



Letter to Staff

from **Sir Andrew Turnbull**
Head of the Civil Service

ACCELERATING change in the Civil Service will be my priority over the next three years. We all want to deliver better services to the public. My job will be to make sure we achieve this and are recognised for doing so.

Many of you are actively involved in the reform programme, started by Sir Richard Wilson in 1999, and we have achieved a great deal already. We have a Civil Service which is bringing in talented people at all levels, with new skills to add to the expertise we already have. We are on track to making the Senior Civil Service more diverse. We are developing our delivery skills, for example, through better training on project management techniques. And, we are focusing on outcomes and rewarding people for delivery.

I would like us take these changes further. I want to see a Civil Service that delivers results and is respected by the public - where people are proud of what they do and can be trusted to give the best advice and service they can. I would like all Civil Service organisations to plan for the future with everyone heading in the same direction, knowing what they need to do to succeed. And, I want a Service which people want to join and to work with.

We will have to work hard together to get there and there are a number of things to do.

We must **work more closely with Ministers** when developing policy. We all need to know from the start what we want to achieve and be clear that our policies are going to make a difference to people when they are put into practice. And, we must be honest with Ministers - letting them know well in advance if there is likely to be a problem so that we can prepare to deal with it together.

We must have **clear relationships** between the centre, departments and the wider public sector and understand who is responsible for what to avoid duplicating effort. I have made a start by restructuring the Cabinet

Office, creating teams with clear remits who will work together to support you to deliver your change programmes in departments and agencies.

Technology will make a huge impact on the services we provide to the public. We must exploit this to the full so that our customers quickly receive what they want from us. And, we must make it easy for people to contact us and to give us the information we need.

I am placing a high priority on **improving the way we manage and develop people**. I would like everyone to continually strive to reach their potential and to have incentives and opportunities to acquire key skills for delivery, such as project management.

I am looking forward to working with all of you over the next few years. We have a lot to do, and I hope that we will all get a great deal of satisfaction – and enjoyment – from working together to deliver it.

If you have any thoughts on this letter or ideas for making the Service different please e-mail me on www.civil-service.net. I cannot promise to reply to you all personally, but I will read all of your comments.



Andrew Turnbull

Civil Service 2005

- 1. A Civil Service respected as much for its ability to deliver as for its policy skills;**
- 2. A Civil Service which is able to develop long-term plans and make sure they work;**
- 3. A Civil Service that is valued by the public not only for the services it delivers, but for its values of:**
 - integrity and trust**
 - impartiality and readiness to serve all citizens and governments**
 - recruitment and advancement on merit**
 - a make-up that reflects the society it serves**
- 4. A Civil Service which young people and those successful in other walks of life want to join and work with.**