



246

competitions chaired
by commissioners



Annual Report and Accounts

Regulating
recruitment to the
Civil Service,
providing assurance
that appointments
are on merit on the
basis of fair and
open competition

Helping to
promote the
Civil Service Code
and its values of
honesty, integrity,
objectivity and
impartiality

2021/22

Where declared,

57%

of people recruited were
female



Where declared,

22%

of people
recruited were
from an ethnic minority
background



83,520

people recruited
through fair and open
competition



Civil Service Commission

Annual Report and Accounts 2021/22

Accounts presented to Parliament, the Scottish Parliament and the Welsh Parliament/
Senedd Cymru pursuant to paragraph 16 of Schedule 1 to the Constitutional Reform and
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Performance report

First Civil Service Commissioner's foreword

This is my first report as First Civil Service Commissioner, having been appointed in March this year. It is an honour to take up this role, leading a diverse board of commissioners from a range of professional backgrounds. I would like to thank my predecessor, Ian Watmore, and Rosie Glazebrook who served as interim First Civil Service Commissioner for part of this reporting period.

The Commission is the statutory regulator of the Civil Service. Our core function is ensuring that the Civil Service in England, Scotland and Wales is effective and impartial. Those joining have to be appointed on merit, after a fair and open competition. We also act as the appeal body for civil servants making a complaint under the Civil Service Code.

Delivering the government's priorities at a time of major national and global challenges requires adaptability, resilience and commitment; qualities we see regularly in our dealings with departments. Bringing in people who

have different skills and experiences strengthens the Civil Service, as does the commitment to continued professional development. When it comes to the most senior roles, commissioners personally chair competitions to help recruitment panels test candidates fairly against the specified criteria and identify the best overall candidate for a specific position.

This year, the number of competitions chaired by commissioners was at an all time high of 246. With the introduction of 'external by default' for all Civil Service posts, first announced in the Government Reform Plan last year, the Commission's working model will need to develop to provide assurance across a significantly greater number of roles in future. The Commission will be working on a framework to respond to this challenge. We want to enable departments to take full advantage of a new policy that is taking shape, while still ensuring that the process of entry to the Civil Service remains fair.

We also launched the first Commissioners' Mark of Excellence this year, to highlight innovation and commitment in the

recruitment of diverse candidates across all grades into the Civil Service, with the winning campaigns featured in this report. We were delighted that so many departments entered examples and case studies showcasing new ideas.

The Commission will continue to use the levers we have as a regulator to drive and enable the Civil Service – at all levels – to become more representative of the country it serves.

of each Permanent Secretary's annual performance review.

The Going Forward into Employment project, started as a pilot by Ian Watmore, now offers 1000 posts across the Civil Service. The Commission is proud of this work and although the scheme will now be moving into the Civil Service, we will continue to support Life Chances schemes using exceptions.

The Commission heard 70 appeals under the Civil Service Code this year. We want to see a greater awareness of the code and its underlying values of honesty, integrity, objectivity and impartiality. Our commitment to promoting the code and working with other regulators to foster greater shared understanding of ethical standards across public life remains undiminished.

Looking ahead, we have agreed with the Cabinet Secretary and the Government Lead Non-Executive that the Commission's audit of departments' performance against the Recruitment Principles and Civil Service Code complaints will be part

The Civil Service risks losing good external candidates for key roles if the whole process takes too long. The Commission intends to carry out a short consultation on its Recruitment Principles to reduce some of the barriers and improve the speed and responsiveness of recruitment. We are also in the process of refreshing the Commission's memorandum of understanding with the Cabinet Office to underwrite the operational independence of the Commission.

Finally, I would like to formally welcome four new commissioners: Paul Gray, Paul Kernaghan, Sarah Pittam and Martin Spencer joined in October 2021. Rosie Glazebrook, Natalie Campbell, June Milligan and Joe Montgomery came to the end of their five-year terms in May 2022 and I want to thank them for their dedication and commitment. Last but not least, I want to thank the outgoing Chief Executive Pete Lawrence and wish

him continued success supporting the Going Forward into Employment scheme.

Edgbaston First Civil Service
Commissioner

Baroness (Gisela) Stuart of

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Chief Executive's introduction

This is my final time contributing to the Commission's annual report and accounts. The Commission has recently appointed a new full-time chief executive following my partial retirement in February 2021. I will continue to lead the Going Forward into Employment (GFIE) work which currently offers a number of life chances schemes across the Civil Service.

The Commission has continued to fully discharge its regulatory functions despite having faced resource pressures, both in the secretariat and with fewer commissioners over the past year. These pressures now appear to be easing with the appointment of the new First Civil Service Commissioner. Four new independent commissioners were appointed in October 2021, to replace those whose terms ended in September 2020, with a further two commissioners arriving in May 2022 ahead of four finishing their five-year terms at the end of May. An open competition is already underway, with an ambition to make at

least four further appointments. This will mean that the Commission Board is refreshed with new commissioners bringing a mix of private, public and voluntary sector experience to our work.

Our small secretariat team has carried a number of vacancies for protracted periods due to delays in recruitment processes managed by the Cabinet Office and the length of time that government security clearance is currently taking.

The total number of regulated appointments made to the Civil Service during 2021/22 has risen again this year to 98,815 from 90,668 in the previous year. Of these, 83,520 were appointments on merit following fair and open competition and 15,295 were made by exception as allowed for in the Commission's Recruitment Principles 2018, compared to 60,487 and 30,181 respectively in the previous year.

The number of recruitment competitions chaired by commissioners during 2021/22 was 246, which represents an increase of

50.9%. Further data can be found in the key facts on the pages following this introduction.

During its annual compliance rating and moderation process the Commission is pleased to highlight that overall compliance with the Commission's

Recruitment Principles is broadly good and improving, and a number of regulated bodies have maintained or improved their rating and/or trajectory since last year. More details on compliance can be found at page 17.

The number of recruitment complaints has reduced slightly again this year compared to last year, as has the number requiring further investigation by the Commission – 32 compared to 57 last year. Encouragingly, of those cases investigated, breaches were found in seven compared to 15 last year. More details can be found at page 31.

I am extremely proud of what the Commission has achieved during my tenure as Chief Executive and I am grateful to all who have been members of the secretariat or commissioners over the last five and a half years for their invaluable support, thank you! And now, I hand the baton onto Kavalneer Walia with my best wishes for the future success of the Commission and its important work.

and Accounting Officer
Civil Service Commission

10 October 2022

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Key facts

Civil Service-wide

98,815 


people appointed to roles in the Civil Service, up **9%** from 90,668 in 2020/21

83,520 


people recruited through fair and open competition, up **38%** from 60,487 in 2020/21

15,295 

people appointed by exception, down from 30,181 in 2020/21

100% 

of department and agency audits conducted remotely

176 

breaches of the Recruitment Principles (122 in 2020/21)

184 Recruitment Principles complaints received, of which 85 were referred back to departments for investigation and initial decision 

70 Civil Service Code appeals received, of which 33 were referred back to departments for investigation and initial decision 

28 accredited Life Chances schemes, up from 25 in 2020/21



Commissioner-chaired competitions

246 competitions
chaired by commissioners
(163 in
2020/2021)
with 11,415
applicants



Where declared,
women made up **27%**
of applicants.
They were more successful
in later stages, making up
41% of shortlists and **44%**
of appointable candidates

Where declared, candidates
from ethnic minority
backgrounds made up
25% of total
applicants.
They made **11%** of shortlists and
8% of appointable candidates



Where declared,
candidates who
reported having a
disability **6%** of applicants,
7% of shortlists and **5%** of
appointable candidates



82%
of appointed
candidates were existing
civil servants (**64%** in 2020/21)



54%
of recommended
candidates were rated
outstanding or very good



163 competitions produced
more than one appointable
candidate (**66%**)



Recruitment below Senior Civil Service (SCS) pay band 2

98,644



people appointed
to positions below
SCS pay band 2

83,367



people recruited through
fair and open competition
(15,277 by exception)

Where declared,

57% of
people recruited
were **female** and



43%
were **male**

Where
declared,

22%

of people
recruited were from an
ethnic minority background,
down from 23%
in 2020/21



Where declared, candidates
from an ethnic minority
background were most
successful at grades

EO (26%
of EO recruits)
and

HEO
(22% of HEO recruits)



8%

of people
recruited **declared a
disability, level with 2020/21**



Highlights of 2021/22

Disability (Recruitment and workplace adjustments) event held in April 2021



20/21 Annual Report & Accounts published in July 2021



In July 2021 GFIE is outlined in government's Beating Crime plan as a key enabler to reducing re-offending



Rosie Glazebrook appointed as interim First Commissioner in October 2021 (following the end of Ian Watmore's 5 year term)



Four new Commissioners appointed in October 2021



27 Recruitment Principles training sessions delivered across the year



In January 2022 the Office for Veterans Affairs strategic action plan names GFIE, as a key enabler to making the UK one of the best places in the world to be a veteran



Commissioners' Mark of Excellence launched in February 2022



Social mobility event held in February 2022, with over 500 people registering for tickets



Rt Hon Baroness (Gisela) Stuart of Edgbaston appointed as First Civil Service Commissioner in March 2022



working in the Civil Service' blog series continued this year and will be expanded upon in the year to come.

What we do

Promotion and visibility

This year, we continued to hold events and provide Recruitment Principles training online, initially out of necessity but latterly due to the success of online events and the ability to engage audiences right across the country.

Our online diversity event that took place in February 2022 was widely received as the most successful to date. Having run two online diversity events centred around disability and recruitment, the third event discussed social mobility and different pathways into the Senior Civil Service.

The event was chaired by Natalie Campbell MBE and the panel of expert speakers comprised Gerri Clement MBE, Seonaid Webb MBE, Nagesh Reddy and Paul Gray. The event was attended by 270 people live and has been watched 150 times as an unlisted video on the Commission's Youtube channel.

The move from in-person to online diversity events has allowed for a wider audience to engage with our events and to be able to ask questions in real time regardless of their geographical location.

The 'Diverse senior leaders talk about

Life chances

Going Forward into Employment (GFIE) Life Chances recruitment schemes use innovative approaches to recruit people from a wide range of backgrounds into the Civil Service who would otherwise face barriers to applying.

While every recruitment can be a success in its own right, 2021/22 saw GFIE schemes become part of ministerial and departmental strategies including:

- our Prison Leavers scheme being a key delivery aspect of the Beating Crime Plan
- our Great Place to Work for Veterans scheme being part of the Office for Veterans Affairs strategic action plan
- the work we do being referenced in key Civil Service-wide strategies around diversity and inclusion and social mobility.

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increasingly seeking to attract candidates from a science, technology, engineering and maths (STEM) background. There has also been an increase in the number of digital and data driven roles, which can be more difficult to recruit to, due to higher salaries on offer in other sectors.

Compliance regime

The Commission's compliance activity was conducted virtually again this year. Departments supplied documents electronically and meetings were conducted by video conferencing. This approach continues to be time and cost effective, with no detriment to the quality of the auditing process, so will remain in place for the foreseeable future. Many HR teams and officials are based outside London, and departments continue to engage positively with the Commission, supplying information in a timely way.

Our compliance activity examines a range of recruitment activity conducted by a department, across a variety of grades, with a mix of operational, specialist and bulk campaigns. This enables us to gain a snapshot across the department's recruitment activity. It is always important to take into account the context for the year, the main challenges faced by departments, and the steps that they have taken to mitigate and meet those demands. Post-pandemic, the Commission has noted that many departments are

This year, the levelling up agenda has started to distribute roles to locations where the Civil Service has not historically had a presence. To make best use of resources, departments are sometimes recruiting to a number of locations within the same campaign, and have adapted their assessments (many online) accordingly.

Last year, the Commission's audit rated nine departments as 'poor'. During the year, we have stayed in regular contact with those departments to offer additional advice and support. All departments rated as poor are subject to an early, interim audit at the start of the compliance year that identifies any ongoing issues. A further audit takes place at the end of the year, to enable the department to demonstrate any progress made.

commissioners”

“The successful recruitment of leaders with scientific, digital and technical skills is a key focus for

Rosie Glazebrook
Civil Service Commissioner

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“A key part of the core Department for Environment, Food and Rural Affairs’ (DEFRA) 2021/22 Compliance Action Plan involved greater engagement with the Commission. During the reporting year, the core Defra has established a resourcing policy, governance and assurance team to face out to vacancy holders and human resources business partners (HRBPs) providing first-point-of contact expert support. The team has developed an effective relationship with the Commission, allowing for complex compliance issues to be discussed and resolved. A significant part of the Compliance Action Plan involved taking up the Commission’s offer to provide key-user Recruitment Principles workshops aimed at regular vacancy holders and HRBPs. These concluded earlier this year, with an average attendance of over 40 at each session. The resourcing policy, governance and assurance team has concluded that the workshops have provided a great way to inform, myth bust and embed some key learnings into these important stakeholder groups. We look forward to more of the same in 2022/23.”

Steve Dawson

Strategic Resourcing Expert, DEFRA

Table 1: Distribution of ratings and trajectories for 2021/22 with comparison to 2020/21
Good – static Good – at risk 23 (16) 3

**Overall ratings and trajectories for
2021/22 (2020/21)**

(2)

Fair – likely to improve Fair – static Fair – at risk 8 (18) 14 (16) 12 (9) **Poor – likely**

to improve Poor – static Poor – at risk 6 (3) 1 (4) 1 (2) **Poor – requiring regulatory**

intervention

1 (0)

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We assessed the following nine organisations as ‘poor’ for

2021/22: **National Crime Agency**

The National Crime Agency had five breaches for 2021/2022. Three of the breaches related to one complaint. The complaint arose following a data breach where a candidate received someone else’s feedback. As a result, the complainant was re-interviewed, meaning that the National Crime Agency had failed to follow the advertised process. There followed two further breaches for failing to manage the reserve list correctly.

Ministry of Justice

The Ministry of Justice had 16 breaches for 2021/2022. Six of the breaches related to exception conditions. However, there was also a merit order breach. This was a self-reported breach following a rolling campaign where appointments were made out of merit order as the department moved on to the next tranche of candidates prematurely.

Health and Safety Executive

The Health and Safety Executive had a total of five breaches for 2021/2022. Two of the breaches related to record keeping, one to assessing unadvertised criteria, one for an exclusionary statement and one for a merit order breach. The assessment process varied from what was advertised and a candidate that scored higher than the lowest shortlisted candidate did not progress to interview.

The Department of Health and Social Care had a total of 35 breaches for 2021/2022. The majority of the breaches (29) related to breaches of exception conditions. There were also breaches for assessing unadvertised criteria and not assessing criteria that were advertised. One self reported breach related to their failure to get approval for a salary above the SCS2 pay band minimum.

Department of Health and Social Care

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Office of Water Services

The Office of Water Services had a total of three breaches for 2021/2022. All of the OFWAT breaches were found through an audit. Two related to the assessment of unadvertised criteria and one related to a merit order breach. In one campaign, there were eight individual areas of concern including record keeping, assessment of unadvertised criteria, a varying assessment process between candidates, and merit order issue at the sift stage.

Charity Commission

The Charity Commission had a total of three breaches for 2021/2022. The three breaches were all found through audit and related to exclusionary criteria and not assessing advertised criteria. The Charity Commission was audited twice in this compliance year and in the second audit, there were breaches in each of the campaigns, some of which repeated what had been found in the first audit.

appointment. The unlawful appointment related to a candidate being re-scored and the commentary around their performance being re-written in order to suit the requirements of the role.

Cabinet Office

The Cabinet Office had a total of 11 breaches for 2021/2022. There was a range of breaches recorded against the Cabinet Office from different sources including audit, complaints and self reported, the majority of which were related to breaches of exception conditions. However, there were also breaches for record keeping, adding an unadvertised recruitment process stage and not getting approval for a salary above the SCS2 pay band.

Ministry of Defence

The Ministry of Defence had a total of nine breaches for 2021/2022. There were a number of different breaches recorded including assessing unadvertised criteria, adding an additional stage to a recruitment process that wasn't advertised, a merit order breach and an unlawful

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to the complaint arose as the department had used a written exercise that was biased towards internal candidates, breaching the fair and open element of the Recruitment Principles.

Regulatory intervention

The Cabinet Office, having been consistently rated 'poor' since 2019/20 and with a declining trajectory, has led to the addition of a new trajectory of 'requiring regulatory intervention'. This may include more frequent audits and / or more targeted audits to look specifically at the areas where weaknesses have been found. It is also likely to include departments, in a small number of cases, needing to obtain the Commission's approval of the advert prior to a campaign going live, a review of the sifting process before candidates can be invited to interview and a further review of the interview process before an appointment can be made.

Department for Transport

The Department for Transport had a total of five breaches for 2021/22. Four of the breaches recorded for the Department for Transport were found at audit and related to advertising criteria that were a breach of the fair and open requirements, record keeping, exclusionary statements and a merit order breach. The breach relating

The Commission works with the departments rated as 'poor' to help with their understanding and application of the recruitment principles. This can be in the shape of formal training sessions or through routine communication throughout the compliance year.

Although there were nine departments rated as poor, there were more departments that this year were rated as good. In particular there were 11 departments which improved their rating to good. These were:

- Department for Work and Pensions •
- Government Social Research Service
- Institute for Apprenticeships and Technical Education
- UK Debt Management Office
- UK Hydrographic Office
- Veterinary Medicines Directorate
- Intellectual Property Office
- The Scottish Government
- Valuation Office Agency
- The National Archives
- Foreign Commonwealth and Development Office

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Recruitment

The Commission derives its regulatory powers from the Constitutional Reform and Governance Act 2010 (CRaG) which requires the Civil Service to appoint staff on merit, after fair and open competition. It also provides the Commission with a duty to publish the Recruitment Principles which are the Commission's interpretation of CRaG. The Recruitment Principles provide the guide that government departments must use in order to recruit

into the Civil Service. The Commission has long taken the view that an overly prescriptive approach to compliance with CRaG would be counterproductive for government departments.

Our principles-based regulation provides departments with the flexibility to design resourcing solutions which suit them, while still meeting the core requirements of an appointment on merit, after fair and open competition.

The Commission is a regulator, independent of government and the Civil Service, and provides assurance that the requirements of CRaG are being met, largely through our compliance and complaints functions. As an organisation, the Commission also aims to be open, collaborative and enabling. Departments are encouraged to maintain regular and

early contact with the recruitment policy team to seek advice and design recruitment campaigns that are compliant with the Recruitment Principles. We offer a direct phone number and responsive email service for both staff in departments and members of the public to seek immediate advice.

functions that government departments carry out. The policy, complaints and compliance team works closely with HR professionals on a day to day basis. This year, my team has continued to conduct a programme of audits that covers each of the 71 departments. We have also delivered 27 training sessions, provided support to commissioners and the board, dealt with complaints and provided timely advice – both under the Civil Service Code and the Recruitment Principles. The remit of this small team is considerable and staffed by dedicated and capable individuals.”

“Working for the Commission provides a unique and privileged view of the whole of the Civil Service and the varied roles and

Jennifer Smith

Head of Policy, Complaints and Compliance, Civil Service Commission

Our intention is always to inform departments and enhance their understanding of the Recruitment Principles by offering training sessions.

This year, we offered virtual training sessions for departments. Demand was high and we were able to run 27 individual sessions, including with the Cabinet Office, Department for Environment, Food and Rural Affairs, Department of Health and Social Care, and the Health and Safety Executive. These were the result of individual requests, or as a result of compliance visits that identified particular needs within some departments. Our aim for the coming year is to continue to offer

these sessions, focusing on both the Recruitment Principles and the Civil Service Code, and where necessary, offering bespoke, targeted sessions. The Commission views this outreach activity as an essential tool for a modern regulator.

The Commission has worked closely with Civil Service HR, based in the Cabinet Office, in their work to review selection practices for senior grades. The commissioners and Jennifer Smith attended a number of roundtable discussions to draw on the experience of chairing senior competitions and offering regulatory advice to departments. The Commission's secretariat has also advised on a number of policy initiatives, such as redundancy schemes, ex-offenders and 'playbooks' produced for secondments and SCS recruitment, and has appreciated the collaborative relationship between the regulator and the policy makers.

Recruitment Expertise benefits from a highly constructive working relationship with the Commission. The introduction of regular roundtable meetings provides an opportunity for commissioners to provide first hand insight into the emerging trends and challenges associated with SCS recruitment. This cooperation has proved immensely valuable in supporting us to explore and develop new policy initiatives to enhance porosity, and ensure continued alignment with the Recruitment Principles."

Civil Service HR Expert Services

"The Civil Service HR Centre of

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Ministerial involvement

The Commission continues to support ministers and departments to select the best candidates through open competition. The Recruitment Principles facilitate conversations between ministers and shortlisted candidates, with a member of the Commission there to take feedback, and ensure that the meetings are conducted in an appropriate and compliant way. These stakeholder meetings can happen at any grade, but are more common at senior grades, in competitions which the Civil Service commissioners chair. Commissioners will check at the planning stage that ministers have been fully consulted on a role, have had the opportunity to review the candidate pack, and are kept updated

on the progress of a competition. When attending ministerial meetings, the commissioner or member of the Commission's secretariat will discuss any areas which the minister feels should be further explored with candidates at interview. This is an integral part of the process for some roles; obtaining constructive feedback from ministers provides the panel with additional insights on a candidate, and it is also an opportunity for the candidates to gain greater insight into the nature of the vacancy.

It is also possible for candidates to meet other senior stakeholders to inform them on the key aspects of the role. If this is an informal conversation, it can be offered prior to application – and often is. However, if a meeting with a stakeholder

will form part of the assessment, then it must be made clear in the information to candidates, and the criteria that are being assessed during those meetings must also be evident to the candidates, and the panel. Meetings cannot take place between candidates and special advisors.

Progress following the pandemic

Last year, departments continued to be

challenged by the changing nature of the pandemic, and other emerging priorities. Some of the larger operational departments had increased in size, with most of these roles recruited on a permanent basis. departments are currently re-examining resourcing to ascertain, against the backdrop of the government spending review, what the shape of these departments should look like.

“In 2020 the government faced an unprecedented challenge due to the global pandemic, and the Department for Work and Pensions (DWP) played an essential role in responding to this.

We responded to this challenge through the Plan for Jobs. A central pillar of the plan was ramping up the capability across the department to enable the department to continue to help the most vulnerable in society, and supporting job seekers back into work.

Close collaboration with the Civil

Service Commission allowed the development of a number of innovative resourcing solutions at pace to ensure the department could continue to deliver its services to the citizen.

In 2021 the department’s attention turned to stabilising the organisation and retaining the investment made through training. A large percentage of the department was made up of a temporary workforce. Again, working closely with the Civil Service Commission enabled us to utilise the flexibility within the Recruitment Principles exceptions through a series of initiatives – for example, conversion to permanent contracts through a fair assessment process.”

Kate Fieldhouse

Head of EO Work Coach
Recruitment, DWP

“At HM Revenue and Customs (HMRC) we’re proud of the vital role we played in the government’s economic response to the COVID-19 pandemic and the immense work undertaken to support the UK’s transition from the EU. But these urgent priorities also meant we faced unprecedented recruitment challenges, on top of the common resourcing challenges we manage as a large, operational department with a presence in cities right across the UK. We have worked closely with the Commission at every step

of the way through this period, and they helped us to resolve issues at a very fast pace. The Commission understands our often unique challenges, so we’re able to work collaboratively with them to find pragmatic solutions that support our recruitment objectives while staying compliant with the Recruitment Principles.”

HMRC resourcing expertise and governance team

The Commission aims to support departments in new endeavours. The UK Health Security Agency has been formed, moving some staff from the Department of Health and Social Care, and Public Health England, to form a new agency with a new focus. The Commission worked closely with officials to ensure that staff records were accounted for and the organisation was able to function.

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“Public Health England, along with NHS Test and Trace, transitioned to the UK Health Security Agency (UKHSA) in October 2021. This transition occurred while the two organisations continued to respond to the COVID-19 pandemic. The transition, and the timing, presented significant challenges. The UK Health Security Agency’s ability to continue to deliver seamlessly, under such challenging circumstances, was made possible in part through the Commission’s support. The

Commission permitted the UK Health Security Agency (UKHSA) to extend appointments made by exception in the last two years. This allowed us to keep key individuals in post during a critical period and maintained service delivery while we waited for the outcome of our spending review.

We particularly valued the Commission’s willingness to respond to our many queries, ensuring we were in full compliance with the Commission’s Recruitment Principles. The expert guidance provided by the Commission, chairing the numerous director and director general campaigns, has allowed the UKHSA to meet its commitment to build a stable Civil Service workforce from the top down.

We look forward to continuing to build on our excellent relationship with the Commission as we confirm

our operating model.”

Fatman Afzal-Wilde and Kerry Mannion UKHSA

“As a board, we’re proud to have been a pragmatic regulator through a turbulent time, enabling and supporting the Civil Service to recruit the people necessary to deliver public services at a time of exceptional demand. Having managed a succession of unforeseen events, we now expect departments to return to more predictable recruitment patterns and rely less on the use of exceptions.”

Baroness Stuart

First Civil Service Commissioner

Exceptions

The Commission recognises that, at times, the principles of fair and open recruitment may not be possible and therefore agrees a set of exceptions within the Recruitment Principles. These provide departments with legitimate methods of appointing without a full competition, when need dictates. There are currently 10 exceptions set out in the Recruitment Principles; these have evolved over time to meet the needs of an ever changing Civil Service.

This year, the total number of appointments made using exceptions reduced by 49%, largely due to the number of appointments made in the 2020/21 reporting year to address time-specific challenges which have now diminished.

Typically, decisions at lower levels are delegated to departments, but appointments made by exception to roles at director level and above require prior approval from the Commission.

Appointments at lower grades which extend beyond the period allowed by the Recruitment Principles and any appointment of an individual previously appointed by exception within the

preceding 12 months also require the Commission’s prior approval.

Last year, the Commission considered 721 exception business cases. This year, the number of cases decreased to 541. While remaining significantly above the pre pandemic 2019/20 total of 256 cases, this year’s figure reflects a wider reduction in such appointments, as departments work to regularise their recruitment following the unprecedented circumstances of the previous year and the need to resource at pace.

Of these 151 were for SCS pay band 1, pay band 2 and pay band 3 grades, which are subject to the approval of the First Civil Service Commissioner or

the chief executive. A list of the most senior appointments by exception is published and updated regularly on the Commission's website.¹

This year the Commission approved 63 appointments by exception at pay band 2 and 8 at pay band 3. These appointments are generally time limited to allow for open recruitment to take place, and ensure appointments are made on merit, including at the most senior levels of the Civil Service.

The Commission also has the ability to grant 'class approvals', which facilitate a number of staff to be temporarily appointed to the Civil Service to fulfil a certain need.

A recent example of such an approval

was issued to the Department of Health and Social Care, allowing a number of individuals previously appointed by exception to delegated grade positions to be reappointed to short term roles within an Operational Response Centre being established at pace to respond to the developing crisis in Ukraine.

A further example of a class approval issued after the Commission worked closely with a department to understand their requirements is the approval granted to the Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

The nature of the appointments concerned is that they are awarded to individuals with specialist knowledge of policing or fire rescue services, in order to assist with inspections and commissions. Recognising the unique requirements and limited pool of suitably skilled and experienced candidates, the Commission permitted extended appointment terms with breaks in service for such appointees, ensuring HMICFRS are able to utilise their experience efficiently and effectively, as required.

¹ <https://civilservicecommission.independent.gov.uk/recruitment/exceptions/>

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"HMRC is committed to making our department a great place to work – and a vital part of this is about ensuring that our workforce reflects the diversity of the population we serve. Our work with

the Commission's accredited Life Chances exception 2 programmes has enabled us to appoint over 60 people from disadvantaged or challenging backgrounds during 2021/22. The programmes have helped us identify new opportunities to improve the diversity of our workforce and provide further support to particular groups who need it. Our positive working relationship with the Commission has also allowed us to develop and accredit the supported internship programme, which offers work experience for young people

with special educational needs and disabilities.”

HMRC recruitment marketing, attraction and outreach team

Chairing senior competitions

Chairing senior competitions is an essential lever that the Commission has as a regulator. Commissioners are involved from the planning phase of a competition, through to the interview stage. They guide the panel through the consideration of a range of assessments undertaken by candidates. Typically, additional assessments include a leadership assessment and a staff engagement exercise, and reports are made available to the panel prior to interview. For appointments at Director General level, Commissioners work closely with the

Director General Workforce Team based in the Cabinet Office.

The Commission has the unique position of working across all departments, and agencies, and has privileged sight of the variety of roles that the service undertakes. As mandated by the Recruitment Principles, Civil Service Commissioners chair recruitment competitions for all SCS2 graded roles (Director or equivalent) advertised externally and for all roles graded SCS3 (Director General or equivalent) and SCS4 (Permanent Secretary or equivalent), irrespective of whether the competition is advertised publicly or across the Civil Service only. SCS4 campaigns are typically chaired by the First Civil Service Commissioner.

The number of Commissioner chaired competitions increased significantly this year, from 163 in 2020/21 to 246, with the increase largely seen in the number of SCS2 competitions chaired, which saw an uplift of 66% from 120 to 200. In addition to these competitions, Commissioners chaired a further 39 competitions for SCS3 roles and 7 SCS4 positions.

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Civil Service Commissioners this year chaired competitions to appoint to SCS4 roles within:

- Department for International Trade
- Home Office
- Defence, Equipment and Support
- Welsh Government
- Scottish Government

- Department for Transport, and
- National Crime Agency

The Government Recruitment Service (GRS) provides a valuable service to many departments, from advertising and logistics, to the management of recruitment data. Both commissioners and the secretariat work closely with the SCS team in the Government Recruitment Service, and have recently supported the new working model.

“In the SCS recruitment team at the Government Recruitment Service, we expertly partner departments across government to identify and recruit diverse, inspiring and highly skilled senior leaders for government. We have an excellent relationship with the Civil Service Commission and work very closely with them to

ensure that all campaigns, for what are some of the government’s most important leadership roles, deliver the best possible outcomes and that they remain compliant with the Civil Service Recruitment Principles. This strong relationship has also meant that the Civil Service Commission has been a valued and supportive partner through our recent service offer transformation work, and they will continue to be a close critical friend as we seek to deliver future improvements.”

Nick White

Head of SCS Recruitment,
Government Recruitment Service

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“Commissioners help departments make sure the language they use supports ‘fair and open’ and doesn’t inadvertently discriminate against potential candidates. For example, a draft advertisement for a recruitment competition I chaired had confused where the successful

candidate might be based with the eligibility criteria for applicants. Of course, it may be legitimate to specify where someone can work but not to say that there are parts of the United Kingdom from which applications will not be considered. I felt I added value here by highlighting that the proposed language was misleading and could confuse or deter some applicants.”

Paul Kernaghan

Civil Service Commissioner

Non-departmental public body (NDPB) accreditation

The Commission manages an accreditation process for those non-departmental public bodies (NDPBs) that are sponsored by government departments. The

accreditation enables NDPBs access to the Civil Service Jobs website, extending their ability to advertise. In turn, the staff of NDPBs are able to apply for roles that have only been advertised across the Civil Service. This allows a greater interchange of valuable skills in the public sector. This year, we have worked closely with the Cabinet Office team which manages Civil Service Jobs to ensure we offer a prompt accreditation service. An accreditation lasts for three years and provides a level of assurance that NDPBs recruit in a way that is compliant with the Recruitment Principles. A list of accredited bodies can be found on the Commission's website.²

² <https://www.civilservicecommission.independent.gov.uk/recruitment/ndpb-accreditation/>

Recruitment complaints

From April 2021 to March 2022, the Civil Service Commission received 184 Recruitment Principles complaints. As at 31 March 2022, six of these complaints were still ongoing and as such,

are not reported here.

85 of these complaints were referred back to the department in the first instance as during our initial assessment, it was identified that the complainant had not received an adequate final adjudication from the relevant department as required prior to an investigation by the Commission. In some instances, the Commission approached the department directly to seek a response for the complainant.

58 of the complaints received by the Commission did not fall within the legal remit of the Recruitment Principles and

were closed with no further investigation undertaken. The most common basis for these complaints was regarding the quality of feedback received from the department following the sift or interview stage and the security vetting process. Two complaints were withdrawn before documentation was provided to assist with further investigation, and one complaint was closed due to a lack of response from the complainant.

Of the 32 complaints that were fully investigated by the Civil Service Commission to the point of issuing a final adjudication, breaches of the Recruitment Principles were identified in seven complaints spanning a total of nine external recruitment campaigns. This included two technical breaches

and seven serious breaches which are indicated below. All the aforementioned breaches were considered during the Commission's annual compliance activity and have been taken into account in departmental ratings.

There were no breaches of the Recruitment Principles found in the remaining 25 complaints. However, it was determined that in five of these instances, there were elements of poor practice in the departmental handling of the recruitment campaign and/or the handling of the subsequent complaint. The Commission advised the concerned departments that the above would be monitored further and also formed part of the considerations made during the annual compliance activity.

The Commission continues to work closely alongside departments, delivering training on the Recruitment Principles and providing guidance and training on best practice in general handling of recruitment based complaints.

Complaints where breaches of the Recruitment Principles were found are listed below:

Department Summary of breach

Department for Education	Appointment outside of merit order
Department for Environment, Food and Rural Affairs	Conflict of interests record not kept
Department for Work and Pensions	Behaviour topics sent to candidate prior to interview in error
HM Land Registry	Assessment of unadvertised criteria
HM Revenue and Customs	Campaign not paused to rectify technical issues
National Crime Agency (three serious breaches identified)	Technical issue causing candidate to be reserve lists interviewed twice Misuse of

Part 1: Annual Report 2021/22	included three questions relating to the Civil Service Code.
	The results pertaining to the general understanding of the Code, how to raise a concern and confidence that a concern would be investigated properly are worrying.
Civil Service Code	Table 2: Awareness of the Civil Service
Promoting the values	Code Question text
The Civil Service People Survey 2021	

reviewing departments' individual People Survey results and, where an organisation's response shows signs of weakness in any of these areas, we will offer further support and training. We will also continue to hold regular review sessions with Civil Service Employee Policy, who lead on Code policy.

In response, the Commission will be

(from the People Survey) 2019 2020 2021

Are you aware of the Civil Service Code?

(percentage answering yes) 89% 91% N/A

I understand the Civil Service Code and what it means for

my conduct (percentage answering agree or strongly agree) N/A N/A 42%

Are you aware of how to raise a concern under the

Civil Service Code? (percentage answering yes) 66% 69% 68%

Are you confident that if you

raise a concern under the Civil Service Code (in the organisation) it would be investigated properly? (percentage answering yes)

with no further action taken due to a lack of response from the complainant.

Code appeals and investigations 2021/22
67% 72% 72%

33 were referred back to the department for an investigation to take place in the first instance and 32 were assessed and determined to fall outside of the legal remit of the Civil Service Code.

From April 2021 to March 2022, we received 70 complaints under the Civil Service Code. Two were closed

Notably, many of these cases reported HR, management and policy issues or instances of bullying, harassment and discrimination, which are matters for the department. There were also a number of complaints received from members of the public. These complaints are out of scope as the Commission's role relates only to concerns raised under the Civil Service Code by civil servants.

Service Code complaints guidance published on its website to aid both departments and complainants in their understanding of not only how to raise a concern with the Commission, but also the sort of issues that may or may not be considered under the code. The Commission is developing training material to be delivered to departments in 2022/23, to enhance their individual complaints handling process with specific regard to the Civil Service Code.

Three code cases are still undergoing investigation.

The Commission is reviewing the Civil

In 2021/22 a commissioner panel investigation was necessary for the following Civil Service Code cases:

Department Summary Panel decision

Cabinet Office Alleged breach of lockdown rules Referred back to the department

Cabinet Office Alleged breach of lockdown rules Referred back to the department and ability to execute formal duties

Cabinet Office Departmental handling of freedom of information requests **Department for Work** Referred back to the department

Cabinet Office Civil servant's political choices Referred back to the department

and Pensions Allegations of perjury and fraud Out of scope

Foreign, Commonwealth and Development Office departmental communications Out of scope
Use of abbreviations within

HM Revenue and Customs Discrimination following grievance procedure Out of scope

Public Health England Departmental management and pay issues Out of scope

COMMISSIONERS' MARK OF EXCELLENCE

The Commissioners' Mark of Excellence

The Commission continues to be concerned at the lack of diversity, particularly in the senior civil service, and notes the data that shows that where declared, candidates from ethnic minority backgrounds made up 25% of total candidates but did less well as they progressed in competitions, making up only 11% of shortlists and 8% of appointable candidates.

Whilst we do not have the data to understand why this is the case, we continue to look at ways that we can encourage a diverse range of candidates to apply for roles in the SCS, and to showcase best practice, as below.

In February 2022, we launched the first Commissioners' Mark of Excellence to showcase outstanding innovation and commitment in the recruitment of diverse candidates across all grades into the Civil Service.

The award champions diversity in its broadest sense, supporting the government's priority of 'levelling up' and the Civil Service reform agenda of an innovative and skilled Civil Service.

This new award will highlight innovative hiring practices that help attract and recruit diverse fields of candidates for a career in the Civil Service. The Civil Service has an incredible array of different roles and functions, from data analysts to work coaches and prison officers. Recruiting talented individuals, from a wide range of backgrounds, across the UK, is vital to effectively deliver government services and ensure the Civil Service truly reflects the country it serves."

Simon Case
Cabinet Secretary

COMMISSIONERS' MARK OF EXCELLENCE

The panel represented a cross-section of senior leaders and network leads from across the Civil Service:

Natalie Campbell MBE

Civil Service Commissioner

Baroness Stuart

First Civil Service Commissioner

Antonia Romeo

Permanent Secretary, Ministry of Justice

Gerri Clement MBE

Co-Founder and Vice-Chair of the cross government Social Mobility Network

Paul Willgoss MBE

Vice-Chair of Civil Service Disability Network

Roxanne Ohene

Co-Chair of Senior Civil Race to the Top Network

The panel met for a longlist meeting in April 2022 to consider 39 applications and again in May 2022 to judge the 18 entries that had been shortlisted.

The panel were impressed with the quality of the innovations in recruitment practice but considered that some, such as the Disability Confident Scheme, the use of Textio to ensure inclusive language was used in job adverts, and having a diverse panel on all competitions, were examples that had been around for some time and could not be described as innovative. In fact many of these schemes and tools should be provided as a matter of course.

The panel were looking for innovations in recruitment over and above what could be considered standard practice.

There is also a great deal more to do in attracting candidates with a disability across all the departments and organisations who entered for the Commissioners' Mark of Excellence.

"We have had such a great response to this award, the first of its kind. As a commissioner, I know there is some outstanding recruitment practice across

government. We want to showcase that, highlighting innovative and thoughtful initiatives that attract a strong and diverse field for Civil Service jobs. It's not going to be easy choosing from this shortlist but the panel will want to see the approach is creative, making a tangible difference to recruitment, and is something that can be applied more widely"

Natalie Campbell
Civil Service Commissioner

THE WINNER

Department for Business, Energy and Industrial Strategy (BEIS)

BEIS has overhauled all their internal resourcing guidance and templates for advertising vacancies, introducing diversity and inclusion best practice and adopting 'nudge theory' prompts to reduce bias in their attraction and standard introductions.

The department has taken an innovative approach to monitoring diversity and inclusion progress by connecting data insights from external Government Recruitment Service/Cabinet Office reports to internal PowerBI data visualisation dashboards (see case study below).

BEIS ran a 'talent pooling' exercise which included a media campaign to attract a diverse audience (protected characteristics and geography) to BEIS SCS roles (see case study below).

The department works in close partnership with employee networks to continually improve diversity and inclusion recruitment process and career progression opportunities including the launch of a new professional development mentoring scheme, open to everyone but prioritising colleagues from ethnic minority backgrounds.

apprenticeship programme, accredited by the Commission (under the Civil Service Life Chances Strategy) to support new entrants who lack qualifications and work experience.

The department continues to actively support the Care Leavers scheme and has recently introduced the Prison Leavers scheme, as well as committing to support the Great Place to Work for Veterans scheme.

BEIS has provided intern opportunities for 51 summer diversity students, 15 early diversity students and 8 autism exchange students.

External awards and certifications

- BEIS is ranked 33 on the Social Mobility Employer Index 2021 - they are one of the top 50 employers nationwide.
- BEIS also achieved Level 2 of the Carer Confident benchmark

BEIS HR is working with the BEIS disability network to produce candidate guidance around adjustments available and the Disability Confident scheme. Once finalised, this will be uploaded onto Civil Service Jobs along with their own job adverts to support candidates who have a disability/long term condition through their recruitment process. BEIS has also undertaken qualitative research to produce an implementation plan to improve recruitment outcomes, especially at sift stage, for candidates with a disability or long term condition.

BEIS has introduced a social mobility

THE WINNER

BEIS case study 1

HireVue assessments

What did it involve?

- BEIS was the first department to explore innovations in game based assessments and video interviews scored by algorithms, using artificial intelligence. The department partnered with an external provider, HireVue, to trial this approach as an alternative recruitment experience for certain roles, aiming for a wider candidate field and to reduce the time to hire which often results in the loss of good candidates.

- BEIS trialled this on a net-zero themed bulk recruitment campaign for 30 HEO roles. This is a priority area for BEIS, and the need to resource quickly often arises. To make the campaign manageable, it was advertised as a Salford only campaign, which also supported their Places for Growth agenda.
- A job evaluation exercise was concluded by the occupational psychologists to ensure a good fit

between assessed elements and what was required for success for the grade and role type.

- BEIS sought advice from the Centre for Ethics and Data Innovation and the Business Disability Forum, and also consulted the Commission throughout to ensure compliance with the Recruitment Principles. The department received support from the Government Digital Service (GDS) to ensure that the process and use of automation was ethical, inclusive, and maximised candidate experience.
- BEIS worked with occupational psychologists to ensure fair and consistent pass marks were set without adverse impact for HireVue assessments. Additional checks and balances were introduced, using Government Recruitment Service staff, to review videos and ensure scoring was consistent throughout, with final oversight of the decisions by a panel.

THE WINNER

- BEIS designed reasonable adjustment processes and provided clear guidance for these and their internal disability staff network, and the lead for disability in Welsh Government (who is disabled) to test and gain views. This provided

BEIS with advice specifically on different types of disability, and whether this type of testing was not compatible, in which case an alternative provision would be applied.

- BEIS ensured that sift outcomes were merit-based and met their Disability Confident Leader commitments.

How was this successful?

- BEIS successfully filled all their advertised roles with high calibre candidates. The campaign was delivered smoothly for hiring managers to planned timescales

despite the new trial elements.

- Outcomes were monitored closely and there was no adverse impact on any protected groups from the HireVue assessments. In fact, the findings suggest that this form of assessment was less biased in its outcomes than the traditional written sift of a personal statement.

- Candidate satisfaction was positive, with 86% satisfaction reported through the end of assessment survey completed by applicants.

Independent partners advised that this was higher than standard Government Recruitment Service online tests.

- In particular, candidates found the HireVue assessments easy to use (97%) and sufficiently prepared by BEIS through their bespoke candidate guidance (86%). There were no candidate complaints following the campaign and qualitative feedback on the assessments included 'very inclusive' and 'very engaging'.

What next?

- BEIS is yet to run another bulk recruitment campaign. However, they have maintained their partnership with HireVue and intend to identify suitable vacancies to expand the trial, gain more data and evaluate further.

THE WINNER

BEIS case study 2

PowerBI recruitment diversity and inclusion insights dashboards

What did it involve?

- BEIS has used the new GRID data download service (delivered by the Government Recruitment Service) for all their vacancy and candidate records since July 2019. They connected this to PowerBI, a data visualisation software tool, to monitor candidates' progress and provide new insights about the performance and impact of different aspects of their recruitment campaigns. This intuitive use of data allowed them to better understand the candidate field and journey. Crucially, BEIS took the data service offered to them and tailored it to suit their needs, using their own in house initiatives and skills. They were the first department to do this.
- Dashboards were updated monthly and provided BEIS with a unique insight into the underlying diversity trends underneath their headline aggregate numbers. They used filters such as grade, recruitment approach, candidate type, time period, business groups across the whole of the department and intersectionality filters to analyse

biases from application stage to offer stages.

How was this successful?

- This insight shaped the attraction content on LinkedIn and the Civil Service Careers website. For example, to achieve Places for Growth targets BEIS needed to increase their proportion of external candidates. Dashboard insights show that a lower-than expected proportion of external candidates had a disability or long term condition. BEIS is now actively working with their staff capability action network to address this challenge in the attraction gap and is building up their evidence base to evaluate their interventions.
- BEIS has shared the recruitment diversity and inclusion insights dashboards with their staff diversity networks to give them full visibility of their recruitment diversity trends for the first time, enabling them to work more closely together to make evidence-based interventions and challenge misconceptions. They have particularly welcomed the ability to analyse intersectional issues.

- BEIS has used the dashboard to evaluate interventions on job descriptions. For example, they implemented a standard advert introduction on all BEIS adverts with a strong diversity and inclusion message last year, as well as updating their recruitment forms

to nudge better job description practice from managers. After six months, BEIS saw an increase in applications from candidates who were women and/or have a disability or long-term condition at G7 and G6 level - both external and from other government departments - allowing BEIS to draw some positive provisional conclusions.

- BEIS will be launching dashboards to director general business group management meetings to hold a mirror to their recruitment practices, creating positive competition between them and informing their local attraction strategies to meet their diversity and inclusion scorecard targets.

What next?

market. The longer term goal is that these candidates, if appointed, will receive learning and development and eventually feed into SCS2 roles.

THE WINNER

BEIS case study 3

SCS talent pool

BEIS worked with Gatenby Sanderson to create a pool of talented, SCS1-ready candidates. The scheme was launched during the pandemic and aimed initially at attraction and identification. Gatenby Sanderson was tasked with seeking out a diverse, prospective field ideally suited to the remit of BEIS, in particular the energy and security group.

Gatenby Sanderson was able to extend the reach by not requiring a degree, or stipulating years of experience. That way, the department was able to tap into potential and emerging talent. This search aligns with the government's agenda around Civil Service Reform, 'levelling up', Places for Growth and porosity, particularly for SCS grades. Candidates were able to apply using a statement and CV, bypassing the usual Civil Service behaviours and appealing directly to an external

BEIS's remit expanded beyond the traditional protected characteristics, mindful of the government's aim for cognitive diversity and regional representation.

The talent programme received 321 applications, 41% were female, 56% described a non white background, and 9% identified as LGBTQ. This pool has been assessed in terms of potential, seniority and policy development or policy delivery experience. As we emerge from the pandemic and longer term roles are identified, BEIS will reach out to candidates to apply through open competition. All candidates in each competition will be assessed in the same way throughout the process.

HIGHLY COMMENDED

Category – Excellence in overall equality, diversity and inclusion action plan

Scottish Government

The Scottish Government's (SG) positive actions in equality, diversity and inclusion have continued to drive changes and increase diversity in their workforce.

Case study

Actions include the move to a new applicant tracking system to enable effective monitoring of the impact of policies on those with protected characteristics at each stage of the recruitment process.

The introduction of this new technology has allowed the Scottish Government to include staff networks to increase accessibility of the website and system. The biggest anticipated benefit is the introduction of a new set of diversity and inclusion questions at application stage, and the ability to produce data from these questions and the intersectionality of protected characteristics at each stage of the recruitment process. This data will allow the Scottish Government to recommend specific, evidence-based interventions in the recruitment process for the first time, to increase

the diversity of who they hire.
The system went live in January 2022 and the Scottish Government has already seen an increase in

the percentage of candidates willing to declare their protected characteristics.

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HIGHLY COMMENDED

Department for International Trade

The Department for International Trade (DIT) established its first Equality, Diversity and Inclusion Plan in April 2021. The plan set out the commitments that the executive recruitment and talent and resourcing hub teams would undertake to better attract diverse external candidates to their vacancies.

The Government's Places for Growth programme to support levelling up has enabled the Department for International Trade to further their reach into a more diverse talent pool and increase the socio-economic diversity of its staff.

The department's aim is to have 581 employees in their newly established Places for Growth (PfG) locations by the end of March 2025, to be achieved through both relocations and recruitment. They are currently on track to meet this target, having so far recruited 126 new employees to their Places for Growth locations since March 2021, with recruitment efforts ongoing.

As part of their Places for Growth resourcing plan, the Department for International Trade ran a Kick-Off campaign for Darlington roles between July and September 2021, promoting new employment activities. In December 2021, the department launched a new winter campaign to further build on this progress and gather greater insight.

profiles. These sessions were held twice a week during the campaign live window.

HIGHLY COMMENDED

These campaigns were underpinned by a range of wider activity including networking with local authorities and jobcentres, outreach with educational institutes and careers fairs, as well as media advertising and brand building. The department also recognised the need to support line managers in recruiting to a largely external market;

- Ahead of the campaign launching, the department ran sessions on how to write engaging and relevant job descriptions and adverts, and how to choose appropriate assessment criteria.
- Post-launch, the department ran sessions on how to assess a largely external candidate pool, what to expect from them during the recruitment process, and on the criticality of assessing fairly against the scoring criteria.
- The department hosted candidate support sessions designed to help external candidates understand what to expect from the recruitment process including an introduction to the success

- As a result of their winter campaign, 43 offers have been made to candidates and a further 48 candidates have been placed on a merit list which the department intends to utilise to fill future vacancies.

Moving forwards, DIT are working hard to:

- Continue to build brand presence in Places for Growth locations through media, marketing and focussed outreach.
- Provide support to Hiring Managers through the reinstatement of hiring manager support sessions, the building of a job description template library and further training on fair and open recruitment practices.
- Re-establishing candidate support sessions to ensure prospective candidates have the knowledge and skills to submit strong and successful applications.
- Establish DIT as an employer of

choice for career goals, not just job goals. We are working with media partners to build a “one stop-shop” careers website for information and support with building a career in DIT, considering all the

Department’s teams and professions, linking directly to our live vacancies and providing support and advice on how to successfully apply to these.

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HIGHLY COMMENDED

Ministry of Justice

The Ministry of Justice (MoJ) has worked to increase the ethnic diversity in HM Prison and Probation Service, and has improved the candidate journey for candidates with a disability by making the provision of reasonable adjustments and the identification of Disability Confident candidates clearer to ensure a better candidate experience and more confidence in the process.

The Ministry of Justice has embraced a proactive approach to Life Chances recruitment, being one of the first departments to set up a team on these particular issues with a dedicated focus on ex-offender and armed forces veterans’ recruitment. These are two groups which can face significant barriers to employment and which can cross over into addressing issues for other groups such as people from a lower socio economic background.

Since introducing the Life Chances Team in October 2020 the Ministry of Justice has delivered the following actions:

- The department’s expertise on ex-offender recruitment has seen them providing delivery insight and practical support to other government departments, as well as helping to set the vetting framework and strategy to encourage greater recruitment of ex-offenders amongst government suppliers. This was developed from lessons learnt and the comprehensive service wraparound that MoJ has used for the Going Forward into Employment (GFIE) scheme within the department.

Case study

HIGHLY COMMENDED

- The department advertised a significant number of vacancies as one of the pilot departments for the Great Place to Work for Veterans scheme. These roles were for vacancies across the UK based on prison establishments thus aligning with Civil Service targets to encourage greater regional recruitment.
- Leading on from the Great Place to Work for Veterans scheme the, Ministry of Justice introduced Advance into Justice, a dedicated campaign helping veterans to become prison officers. The scheme supports the smooth and speedy transition of veterans from military service, and the focus on resettlement supports the government's commitment to reduce homelessness within the service leader community.

Category: Excellence in monitoring outcomes

Office for National Statistics

The Office for National Statistics (ONS) is committed to inclusive recruitment practice, particularly focused on improving accessibility to the Civil Service for under represented communities.

In November 2021, ONS won the CIPD Wales Award for 'Best resourcing and talent management initiative' for their webinar series, which offers a window into their culture, career development pathways, application tips, and the opportunity to engage directly with colleagues.

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HIGHLY COMMENDED

Case Study

ONS' webinar programme has inclusivity at its core. In order to know whether this, and all their other inclusion and diversity initiatives were making a difference, they needed effective monitoring. Their quarterly monitoring of the outcomes for under-represented/minority groups through their recruitment process has given ONS a baseline/dataset, and the ability to monitor and measure their progress. ONS are now able to see where they are making a difference and whether further interventions are needed.

ONS' approach has given them a way of measuring both attraction and success, against gender, ethnic origin, disability and sexual orientation.

They look at both 'proportion' and outcomes and can immediately see how representative the 'proportion' is to the working age population in the locations of their offices. If there are noticeable swings (in either direction) recruiters are able to deep dive into campaigns to see if there was anything in their presentation and advertising that may have caused a shift in applicant proportions.

Using the outcomes data, the ONS is able to see the percentages of minority applicants that make it through each stage of the recruitment process. With analyses for the rolling year and quarterly, they can see where there are significant shifts and identify campaigns that may have caused the

shift (both positive and negative). Reports are produced for each directorate to help understand if any particular business area has a

positive outcome that others could learn from, or an outcome that suggests that greater support or intervention is needed.

HIGHLY COMMENDED

Category: Excellence in social mobility leadership

Anthony Delano Walker 1987 - 2005

Anthony Walker was a black British student of Jamaican descent who was murdered in an unprovoked, racially-motivated attack in Huyton, Merseyside.

The Walker family were the first black family to live in Huyton and the children were subjected to racial abuse at school.

On 2nd April 2008 the CPS approved a legal scholarship in Anthony's memory.

Crown Prosecution Service

A Crown Prosecution Service (CPS) priority is to make careers in law accessible to all, with a particular focus on improving the accessibility for those from a lower socio-economic background.

Case study

The Crown Prosecution Service undertook a series of recruitment and community engagement initiatives under the Anthony Walker: Access to Law programme. This programme was launched in memory of Anthony Walker and included three strands of activity: a bursary programme for law students, work experience with local schools in more diverse and deprived communities, and an

apprenticeship programme. The initiative was exclusively based out of the North West and Merseyside and Cheshire areas.

The apprenticeship programme was a recruitment campaign that ran twice in the last year under an exception 2, targeting students from lower socioeconomic backgrounds. CPS worked closely with local community groups in more diverse areas of the Areas to encourage applications from young people, including application support sessions to help candidates navigate the recruitment process. The offer included a paralegal officer role, as well as a paralegal apprenticeship programme delivered by CiLex, which upon successful completion would make candidates eligible to apply for internal law qualification programmes to become a solicitor.

HIGHLY COMMENDED

The bursary programme worked with undergraduate and postgraduate students to provide funds towards the completion of their legal studies, as well as a wealth of development support from CPS, including a senior legal colleague as a mentor for the duration of their studies. The Crown Prosecution Service worked with local universities, including alternative and non-redbrick universities in the area, to target prospective candidates from lower

Category: Excellence in disability leadership

His Majesty's Revenue and Customs

HM Revenue and Customs (HMRC) has designed and implemented dedicated

actions at improving the representativeness of their workforce at all levels and ensuring their recruitment processes are fair and accessible.

Case study

HMRC has focused on greater support for disabled candidates. At the start of 2021/22 they

achieved a renewed level 3 accreditation (leader) in the government's Disability Confident employer scheme. The accreditation was validated by an external organisation, the Business Disability Forum, ahead of final accreditation by the Department for Work and Pensions.

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HIGHLY COMMENDED

HMRC has worked alongside the Government Recruitment Service to develop a specific survey question seeking candidates' experiences of requesting reasonable adjustments during the recruitment process. They used this data and insight to conduct a deep-dive exercise, analysing approximately 3000 responses. Several key themes emerged - for example, some candidates were unaware of what was meant by a reasonable adjustment, with the assumption that it was only for physical disabilities; and some were concerned that disclosure could negatively impact the selection decision.

HMRC developed a 'Disability Matters' guide to support and advise candidates on how to navigate

recruitment processes and explain the types of support and adjustments offered. The guide was launched in July 2021 and is housed on the external GOV.UK website.

It is also included within all HMRC adverts. As a result of its positive impact, HMRC was shortlisted for the Business Disability Forum's Disability Smart Awards 2021 under the category of 'Disability Smart Diversity and Inclusion Professional Award'.

The second strand of this work was the launch of vacancy holder guidance, which includes a frequently-asked-questions section on examples of adjustments (including for non-visible disabilities), a step-by-step guide to putting adjustments in place,

and information on where to find further support.

HMRC has recently achieved Visibly Better 'Recruiter' and 'Employer' status. Following this the Royal National Institute of Blind People (RNIB) is actively signposting HMRC roles on their job seekers site and promoting HMRC as an accessible, inclusive and positive recruiter.

To ensure that they fully support

candidates with sight loss, and linked to the Disability Disparity Audit, HMRC has been working closely with the diversity leads in RNIB to self assess against the institute's positive action standards. This includes reviewing a sample of HMRC adverts for accessibility and ensuring that the content of their adverts does not create barriers for candidates with sight loss.

Management information

The following tables and graphs provide management information on the compliance rating for each department and agency we regulate, and the numbers and make up of applicants for Civil Service appointment during 2021/22.

Civil Service-wide

Table 3: Ratings, trajectories and breaches for 2021/22

Organisation Rating Trajectory Breaches

Advisory, Conciliation and Arbitration Service	Fair	Static	3	Animal and Plant Health Agency	Fair	At risk	1
Cabinet Office	Poor	Centre		for Environment, Fisheries and Aquaculture			
					regulatory	intervention	

and Aquaculture Science Good Static 0 Charity Commission Poor Likely to improve 3
 Companies House Good Static 0 Competition and Markets Authority Good Static 0
 Crown Commercial Service Fair At risk 1
 Crown Office and Procurator
 Fiscal Service Good At risk 0 Crown Prosecution Service Fair At risk 4
 Defence Equipment and Support Fair Static 2
 Department for Business, Energy
 and Industrial Strategy Good At risk 4

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Organisation Rating Trajectory Breaches

Department for Digital, Culture,
 Media and Sport Good Static 1 Department for Education Fair Static 2
 Department for Environment, Food
 and Rural Affairs Fair At risk 4 Department for International Trade Fair At risk 3
 Department for Levelling Up, Housing
 & Communities (formerly MHCLG) Good Static 2 Department for Transport Poor Likely
 to improve 5
 Department for Work and Pensions Good Static 3 Department of Health and Social
 Care Poor Likely to improve 37
 Estyn Fair Likely to improve 0
 Foreign, Commonwealth and
 Development Office Services Fair At risk 0 Food Standards Agency Fair Likely to

improve 1

Foreign, Commonwealth and

Development Office Good At risk 1 Forestry Commission Fair At risk 2

Government Actuary's Department Fair Static 0 Government Commercial Function Fair

At risk 0 Government Economic Service Fair Static 1 Government Legal Department

Good Static 1

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Organisation Rating Trajectory Breaches

Government Social Research Service Good Static 0 Health and Safety Executive Poor

Likely to improve 5

HM Land Registry Fair Static 1 HM Revenue and Customs Fair At risk 6 HM Treasury

Fair Static 8

Home Office Fair At risk 11

Institute for Apprenticeships

and Technical Education Good Static 0 Intellectual Property Office Good Static 0

Medicines and Healthcare products

Regulatory Agency Fair At risk 3 Met Office Fair Likely to improve 0

Ministry of Defence Poor At risk 9 Ministry of Justice Poor Likely to improve 16

National Crime Agency Poor Likely to improve 5

National Savings and Investments Fair Static 1 Northern Ireland Office Fair Likely to

Office for National Statistics Good Static 1

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Organisation Rating Trajectory Breaches

Office of Rail and Road Fair Likely to improve 1

Ofgem Fair Static 3 Ofqual Fair Likely to improve 1

Ofsted Fair Static 2 Ofwat Poor Static 3 Planning Inspectorate Fair Static 0 Registers

of Scotland Good Static 1 Rural Payments Agency Good Static 0 Scottish Courts and

Tribunals Service Good Static 0

Scottish Prison Service Fair Static 0 Serious Fraud Office Fair Likely to improve 1

The Insolvency Service Good Static 0 The National Archives Good Static 0 The QEII

Centre Fair Static 0 The Scottish Government Good Static 1 UK Debt Management

Office Good Static 0

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Organisation Rating Trajectory Breaches UK Export Finance Fair At risk 4

UK Hydrographic Office Good Static 0 UK Space Agency Fair Likely to improve 1

Valuation Office Agency Good Static 0 Veterinary Medicines Directorate Good Static 0

Welsh Government Good Static 0 Welsh Revenue Authority Good Static 0 Wilton Park

Executive Agency Fair Static 0

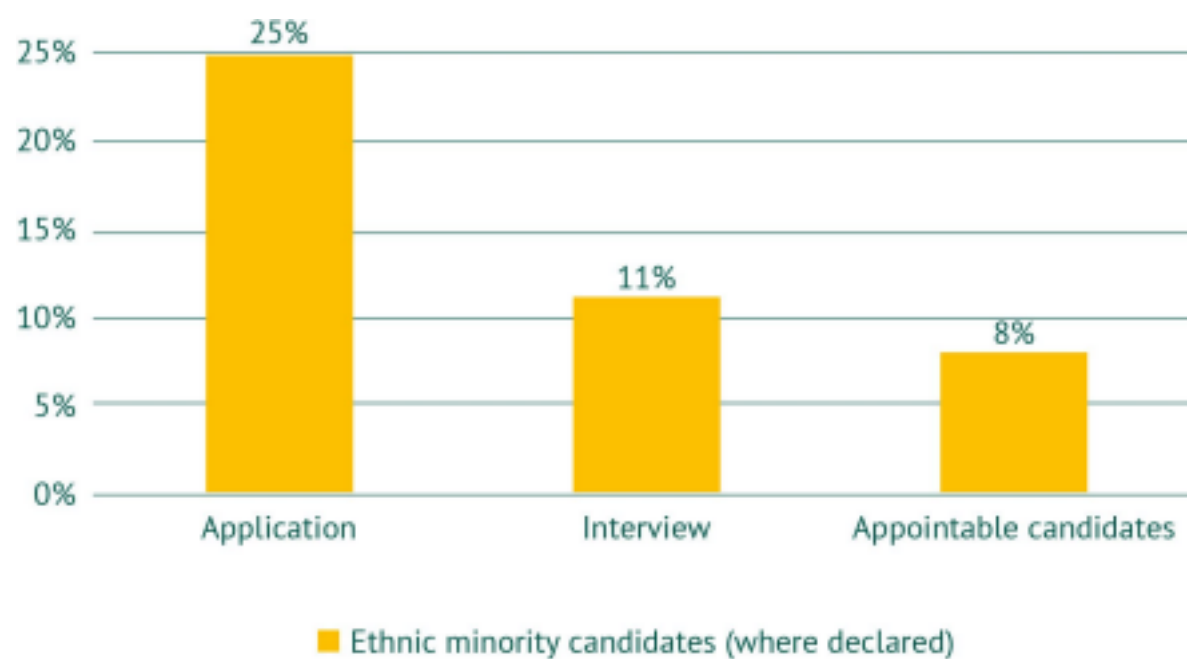
Table 4: Number of commissioner chaired competitions and appointments made **Posts**

advertised Appointments made

SCS 2 (Director) 200 189 SCS 3 (Director General) 39 33 SCS 4 (Permanent Secretary) 7 6 **Total**

246 228

Figure 1: Ethnicity breakdown of key stages of senior competitions



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Figure 2: Gender breakdown of key stages of senior competitions

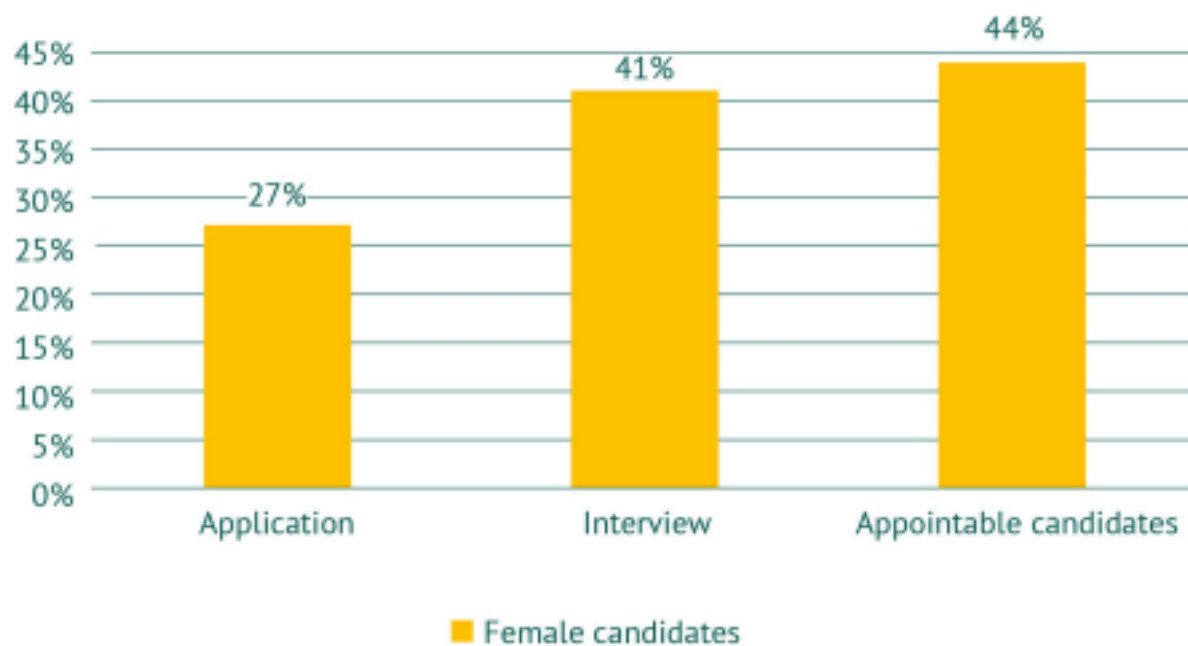
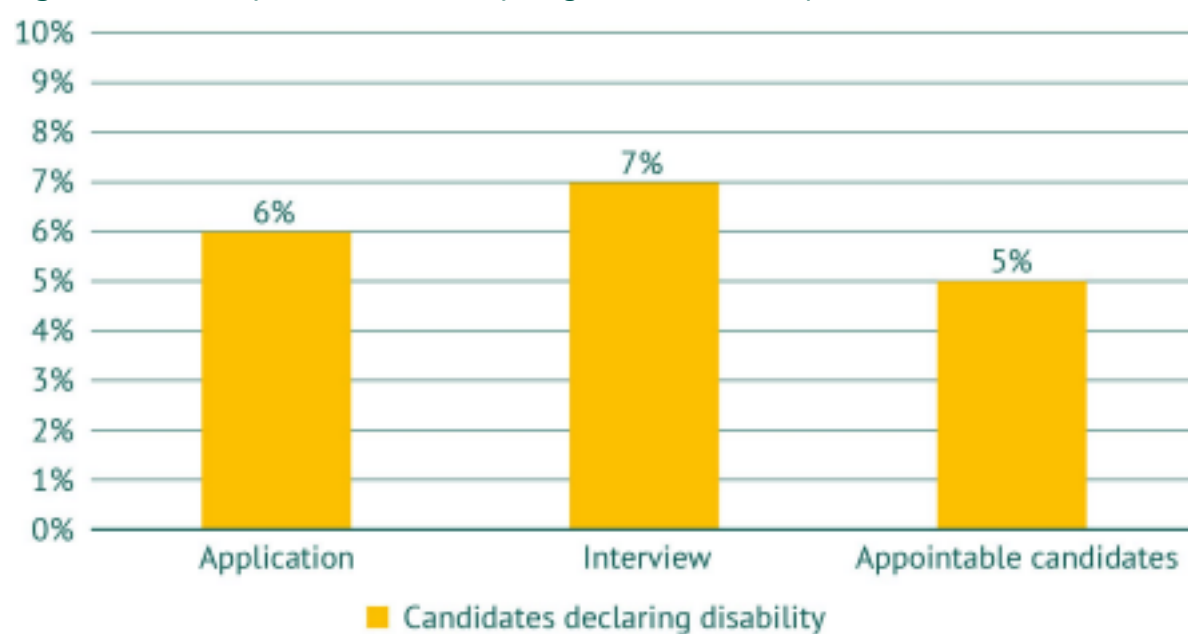


Figure 3: Disability breakdown of key stages of senior competitions



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Recruitment below SCS pay band 2

Figure 4: Recruitment below SCS pay band 2

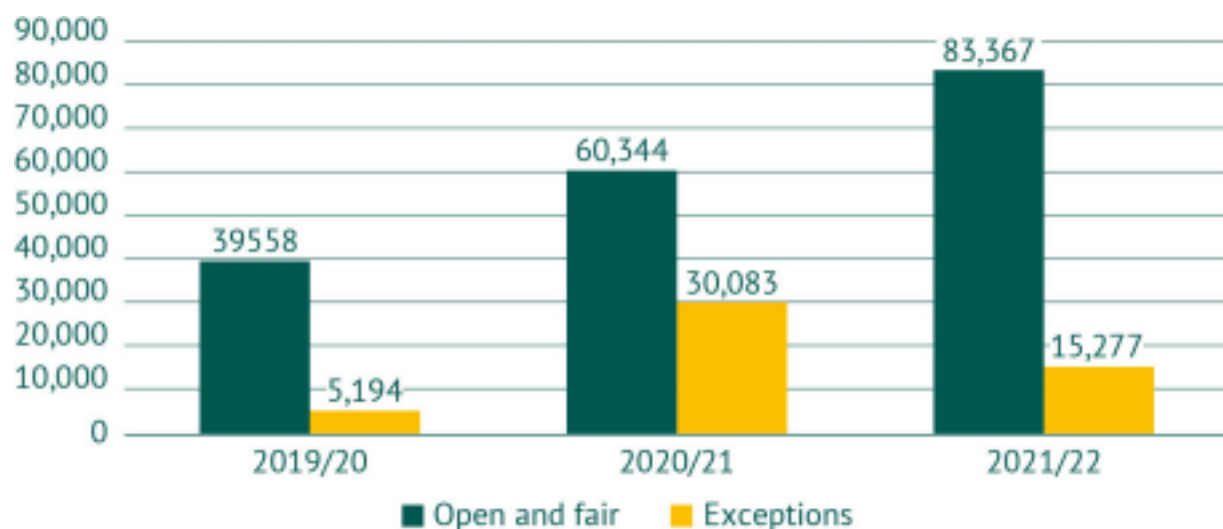
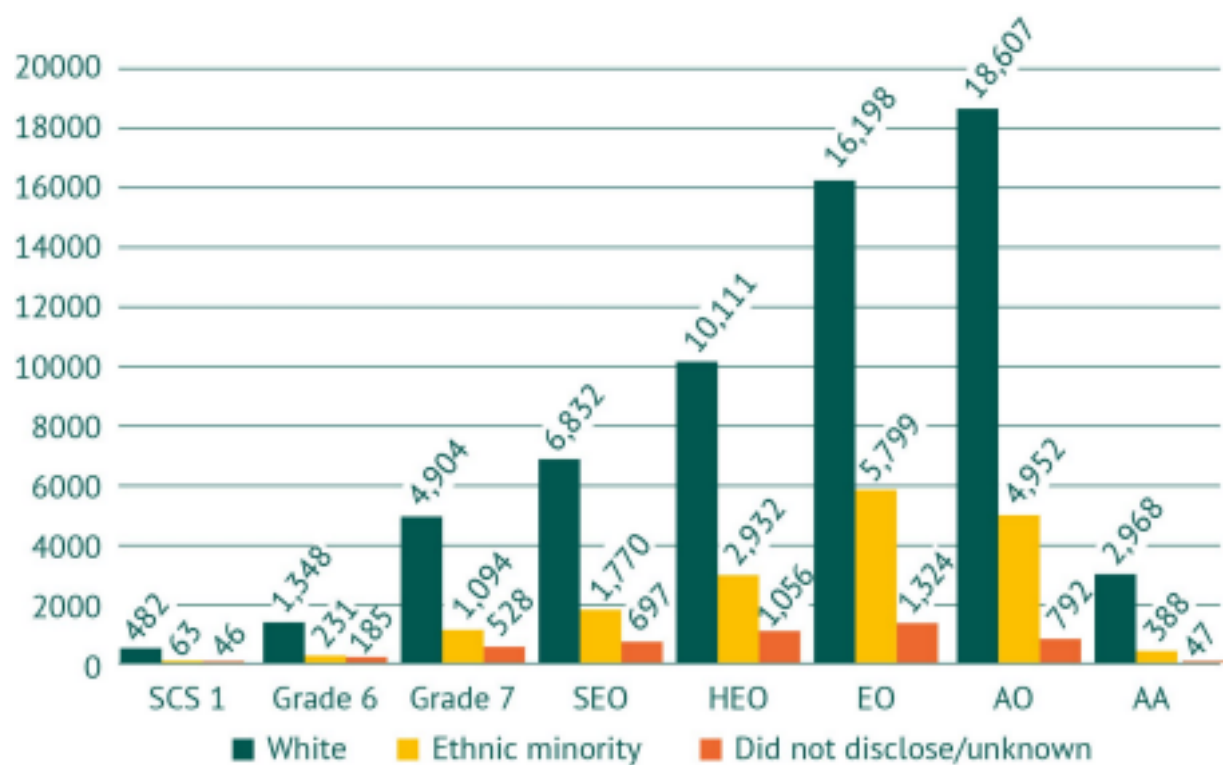


Figure 5: Ethnic diversity of successful candidates by grade



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Figure 6: Gender diversity of successful candidates by grade

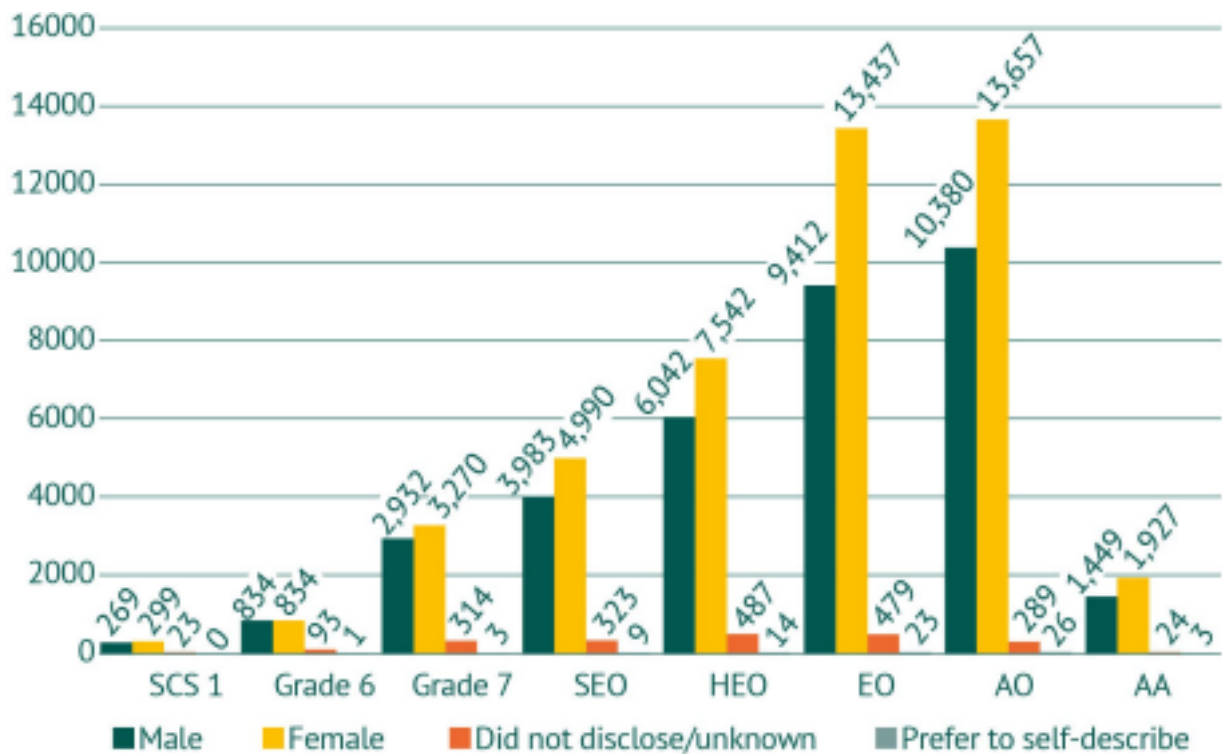
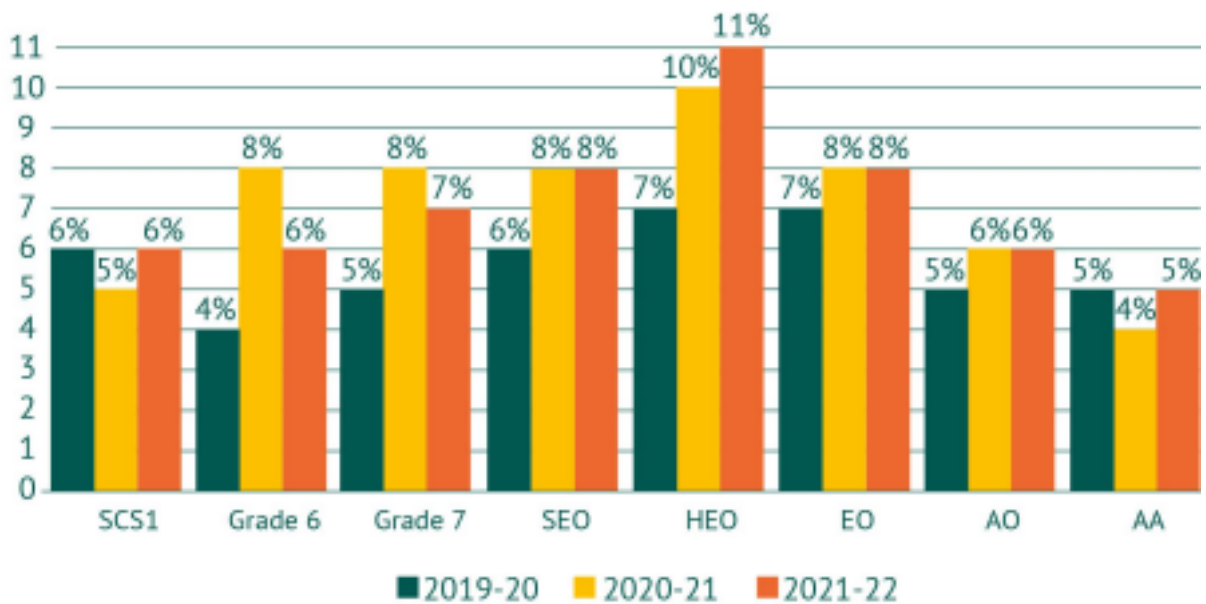


Figure 7: Disability breakdown of successful candidates by grade



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Queen for a single five-year term of office. They bring a range of expertise from the private, public and voluntary sectors, as well as an independent perspective.

The Commission meets regularly, along with the chief executive and members of the secretariat, to consider business and strategic matters and take informed decisions in pursuit of its regulatory functions. The chief executive provides a business update to the board of commissioners twice each year, in September and March.

In October 2021 we appointed four new commissioners to replace those who

Who we are

The Commission

The commissioners collectively form the Civil Service Commission and its board. They were appointed by Her Majesty the

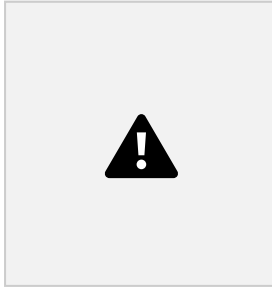
reached the end of their respective terms in September 2020. They are: Sarah Pittam, Martin Spencer, Paul Kernaghan and Paul Gray.

Service - bring an external and independent view to both the overall recruitment process and to individual recruitment campaigns. But our most important role - and statutory duty - is to be the final appeal for concerns raised under the Civil Service code and to make sure Civil Service appointments are made on the basis of merit, through a fair and open process. Being a Commissioner is fascinating and worthwhile - being both a regulator and helping the Civil Service to become more effective."

"Commissioners - who are not part of the government or the Civil

Margaret Edwards

Civil Service Commissioner



Jane Burgess

The majority of Jane's career has been in the private sector; and she was formerly Partners' Counsellor and a main board director at John Lewis Partnership. She is currently a lay member of the House of Commons Committee on Standards and an ordinary member of the Competition Appeal Tribunal.

She has extensive experience of senior executive recruitment and enabling people to have their voice heard.

Jane was appointed as a Civil Service Commissioner on 1 October 2017.

Natalie Campbell

Natalie Campbell is Chief Executive Officer of Belu Water and an award winning business woman.

In 2011 she co-founded A Very Good Company (AVGC), a global social innovation agency that works with brands to drive social change. Natalie is also a board member of the Old Oak and Park Royal Development Corporation (OPDC).

Natalie was appointed as a Civil Service Commissioner on 1 June 2017.



Margaret Edwards

Margaret has held senior roles in the public sector, including chief executive roles in the NHS, and as a director general in the Department of Health. She then had a successful career with Mckesson International. Currently Margaret is Chair of the Civil Service Pension Board. Previous Non-Executive roles included Chair of the National Oversight Group for the High Secure Hospitals, member and interim Chair of the Senior Salaries Pay Review Board and an non-executive director role with the Government Internal Audit Agency.

She has a track record of designing and delivering public sector reform and delivering national targets. She is particularly interested in aligning individual and corporate objectives and the design of total reward packages.

Margaret was appointed as a Civil Service

Commissioner on 1 October 2017.

Rosie Glazebrook

Rosie chairs the Copyright Licensing Agency and its associated company Publishers' Licensing Services. She is also a council member of the General Optical Council, chairs an NHS Research Ethics Committee and is a member of BSI's Standards Policy and Strategy Committee. Her previous board/ and non-executive director positions include the Food Standards Agency and in NHS, regulatory and commissioning bodies.

Rosie has held commercial positions in the private sector in media, publishing and health data organisations.

Rosie was appointed as a Civil Service Commissioner on 1 June 2017 and was interim First Civil Service Commissioner between 1 October 2021 and 6 March 2022.



Paul Gray

Paul Gray currently holds a portfolio of advisory and academic positions, including Non-Executive Director at the Care Inspectorate (Scotland); Visiting Professor at the University of Glasgow School of Medicine, Veterinary and Life Sciences, and Consulting Partner at Charlotte Street Partners. He previously had an extensive career in the Scottish Civil Service and rose to Chief Executive of NHS Scotland and Director General of Health and Social Care (2013 to 2019).

Paul was appointed as a Civil Service Commissioner on 1 October 2021.

Paul Kernaghan

Paul Kernaghan CBE, QPM is retired from an extensive career in the police, which culminated in a nine-year tenure as Chief Constable of Hampshire Constabulary (1999 to 2008). Following his retirement in 2008, he served throughout 2009 as the Head of Mission for the European Union Co-ordinating Office for Palestinian Police Support. He was appointed as the first ever House of Lords Commissioner for Standards in June 2010, a role which he held until 2016. He was the Judicial Appointments and Conduct Ombudsman (2016 to 2021).

Paul was appointed as a Civil Service Commissioner on 1 October 2021.



June Milligan

June has extensive experience as a senior civil servant. Her last role was Director General of Local Government and Communities and a board member in the Welsh Government. She has also held roles as a diplomat and as head of department at the Foreign and Commonwealth Office. She is currently a member of the Court of the University of Glasgow and was, until May 2019, an Equality and Human Rights Commissioner.

June's areas of interest and expertise are people-centred: in leadership, diversity, governance and ethics.

June was appointed as a Civil Service Commissioner on 1 June 2017.

Joe Montgomery

Joe has held senior executive roles in the private sector, focusing on property and regeneration, as well as an executive career in both central and local government including as Director General at the Department of Communities and Local Government, and Director General at the Office of the Deputy Prime Minister.

Joe was appointed as a Civil Service Commissioner on 1 June 2017.

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Sarah Pittam

Sarah Pittam is an Independent non executive director specialising in the education sector. She is a Non-Executive Director of Bourne Education Trust and was appointed to the Department for Education's Register of External Experts in 2019. She previously served as a Conservative local authority councillor in the London Borough of Hammersmith and Fulham between 2006 and 2010.

Sarah was appointed as a Civil Service

Commissioner on 1 October 2021.

Martin Spencer

Martin has a background in economics, technology consulting, business transformation and business leadership. Most recently Martin was Senior Vice President at NTT DATA, a global IT services business that delivers some of the world's largest digital infrastructure and transformation projects.

Previously, Martin has held UK and European leadership roles with Capgemini

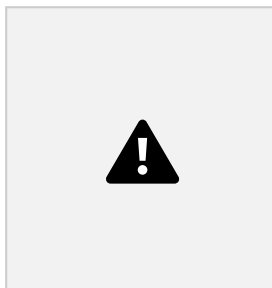
and KPMG Consulting. Martin was also a director at Detica, the international business and technology consulting firm specialising in data analytics and information intelligence.

Martin is Non-Executive Director at the

NHS Counter Fraud Authority, Companies House, Ofsted and the Serious Fraud Office.

Martin was appointed as a Civil Service Commissioner on 1 October 2021.

Gisela was appointed as First Civil Commissioner on 3 March 2022.

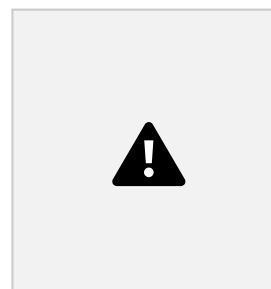


Gisela Stuart

Baroness Stuart served as a Labour Member of Parliament from 1997 until 2017. During her twenty years in Parliament, she worked as a government minister in 1999-2001, sat on the Security and Intelligence Committee and chaired Vote Leave in 2016.

From 2017, Baroness Stuart has contributed to public life with non partisan roles. This includes roles at the Royal Mint, Birmingham City University and as the lead non-executive board member at the Cabinet Office. Baroness Stuart now sits as a crossbench peer where she operates independently, outside of a party-political framework.

Former First Civil Service Commissioner



Ian Watmore

Ian's career is diverse, spanning private, public, sports, university, church and third sectors.

He spent 24 years in the private sector culminating as Accenture UK Chief Executive Officer. He then worked for seven years in the Civil Service, holding three different Permanent Secretary posts under three Prime Ministers.

Ian has held several board positions in

sports administration, including Chair of the England and Wales Cricket Board. He is on the Council of Chester Cathedral, and he has previously served on boards at the Information Commissioner's Office, and Cambridge University. He was chair of the

Migraine Trust for 10 years.

Ian was appointed as First Civil Service Commissioner on 1 October 2016. His term ended on 30 September 2021.

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government departments.

Figure 8: People Survey results

The secretariat

The secretariat supports the individual commissioners, as well as the collective Commission. The chief executive and five team leaders make up the senior leadership team and on 31 March 2022 there were 23 members of staff employed in the Commission secretariat (21.68 full time equivalent). The secretariat is staffed entirely by civil servants on secondment from the Cabinet Office, and new recruits are employed by the Cabinet Office prior to being seconded to the Commission.

In 2021/22 a total of five members of staff left the Commission, all of them taking up new roles in other

Our People Survey results are slightly down against a 2020 high, but compare well with Cabinet Office and high performing units.

We were also pleased to see that staff were happy with the adjustments and communications put in place during COVID, with wellness and mental health issues at the forefront. In light of the lessons learned during COVID and an audit on wellbeing from our internal auditors we will be publishing a policy on mental health wellbeing early next year.



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“The Civil Service offers benefits and opportunities for potential external candidates which could be communicated more strongly.”

Rosie Glazebrook

Civil Service Commissioner

Corporate management

Transparency and outreach

Open event

The Commission is required by its Memorandum of Understanding with the Cabinet Office to hold an annual open meeting. In February, we held a successful ‘Building a more diverse Senior Civil Service’ event open to all, as well as a number of other events aimed at internal audiences or candidates.

Information requests

The Commission publishes a large

amount of information about its work. In addition to reflecting our commitment to openness and transparency, this is one way in which we meet our statutory responsibilities under the Freedom of Information Act 2000.

The Freedom of Information Act requires public authorities to adopt publication schemes setting out the types of information they will make available routinely. We have adopted the model publication scheme approved by the

Information Commissioner's Office, and the information on our website reflects this.

In 2021/22 we received 42 requests under the Freedom of Information Act (37 in 2020/21), and 100% of these were responded to within the statutory deadline (2020/21: 97%) We also received three requests under the Data Protection Act 1998 (5 in 2020/21) 100% of which were responded to within the statutory deadline (2020/21: 100%).

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Statutory disclosures

Risk

The main risks to the Commission's operations during 2021/22 related to insufficient number of Commissioners against a backdrop of rising numbers of competitions, and due to a delay in recruitment the more experienced Commissioners leaving at the same time leaving a gap in corporate knowledge (see page 78).

Accounts preparation and going concern basis

The accounts attached to this report have been prepared in accordance with the Accounts Direction issued by the Minister for the Cabinet Office under the Constitutional Reform and Governance Act 2010.

The Commission's accounts have been prepared on the assumption that the Civil Service Commission is a going concern on the grounds that where the Commission has outstanding current liabilities at the end of the year these will be funded in the next year by annual grant-in aid. Budget and expenditure plans for 2022/23 have been agreed by the Cabinet Office. In common with government departments, the future financing of the Commission's liabilities is accordingly to be met by future grants of supply to the Cabinet Office and the application of future income, both to be approved by Parliament. There is no reason to believe that future approvals will not be forthcoming.

Future developments

A new competition to recruit more commissioners will be launched shortly to replace the commissioners whose terms

conclude in October 2022. In addition we concluded a successful competition for the new Chief Executive. The Going Forward into Employment scheme is expected to move, as planned, to the Cabinet Office at some point next year.

Sustainability, environmental, social and community initiatives

The Commission has adopted the Cabinet Office's policy on volunteering, which aims to encourage staff to participate in volunteering activity in the community and to enable them to build their skills through practical experience. Staff are eligible for up to five days' paid leave per

year for volunteering activity as part of their personal development.

Staff have participated in mentoring as part of the Catapult scheme, a cross government sponsorship programme that matches staff from a lower socio-economic background with a senior leader from a department, and also mentoring as part of the Patchwork Foundation programme. This is a UK based charity committed to strengthening democracy, working to equip young people from traditionally underrepresented groups with the skills, experience and confidence to actively engage in British civil society.

We are committed to improving the work/life balance of our staff and we value diversity. We try to accommodate different working patterns and encourage our staff to join the diversity networks of the Cabinet Office or their parent department.

We have codes of practice for both commissioners and staff that require them to observe the highest standards of integrity, honesty, objectivity and impartiality, and to offer the highest standards of service to the public.

In line with the Cabinet Office's commitment to making a continuing contribution to the goals, priorities and principles of the UK government's sustainable development strategy, Securing the Future. Details of the initiatives to reduce energy consumption

in the Cabinet Office can be found on the government's website.

Peter J Lawrence OBE

Accounting Officer

Civil Service Commission

10 October 2022

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Accountability

report Corporate

governance report

Director's report

Commissioners

Commissioners serve for a five-year non-renewable term of appointment (please see page 62 for full list of commissioners).

Register of commissioners' interests

Commissioners record any interests such as company directorships and other

significant interests in the Register of Interests, published on our website.³

Data protection and incidents involving personal data

General Data Protection Regulations (GDPR) came into force on 25 May 2018, supplemented by the Data Protection Act 2018, which requires the Commission, as an organisation that handles personal data, to process that information in accordance with the data protection

principles and to register with the Information Commissioner's Office.

For a small organisation, the Commission manages a large amount of personal data. Most of this relates to Civil Service recruitment and complaint handling and is held so that the Commission can discharge its role of providing assurance that civil servants are selected on merit on the basis of fair and open competition. The Commission also holds data for the purpose of investigating complaints under the Civil Service Code and, for administrative purposes, holds data relating to its staff, contractors and commissioners. The Commission also provided secretariat services throughout 2021/22 to the Office of the Commissioner

for Public Appointments and the Advisory Committee on Business Appointments, and manages further large amounts of personal data for them.

There were three personal data incidents in 2021/22 (eight in 2020/21) that involved unauthorised disclosure of data to unintended recipients. The incidents were not deemed to fall within the criteria for reporting to the Information Commissioner's Office. Article 15 of the General Data Protection Regulations creates a right, commonly referred to as subject access, which is most often used by individuals who want to see a copy of the information an organisation holds about them (see page 69).

³ <https://civilservicecommission.independent.gov.uk/about-the-commission/how-we-work/>

Statement of the commissioners' and accounting officer's responsibilities

Under the Constitutional Reform and Governance Act 2010, the Civil Service commissioners are required, to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Civil Service Commission and its income and expenditure, statement of financial position and cash flows for the financial year. In preparing the accounts, the commissioners and the accounting officer are required to comply with the requirements of the Government Financial Reporting Manual (FReM) and, in particular, to:

- observe the Accounts Direction issued by the Minister for the Civil Service (with the consent of HM Treasury), including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
 - state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the accounts;
- prepare the accounts on a going concern basis; and

- confirm that the annual report and accounts as a whole is fair, balanced and understandable and take personal responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

The Principal Accounting Officer of the Cabinet Office appointed Peter Lawrence the Chief Executive and Accounting Officer of the Civil Service Commission in November 2016. At the time of publishing, Accounting Officer responsibilities were retained by Peter Lawrence by agreement, although a new Chief Executive was appointed on

1 August 2022. The current Chief Executive will be appointed as Accounting Officer following the publication of this report. The responsibilities of an accounting officer, including responsibility for the propriety and regularity of the public finances for which the accounting officer is answerable, for keeping proper records and for safeguarding the Civil Service Commission's assets, are set out in Managing Public Money published by the HM Treasury.

As the Accounting Officer of the Civil Service Commission, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the Civil Service Commission's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware. I also confirm that the annual report and accounts as a whole is fair, balanced and understandable.

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Governance statement

The Civil Service Commission is independent of government and the Civil Service. It is an executive non departmental public body (NDPB), sponsored by the Cabinet Office, which was created in its current form on 11 November 2010 by the commencement of part 1 of the Constitutional Reform and Governance Act 2010.

As Accounting Officer of the Civil Service Commission, I have responsibility for maintaining effective systems of

corporate governance controls – both structural and procedural – to support the achievement of the Commission's policies, aims and objectives while safeguarding the public funds and assets for which I am responsible, in accordance with the responsibilities assigned to me in Managing Public Money.

Governance framework

The Commission is made up of the commissioners and holds monthly meetings chaired by the First Civil Service Commissioner. These meetings are supported by the secretariat, headed by the Commission's chief executive. Together, the commissioners and the secretariat constitute the Civil Service Commission.

The commissioners review information on the Commission's core work at each meeting and the board periodically reviews its own performance to ensure

that it and its standing committees are acting effectively.

The Commission's budget is set by the Cabinet Office and expenditure against it is reviewed quarterly by the Audit and Risk Committee (ARC). Expenditure is reviewed on a monthly basis by the chief executive and on a day-to-day basis by the Commission's finance team.

During 2021/22 the Commission had one standing committee to advise the commissioners on specific areas or to exercise functions on behalf of the commissioners. This was the Audit and Risk Committee, established to support the board in its responsibilities for issues of risk control and governance.

The compliance, communication and life

chances working groups continued to meet. The diversity group did not meet in 2021/22, but instead a standing item on diversity was added to each board agenda.

In March 2022 the decision was made to temporarily suspend meetings of the life chances group until new commissioners have been recruited. Resumption of these meetings will be a decision for the Commission once a full complement of Commissioners is in post later in 2022.

Membership of the standing committees during 2021/22 is listed on page 77.

Except as set out below, the Commission complies with the corporate governance in central government departments: code of good practice 2017 compliance checklist, which is regarded as best practice. The exceptions are:

- All commissioners are non-executives. There are no additional non-executive members of the board.

the memorandum of understanding will be reviewed every three years. The review due in 2013/14 was delayed, at the Cabinet Office's request, pending the Triennial Review of the Commission. The Commission is committed to working closely with the Cabinet Office to have a revised memorandum in place for 2022/23.

- The Accounting Officer, is responsible for writing the governance statement, rather than the board. The statement is reviewed by the Audit and Risk Committee and cleared by a meeting of the commissioners before publication.

- Our memorandum of understanding with the Cabinet Office is not automatically re-negotiated when key personnel leave (including when there is a change of government). We have meetings with the sponsor team in the Cabinet Office and an agreement that

In the majority of areas, the Commission follows Cabinet Office guidelines and procedures for internal control. Where the Commission's policy differs from the Cabinet Office's policy, this is set out in standing orders which are published on our website.⁴ Day-to-day working practices of the Commission are decided by the commissioners and these are known as standing orders. The key standing orders are the code of practice for commissioners and staff, financial and operational delegations, responsibilities from the

Commission to the chief executive and the Audit and Risk Committee terms of reference.

The board of commissioners and standing committees complied with the published best practice requirements as set out in Managing Public Money.

The commissioners met monthly during 2021/22 (except May, August and January).

The Audit and Risk Committee met during 2021/22, in June, September, January and March. The committee reviewed the Commission's finances, strategic risks around insufficient number of Commissioners and inconsistency of chairing, which were escalated to the board, along with updates from external and internal auditors.

The working groups met as and when required, and there was no set schedule.

The Commission is registered on the Information Commissioner's register of data controllers.⁵ We have reviewed our procedures for information security against those used by the Cabinet Office and our policy on data retention in light of the new GDPR which came into force in May 2018.

Commissioner meeting and committee performance

⁴ <https://civilservicecommission.independent.gov.uk/about-the-commission/how-we-work/> ⁵ <https://ico.org.uk/ESDWebPages/Entry/Z2480635>

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Table 5: Board and Audit and Risk Committee attendance

Figures denote meetings attended (of meetings available to attend) between 1 April 2021 and 31 March 2022.

The board met nine times in the year with non-attendance agreed in advance on an exceptional basis.

Commissioners' attendance for the

business year ending 31 March 2022 Commission Board Audit and Risk Committee

Jane Burgess 6/9 3/4 **Natalie Campbell** 7/9 N/A **Margaret Edwards** 9/9 4/4 **Rosie**

Glazebrook 9/9 N/A **June Milligan** 8/9 N/A

Joe Montgomery 9/9 4/4

Ian Watmore

(term ended 30 September 2021) 3/4 N/A

Paul Gray

(appointed 1 October 2021) 5/5 N/A

Paul Kernaghan

(appointed 1 October 2021) 5/5 N/A

Sarah Pittam

(appointed 1 October 2021) 5/5 1/2

Martin Spencer

(appointed 1 October 2021) 4/5 N/A

Gisela Stuart

(appointed 7 March 2022) 0/1 N/A

from the Government Internal Audit Agency and the National Audit Office.

Data quality

The commissioners have a number of data sources available to them to enable them to carry out their work.

Audit and Risk Committee

Margaret Edwards

Joe Montgomery

Jane Burgess

Sarah Pittam

The Audit and Risk Committee (ARC) is also attended by the chief executive, relevant members of the secretariat and members of both the internal audit team

In providing assurance that selection for appointment to the Civil Service is on merit, following a fair and open competition, the Commission obtains most of its data through compliance monitoring audits of departmental recruitment (see page 17). Compliance audits for 2021/22 were carried out for 71 departments and agencies regulated by the Commission. The commissioners are satisfied that the quality of the analysis is

high. The quality of the base data provided by departments is more variable but sufficient to enable a proportionate assessment of the likely risk of non-compliance with the requirement.

For the most senior appointments, the Commission obtains its data to provide assurance about compliance with the requirement by directly chairing competitions. Data is collated on the Commission's casework database drawn from the Commissioner's panel report and the diversity monitoring return. This information is then analysed by the secretariat and presented at the commissioner meeting and to the Audit

and Risk Committee. The database also records data about appointments by exception (see page 26) and complaints (see page 31) dealt with by the Commission.

The data used by the commissioners to oversee the Commission's expenditure comes from a combination of the secretariat's finance spreadsheet and data supplied by the Cabinet Office's finance team, which provides transactional finance services to the Commission. To date, the level of control has remained acceptable.

Civil Service Commission code of practice for staff

The Commission publishes its own code of practice for staff, which mirrors the Civil Service Code. It sets out standards of behaviour expected of Commission employees, and the process for employees to raise complaints under the code.

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Management of risk

The Commission's corporate governance controls are designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve compliance with policies, aims and objectives. They can therefore only provide reasonable, not absolute, assurance of effectiveness. The Commission maintains a risk register

which is regularly reviewed by both the Audit and Risk Committee and at Commission meetings.

Risks are managed on an ongoing basis, in a process that is designed to identify and prioritise the risks to the fulfilment of the Commission's statutory role and to the achievement of its policies, aims and objectives. The process also evaluates the likelihood of those risks being realised and the impact should they be realised and identifies what actions are in place, or need to be taken, to mitigate their impact effectively, efficiently and economically.

Cabinet Office guidelines and procedures have been observed during 2021/22 and this annual report and accounts accords with HM Treasury guidance.

commissioners' code of practice, the staff code of practice, and the Commission's business planning process.

The Commission has risk registers in place that have been assessed and considered at senior management level and at Commissioner level. The strategic risk register is regularly scrutinised, discussed, updated and ratified at both Audit and Risk Committee and Commission meetings. It is considered at each ARC meeting with an in-depth discussion on particular risks and formally reviewed at the Commission meetings twice a year, or more frequently as required. It is maintained by the secretariat and is available to all staff and commissioners.

The operational risk register is reviewed at the fortnightly meetings of the senior management team.

The Audit and Risk Committee meets quarterly and reports to the commissioners at the following Commissioner meeting. The committee supports the Commission by reviewing whether proportionate assurances for meeting the Commission's and accounting officer's responsibilities are available and by testing the reliability and integrity of those assurances. This includes responsibility for the effective operation and impact of the memorandum of understanding with the Cabinet Office, the

will all leave at the end of their terms in the same year.

We have sought to mitigate these risks by arranging induction for new Commissioners with two experienced Commissioners and with buddying and shadowing arrangements.

The Commission's main strategic risk in 2021/22 related to insufficient numbers of Commissioners, due to delayed recruitment. This is against a backdrop of rising numbers of competitions, a trend which is only likely to accelerate, particularly with the government's external by default policy.

Connected to this is the risk of inconsistent chairing of competitions, again the delay in recruitment has meant that the more experienced Commissioners

Moving below the strategic level, the Commission's main operational risk during 2021/22 was similar to the strategic risk of loss of experienced Commissioners and is connected to loss of secretariat staff and the delay in recruitment due to the recruitment freeze.

We have sought to mitigate this risk through attempting to agree with the Cabinet Office that, as an independent Arm's Length Body, the Commission should be exempt from the recruitment approvals

process. To date this has not been formally agreed even though the Commission only utilises the Cabinet Office HR functions for efficiency and effectiveness.

provides an independent opinion on the adequacy and effectiveness of the Commission's governance, risk and control arrangements. The internal audit reviews contribute to that opinion. The Internal audit review opinion for 2021/22 is 'moderate' with some improvements required to enhance the adequacy and effectiveness of the framework of governance, risk management and control.

Audit

The Commission's internal audit service is provided by the Government Internal Audit Agency (GIAA) (formerly HM Treasury Internal Audit). The internal audit team advise the chief executive, who is also the accounting officer, and the Audit and Risk Committee.

Results of internal audit work, including action taken by management to address issues, including in audit reports (where appropriate), have been regularly reported to management and the Commission's Audit and Risk Committee.

The external audit of the Commission's accounts is undertaken by the Comptroller and Auditor General, as required by the 2010 Act.

The head of internal audit annually

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Review of effectiveness

As Accounting Officer of the Civil Service Commission, I have responsibility for reviewing the effectiveness of the Commission's governance procedures and controls. During my review, I have consulted the commissioners and the Audit and Risk Committee and have

systems in place to ensure improvements are implemented as required.

I have engaged an internal audit team (the Government Internal Audit Agency) and have consulted them and the National Audit Office regularly on matters of internal control. Both sets of auditors attend all Audit and Risk Committee meetings.

I consider that the processes, checks and controls provided by the Commission meetings, the Audit and Risk Committee and the secretariat team have been effective.

and took up the role on 1 August 2022, however, the previous Chief Executive, Peter Lawrence, retained the Accounting Officer responsibilities for the purposes of signing off these 2021/22 accounts. As part of the final handover process the Accounting Officer has confirmed to the incoming Chief Executive and eventual Accounting Officer that the system of internal controls remained robust up to the date of his departure as Accounting Officer.

No significant governance control issues have been identified in this year.

A new Chief Executive has been appointed