1.2 percentage points from March 2015 and 8.2 percentage points on 31 March 2008);
- the proportion of female grade 6 and 7s was 44.8% (steadily increasing from 38.1% on 31 March 2008)

Age

- More than 80% of Civil Servants were in the 30 to 59 age group (compared to XX% at March 2015);
- there were increases in age bands:
 - 16 - 19 an increase of 330 (a 27.5% increase compared to March 2015); and;
 - 20 - 29 an increase of 2,590 (a 6.5% increase compared to March 2015);
- All other age bands showed a decrease in between March 2015 and March 2016.

Ethnicity

The UK population was reported to include 12.9% ethnic minorities in the Census 2011. The comparison with Civil Service employees, who declared their ethnicity, at March 2016 was:

- Overall 11.2% were from an ethnic minority (up 0.5 percentage points on March 2015);
- 12.8% were at Executive Officer responsibility level;
- 11.7% were at Administrative responsibility level;
- Only 7.0% of those at the Senior Civil Service level were from an ethnic minority (an increase of 0.4 percentage points from March 2015);
- All other responsibility levels showed an increase in the proportion of ethnic minority employees from March 2015 to March 2016.

Disability

Against a UK population comparator of 17.96% people with a disability²:

- 9.2% of civil servants who declared their disability status, were disabled (up 0.3 percentage points compared with March 2015);
- employees with a declared disability was greater in lower responsibility levels with 10.1% at the Administrative responsibility level;
- Only 4.7% of employees were at Senior Civil Service level.

¹ All Civil Service statistics from ONS Civil Service Statistics 2016

² Office for Disability Issues estimate for 2011/12

HOW CAN WE INFLUENCE POSITIVE CHANGE?

As Civil Service Commissioners we have a role for setting standards for recruitment in to the civil service. So it is important that we understand how the current levels of inclusion of each of the above, and other, diversity characteristics can be influenced to get the balance closer to the UK population.

We have, so far, identified a number of strategic options and approaches we could use to enhance our knowledge base and allow us to undertake and share our analysis and learning with recruiters and HR professionals in the civil service. These include:

Transactional:

- Work more closely with and learn more from other sectors, including from our own Commissioners experiences;

Education and advice:

- undertake thematic reviews to better understand current or emerging trends that are identified through, for example: the competitions we chair; feedback from candidates and recruiters; regional data trends;
- researching what happens when people get into the Civil Service - what stops them progressing to the higher levels;
- develop mechanisms for effectively sharing best practice

Information, data & challenge:

- gathering evidence and data on candidates perception of recruitment into the Civil Service;
- ensuring that we as Commissioners are challenging at planning stages what is being done to attract and encourage more diversity applications and whether it is enough;
- where there are gaps or concerns we will consider delaying or stopping competitions

We will continue to monitor changes to these statistics through both national and regular publications as well as through our own sampling at times. We do not intend to be a passive stakeholder hoping things get better and so we will amend our approach if improvements are neither significant, timely or sustained.

2. PRIORITY TWO

Helping the Civil Service to improve the diversity of its skills base: more

commercial, digital, project planning skills etc., and career paths and opportunities to move into leadership roles for those with other sets of experience than classic Civil Service policy backgrounds.

The Civil Service Workforce Plan 2016-20 described five key areas for action, one of these was: *The Civil Service will do all it can to attract and retain people of talent and experience from a range of sectors and walks of life.*

The Workforce Plan went on to state: *Increasing the mix of people from different sectors of the economy, and walks of life, will ensure that we have best practices from all sectors and improve the quality of services delivered to the public. We are confident that we can continue to develop excellent people in the Civil Service who are able to compete with the best from other sectors.*

The Plan stated that the Civil Service had more to do: *To value different types of experience in addition to our key traditional policy and operational delivery capabilities. This includes ensuring functional specialists get the opportunity to progress to the top of the Civil Service by being part of talent programmes.*

One of the actions to help achieve this was: *Developing how we recruit and promote, moving away from the competency framework, to a more meaningful and business focused framework of assessment.*

This would deliver: *Recruitment and promotion processes that value experience and expertise alongside potential to ensure we attract, recruit and progress the most talented people at the right stage of their career.*

HOW CAN WE INFLUENCE POSITIVE CHANGE?

Similarly to Priority One our role for setting standards comes into play here but perhaps more importantly so does the chairing of senior competitions by Commissioners. It is through providing early leadership of these competitions that our influence can be best brought to bear with our Commissioners championing:

Transactional:

- having an external panel member, with appropriate experience, when recruiting for specialist skills;
- selection panels that reflect, as far as possible, the diversity of the workforce;
- the use of multiple channels and sources of data when recruiting to specialist posts

- information and candidate packs where criteria are tied to the actual role; and
- support for external candidates being able to find out and understand more about the recruitment process that they will be undertaking;

Education\advice:

- discuss the merits of, and whether it should be mandatory to, have Heads or Deputy Heads of profession on panels;
- identify what alternatives to competency based applications could be considered and what different approaches might be best suited to which different situations;
- consider how an effective alumni network would allow the Civil Service to maintain a relationship with both leavers and returners;

Information, data & Challenge:

- investigate whether the current exception period of 2 years continues to be appropriate.

3. PRIORITY THREE

Helping the Civil Service to get the right resources moved around the system to enable the country to face the biggest challenge in modern times - Brexit.

The Commission already has a great deal of flexibility with regard to its existing Exceptions, recognising that there are circumstances where running an open competition is not appropriate, often due to urgent need, or where the skill set required is specialist and rare.

The exact implications for Civil Service recruitment following the decision to exit the European Union are not yet clear, but we anticipate that there will be significant external recruitment into the Civil Service as a result, some permanent, but much of it on fixed term contracts. We also anticipate that departments will often need to fill posts at short notice, and/or from limited external specialist fields.

HOW CAN WE SUPPORT DEPARTMENTS?

Whilst we do not believe it is necessary to amend the current Recruitment Principles or add new Exceptions for Brexit we do recognise clarity of approach would be helpful. We have considered how best the Commission can support Departments with their recruitment to Brexit specific posts in the context of the likely scale and time pressures that will arise.

In our consideration of the use of Exceptions we recognised that alternative methods, such as hiring contractors, were available to Departments to secure the necessary skills and experience. However, whilst we agree that at times that would be the right approach we would not want Departments to take that route because the recruitment process was, for example, too slow compared to the need.

Transactional:

- Our initial response will, therefore, be to develop a low burden, but rigorous, business case approach to enable departments to identify and seek multiple approvals at one time using the existing Exceptions;
- In order to maintain the integrity of the Recruitment Principles, and to provide for the necessary monitoring, Departments would be required to provide a schedule to the business case of the posts, including durations and salaries, for which they sought Exceptions.
- They would be required to notify the Commission as each post was filled confirming the terms and conditions were in line with the schedule.

Information, data & Challenge:

- The Commission would likely take a dim view where Departments sought to amend the details of business cases already approved, or where multiple business cases were made over a short period.
- In the event of a failure to comply with the terms of a Brexit exception, or if other breaches occurred, any exception granted permission would be withdrawn.

4. PRIORITY FOUR

Helping the Civil Service with employment initiatives to provide opportunity to groups who are currently poorly served in the job market: prisoners and ex-offenders, ex-service personnel, young people from a range of disadvantaged backgrounds.

In her acceptance speech as Prime Minister, delivered outside No 10, Theresa May pledged to lead a one-nation government: *That means fighting against the burning injustice that if you're born poor you will die on average nine years earlier than others. If you're black you're treated more harshly by the criminal justice system than if you're white. If you're a white, working class boy, you're less likely than anybody else in Britain to go to university. If you're at a state school, you're less likely to reach the top professions than if you're educated privately. If you're a woman, you will earn less than a man. If you suffer from mental health problems, there's not enough help to hand.*

There are already indications that the Government wants to do more through employment programmes, including employment in the Civil Service, to provide greater opportunities for those who can miss out. Prisoners (who are part of work schemes) ex-offenders and ex-service personnel have been mentioned in this context.

The Constitutional Reform and Governance Act 2010 states that the Civil Service Commission may make provisions excepting certain appointments from the requirement to select on merit on the basis of fair and open competition in two circumstances:

- Where the provision is justified by the needs of the Civil Service.
- Where the provision is needed to enable the Civil Service to participate in a government employment initiative that major employers have been asked to participate in.

HOW CAN WE INFLUENCE POSITIVE CHANGE?

The main actors here have to be government Departments, as they are the employers, with the Cabinet Office (or another capable organisation) playing a coordinating role. The Workforce Plan contains an aspiration for the Civil Service to be the most inclusive employer in the UK, and the Civil Service is committed to developing a service-wide social mobility strategy.

The Cabinet Office is keen to pilot work around ex-offenders before, potentially, looking to widen the initiative to include other disadvantaged groups.

Transactional:

- individuals would be recruited under the Commission's Exception 2 - support for government employment programmes

Education\advice:

- the Commission would have a role to play in enabling the initiative and supporting it with positive messaging;
- we should be encouraging, and describing the use of, the Exception in this context as a positive development rather than a risk to recruitment on merit etc

Information, data & Challenge:

- gather evidence to understand the degree of success through pilots;
- consider how success of pilots might be used to extend the initiative to other regions and to improve the prospects of other groups

HOW TO GET THERE

The key themes running through our priorities in this framework are the importance of having a diverse Board and secretariat, both in terms of demographic diversity and diversity of skills base, and the ability to influence by producing thematic reviews.

The Commission is a small organisation with a budget currently of c£2m pa. Through the period of this plan we will continue to seek greater efficiencies and better ways of working.

We have outlined in our annual business plan below how we will align our capability, and specific activities, against the longer-term view described in this framework.

We will report progress each year in our Annual Report and Accounts.

CIVIL SERVICE COMMISSION BUSINESS PLAN 2017-18

The focus for the next year will be on our four strategic priorities, how we can achieve them and where possible how we can measure success. The secretariat is fully staffed for 2017-18, including 2 staff who will work on strategy and ‘horizon scanning’. The Commission’s statutory functions, or ‘business as usual’ form part of our Customer Charter (see Annex A attached)

Strategic objective & success criteria	Deliverables for 2017-18
<p>1. Helping the Civil Service to improve the demographic diversity of its people: in terms of gender, ethnicity, sexual orientation, disability, age and socio-economic background</p> <p><u>Proxy Indicators - to be confirmed</u></p>	<p>Share Commissioners’ experiences:</p> <ul style="list-style-type: none"> - with regular discussions at the Board including ‘Competition Insights’ discussion as a regular agenda item and; - collecting examples of Commissioners best practice in a document. <p>Undertaking thematic reviews using our own and other departments data to better understand current and emerging trends in diversity.</p> <p>Research into what happens when different diverse groups get into the Civil Service and what happens to stop these people progressing to higher levels.</p> <p>Commissioners challenging diversity strategy at planning stages, part of sharing Commissioners’ experience and best practice and embedded in new Commissioner Induction Programme.</p>

<p>2. Helping the Civil Service to improve the diversity of its skills base: more commercial, digital, project planning skills etc., and career paths and opportunities to move into leadership roles for those with other sets of experience than classic Civil Service policy backgrounds</p> <p><u>Proxy Indicators- to be confirmed</u></p>	<p>Commissioners as part of their role in chairing to:</p> <ul style="list-style-type: none"> - at planning stages, where appropriate, insist on an external panel member or head of profession for specialist roles, or incorporate a technical interview or assessment centre into the selection process.; - ensure that the information and criteria in candidate packs are tied to the actual role. <p>Produce a number of short videos or blogs which can be posted on the Commission's website, explaining the recruitment process to external candidates, and recording the recruitment experiences of diverse candidates</p> <p>Commissioners to work with panels and consider different approaches to competency based applications for specialist roles (the Commission will also tackle this at Departmental HRD level).</p> <p>Collect/share data on the use of exceptions for specialist roles - is 2 years long enough?</p>
<p>3. Helping the Civil Service to get the right resources moved around the system to enable the country to face the biggest challenge in modern times - Brexit</p> <p><u>Proxy Indicators - to be confirmed</u></p>	<p>Collect data and monitor the number of BREXIT exceptions</p> <p>Data analysis of skills gaps and vacant posts in SCS</p> <p>Promotion of existing exceptions and Commission's flexibility - examples.</p>
<p>4. Helping the Civil Service with employment initiatives to provide opportunity to groups who are currently poorly served in the job market: prisoners and ex-offenders, ex-service personnel, young people from a range of disadvantaged backgrounds</p> <p><u>Proxy Indicators - to be confirmed</u></p>	<p>Collect and monitor data on number of people recruited through these schemes, along with personal experience of candidates.</p>

ANNEX A - CIVIL SERVICE COMMISSION CUSTOMER CHARTER

The Customer Charter is based on our statutory functions (*all legislative references are to the Constitutional Reform and Governance Act 2010 unless otherwise stated*), and sits alongside our 2017-18 Business Plan.

Section 9: Complaints by civil servants under the Civil Service Code	
<p>1.1 We will handle all complaints made under the Civil Service Code in line with published guidance</p>	<p><i>Acknowledge receipt within 3 working days.</i></p> <p><i>Complete initial assessment (whether it is within scope) within 15 working days.</i></p> <p><i>Decision Notice published on website.</i></p>
<p>1.2 We will act as a source of advice and expertise on the Civil Service Code and values.</p>	<p><i>Respond to 95% of departmental queries about Commission policies within 3 working days.</i></p>
Sections 10 & 11: Setting standards (in the Recruitment Principles) for selection for appointment to the Civil Service.	
<p>2.1 We will run a series of training workshops for Departmental staff to increase understanding and awareness of the Recruitment Principles.</p>	<p><i>At least 6 workshops run over the course of a year</i></p>
<p>2.2 We will act as a source of advice and expertise on recruitment to the Civil Service.</p>	<p><i>Respond to 95% of departmental queries about Commission policies within 3 working days</i></p>
Section 12: Approving appointments (through competition or exception)	

<p>3.1 Our chairing of senior selection panels will be consistent and pragmatic, adding value to Departments' efforts and supporting them to identify the best candidates through a fair process and from a strong and diverse field.</p>	<p><i>Commissioners allocated to competitions promptly following Departmental request within 3 working days.</i></p> <p><i>Panel report (including diversity figures) normally delivered within 48 hours of competition conclusion</i></p> <p><i>Regular discussion of competition issues and insights at Board meetings, to share best practice and ensuring consistency of approach.</i></p>
<p>3.2 We will ensure that we meet the urgent business needs of Departments by responding flexibly and promptly to requests for exceptions to the normal arrangements for recruitment on merit following fair and open competition.</p>	<p><i>Exception requests to be answered within 5 working days or less and to a standard that no reconsideration requests are required.</i></p>
<p>Section 13: Complaints about selection for appointments</p>	
<p>4.1 We will handle all complaints made under the Recruitment Principles in line with published guidance, following up upheld complaints to support Departments in improving their recruitment practices.</p>	<p><i>Acknowledged within 3 working days.</i></p> <p><i>Complete initial assessment (whether it is within scope) within 14 working days.</i></p> <p><i>Complete all investigations within 3 months where possible.</i></p>
<p>Section 14: Compliance monitoring</p>	
<p>5.1 We will collect and analyse data on Departmental recruitment activity on a quarterly basis, to assess risk of Departments failing to recruit in line with the legal requirement for selection on merit following a fair and open competition.</p>	<p><i>Board to consider emerging trends from quarterly compliance monitoring reviews, ongoing. Status reports to the Board in June, September, December and March 2018.</i></p>
<p>5.2 We will develop tailored programmes of support for high-risk departments to help improve their compliance and capability</p>	<p><i>All red rated organisations to have at least one follow up review visit and one tailored awareness session during 2017-18</i></p> <p><i>All amber red rated organisations to have a follow up review visit during 2017-18 focusing on relevant area of risk</i></p>
<p>Section 17: Additional functions agreed with the Government</p>	
<p>6.1 We will review our policy relating to NDPB accreditation in discussion with the Cabinet Office and in parallel we will continue to review the recruitment practices</p>	<p><i>Maintain up to date NDPB accreditation process through the year.</i></p>

of accredited NDPBs [on a three-yearly-cycle] and encourage a wider policy-led consideration of the scheme.	
6.2 <u>Senior Appointments Protocol</u> : We will chair selection panels for internal competitions at Permanent Secretary and Director General level, under the Senior Appointments Protocol, applying the same standards and pragmatism as we do for senior external competitions.	<p><i>Commissioners allocated to competitions promptly following Departmental request within 3 working days</i></p> <p><i>Panel reports (including diversity figures) normally delivered within 48 hours of competition conclusion</i></p> <p><i>Regular discussion of competition issues and insights at Board meetings, to share best practice and ensuring consistency of approach.</i></p>
6.3 Promoting the Civil Service Code and values - we will continue to support Departments in promoting the Civil Service Code and values, focusing particularly on support for the network of Nominated Officers.	<i>Regular conversations with CSEP and Cabinet Office/Visits to departments targeted according to CS Survey scores</i>
Schedule 1: Governance and accountability (including obligations under other legislation)	
7.1 We will agree a revised Memorandum of Understanding with the Cabinet Office along with SLA's for corporate services	<i>Negotiations ongoing with Cabinet Office</i>
7.2 We will organise at least one Open Week event and look at ways of increasing our outreach to key stakeholders	<i>Open Week in November 2017 TBC</i>
7.3 We will use our resources appropriately and efficiently, and account for it accurately and transparently, in line with the 2010 Act, Managing Public Money, the MoU and best practice for NDPB governance and transparency.	<p><i>Annual Report & Accounts to be laid before Parliament in July 2017 and in the Scottish Parliament & Welsh Assembly in similarly timely manner.</i></p> <p><i>Audit & Risk Committee, auditors and Cabinet Office Finance Director to be content with financial management arrangements.</i></p> <p><i>Regular publication of Board minutes and (where appropriate) papers.</i></p>
7.4 We will respond to requests for information in line with the requirements of the Freedom of Information Act 2000 and Data Protection Act 1998 and in accordance with Information Commissioner guidance.	<p><i>Acknowledge receipt within 3 working days.</i></p> <p><i>Respond to request within 20 working days unless extra time needed to consider the public interest under one of the relevant exceptions.</i></p>

	<i>If required, to complete consideration of public interest and provide a response within a further 20 working days.</i>
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ANNEX B - COMMISSION ACTIVITIES & RESOURCES

The Civil Service Commission has 2 primary functions as detailed in the Constitutional Reform and Governance Act 2010. First, the Commission is responsible for upholding the principle that selection to appointments to the Civil Service must be on merit on the basis of fair and open competition. Second, the Commission hears and determines complaints raised by civil servants under the Civil Service Code; the ethical code which forms part of the terms and conditions of every civil servant.

As of 10 May 2017 we have 17.8 FTE staff in post across the secretariat (and including ACOBA, OCPA and HOLAC), 17.8 is our agreed headcount for 2017-18.

Activity	Resources
RECRUITMENT	
Allocating chair of selection panels (for all posts at Permanent Secretary and SCS Pay Band 3 (Director General) level as well as open (external) competitions at SCS Pay Band 2 (Director) level.	Recruitment team: Bill Brooke Jennifer Smith Isabel Fraser Jamie Kasebante (60% recruitment/40% support to other teams)
In some competitions Ministers will meet with the shortlisted candidates and a Commissioner or member of the Secretariat will attend (taking a note for the competition chair).	Recruitment team
Dealing with exception requests - where departments may want to appoint a candidate outside the principle of selection on merit and the basis of fair and open competition. Staff will consider the exception request and make a recommendation to the Chief Executive/First Commissioner/appropriate Band A on whether to approve or reject the request.	Recruitment team Chief Executive First Commissioner
NDPB Accreditation - maintaining up to date	Recruitment team

list of accredited NDPB's and checking recruitment policies and procedures to ensure they are compliant with Recruitment Principles.	
Recruitment Principle training	Recruitment team
COMPLIANCE	
KPMG are currently contracted to collect recruitment data from departments and give risk ratings for each department at the end of the year. Secretariat monitor these risk ratings, work with departments to improve risk ratings and visit departments to review recruitment and exceptions.	Compliance and complaints team: Carrie Aitken Freddie Lupson Sean Edwards-Playne John Whelton (ES to CE and First Commissioner)
RECRUITMENT COMPLAINTS	
Commission will accept a case from anyone applying for an external civil service competition where they believe there has been a breach of the Recruitment Principles and the department concerned has investigated the case first. A panel of Commissioners will decide on the outcome of any investigation.	Compliance and complaints team
CODE COMPLAINTS	
Commission will accept a case from a civil servant who believes there has been a breach of the Code and the department concerned has investigated the case first. The Chief Executive and First Commissioner will normally decide whether a complaint is within scope and can be investigated, a panel of up to 3 Commissioners will decide on the outcome of any investigation.	Compliance and complaints team Chief Executive First Commissioner
The Commission also promotes the Code, helps support nominated officers and works closely with the Cabinet Office and CSEP on Code guidance for departments.	Compliance and complaints team
CORPORATE SUPPORT	
Support services Include producing Annual Report and Accounts, processing financial transactions, paying Commissioners and committee members, forecasting and financial planning, payroll and HR issues, governance, support to Board and ARC.	Corporate Services team; Heidi Ferguson Daniella Emery Nicola Carpenter

STRATEGY	
<p>Identifying key activities requiring strategic consideration and develop options, for example: improving diversity of applicants; understanding better how to attract applicants from a wider group.</p> <p>Leading thematic reviews across the work of the secretariat to better understand good practice, opportunities for improvement and barriers to success.</p> <p>Support business planning and performance monitoring/analysis for each of the functions supported by the secretariat.</p> <p>Share best practice with Departments and key stakeholders</p>	<p>Heidi Ferguson Isla Straupmanis Harry Phinda</p>

Budget 2017-18

	Budget 2017-18
Staff costs	1,057
Commissioner Costs	499
Other CSC direct costs	217
Other support	242
TOTAL	2,015