



Meeting of the Civil Service Commission Board
Monday 7 July 2025 12.30 - 4.00pm

Attendees:

Baroness Gisela Stuart	First Civil Service Commissioner	Chair
Stephen Cohen	Commissioner	Board Member
Atul Devani	Commissioner	Board Member
Elizabeth Hambley	Commissioner	Board Member
Paul Kernaghan (via Google Meet)	Commissioner	Board Member
Lea Paterson	Commissioner	Board Member
Chris Pilgrim (via Google Meet)	Commissioner	Board Member
Sarah Pittam	Commissioner	Board Member
Tony Poulter	Commissioner	Board Member
Martin Spencer	Commissioner	Board Member
Elizabeth Walmsley	Commissioner	Board Member
Neil Wooding (via Google Meet)	Commissioner	Board Member
Kate Owen	Chief Executive Officer	Board Member

For item 2

Cat Little	Chief Operating Officer for the Civil Service and Permanent Secretary, Cabinet Office
------------	---

1. Welcome

1.1. The Chair welcomed attendees.

2. Permanent Secretary, Cabinet Office

2.1. The Permanent Secretary to the Cabinet Office provided an overview of key



priorities for recruitment into the Civil Service, which include:

- Recruiting and retaining external talent.
- Making the Civil Service attractive to individuals from all backgrounds.
- Bringing in high levels of technology and artificial intelligence (AI) skills.

3. Minutes, actions and forward look

3.1. The Board approved the April 2025 minutes.

3.2. The secretariat updated on actions from the previous Board meeting and outlined key upcoming dates in the forward look.

4. First Civil Service Commissioner update

4.1. The Board reflected on the discussion with the Permanent Secretary to the Cabinet Office.

4.2. The Chair updated the Board on:

- New Link Commissioner arrangements.
- The Public Administration and Constitutional Affairs Committee's inquiry into ethics and integrity.
- The launch of a new departmental training programme set to commence in August 2025.

5. Audit and Risk Committee (ARC) update

5.1. The ARC Chair updated the Board on:

- Progress in relation to the Commission's 2024/25 Annual Report and Accounts.
- The new bonuses and rewards programme.

6. CSC in the public update

6.1. The Press Officer updated the Board on recent publications and outlined future engagements involving the Commission.

7. CEO update

7.1. The Chief Executive provided an organisational update, covering the Arm's Length Bodies review, the recent Spending Review, and the Commission's

work to trial the potential application of AI for the Commission's service work.

8. Operational update

8.1. The secretariat provided an update on the operational dashboard. All service level agreements continue to be met.

9. CSC strategic framework

9.1. The Chief Executive summarised changes to the strategic framework following the distribution of correspondence to the Cabinet Secretary on the Commission's proposed priority projects.

9.2. The Board agreed the framework and next steps to discuss each of the priority projects at future meetings.

10. Audit plan 2025/26

10.1. The secretariat outlined the proposed audit programme for 2025/26, which will focus on specific departments considered to be at-risk, a number of departments which received interim audits in 2024/25, an enhanced departmental training offer and greater data analysis.

10.2. The proposal was approved by the Board.

11. Interim appointments

11.1. The secretariat summarised known data on the use of interim appointments and proposed a range of options for further investigation.

11.2. The Board agreed that enhanced data gathering on these appointments was required and that a proposal for maintaining oversight of appointments exceeding 12 months should be developed.

12. Meeting wrap-up and actions

12.1. The Chair thanked attendees and provided a summary of agreed actions.