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[By email]

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Dear Chair

FUTURE CIVIL SERVICE

Ahead of my appearance before the Committee on 15th June, I am writing to update you and Committee Members on my priorities and areas of focus nearly four months into the role.

My priority, and the priority of all civil servants, is to deliver for the Government and for the public. The Government has an ambitious agenda and the public rightly has high expectations for our delivery. The country faces a time of global uncertainty and huge technological change, and this represents an inflection point for the Civil Service. Our work has rarely been more important and to deliver we will need to strive for excellence and change how we do things.

My ambition is to build a Civil Service that is a world class organisation to deliver for Ministers and the public: an impartial, curious and engaged Civil Service, with the culture of pride that comes from high performance. To achieve this, I have put in place

a *Future Civil Service* programme, led by the Permanent Secretaries, with three priority areas of focus:

Delivery and accountability

Delivery starts with clarity, accountability, and prioritisation. It is about having a relentless focus on excellence in delivery, being accountable, and serving the public and the Government with purpose.

Accountability starts at the top, and all civil servants should be able to see how their work and objectives are delivering those of Ministers, the Prime Minister, and the public. The Prime Minister has set out his priorities for the Government and these are now explicitly reflected in the new performance and accountability framework for all Permanent Secretaries, better to align their objectives and those of their top teams with those of the Prime Minister. I have also published my own job objectives to increase the accountability of the Civil Service overall. The new No10 Delivery Unit is making strides in gripping delivery of the Prime Minister's top priorities, and their data-led approach is identifying and removing barriers to delivery and working with departments to fix them. To build a world class delivery organisation, I am focused on understanding the skills and capabilities we are going to need in the Civil Service to deliver for the Government and the country now and in the future.

Innovation and productivity

Central to innovation and productivity is being curious, embracing new ideas, and adapting to the use of technology and AI. The Civil Service must learn constantly - from the service frontline, local communities, other countries, the private sector, and from history. AI is the defining opportunity of our generation, as well as the defining challenge. It will fundamentally transform our work, how we operate, and the services we deliver over the coming years. To take safe advantage of the opportunities AI offers across the Civil Service, I am putting in place a programme based on four strategic pillars: tools, talent, transformation, and transition to turbocharge AI in departments.

First, on tools, I want to equip civil servants with the most relevant frontier AI models for their work. Secondly, on talent, the new National School for Government will

serve as our vehicle for talent development, upskilling and building capability, and instilling advanced digital and data literacy in the service, alongside the recruitment of technical experts. Thirdly, to maximise the benefits from safe use of AI, we need progressively to redesign and transform citizen services from the ground up. All departments are introducing an ambitious and deliverable plan to ramp up AI and technology in their areas. Finally, we need to focus on managing the transition itself, with ethical and transparent governance and appropriate guardrails in place.

Pride and trust

Building trust and ensuring all colleagues can take pride in their public service is vital. I believe that pride comes from high performance, and from working for an organisation that is genuinely excelling. For 2026/27, we have introduced performance-related pay for the Senior Civil Service to reward officials fairly for their delivery and for excellence. We are now looking at modernising development schemes, performance frameworks, and recruitment processes.

The environment in which we all work must be grounded in the highest standards. The Civil Service Code and our core values of impartiality, objectivity, honesty and integrity are one of the greatest strengths of the Civil Service. I have begun the process to refresh the Code to ensure it is up to date, well understood, and adhered to across the Civil Service.

Next steps

Success of the Future Civil Service programme depends on a mindset shift and our ability to rise to the challenges facing us. In support of the three *Future Civil Service* pillars, I have asked all civil servants to demonstrate a positive mindset in how we work and what we can achieve: **Make it happen. Make it better. Make it count.**

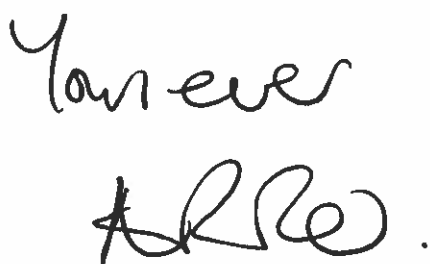
The Civil Service Leadership Standard, which launched last month, is framed around these three behaviours. I am asking all Senior Civil Servants to raise their standards in the everyday habits of leadership: clearer priorities, faster decisions, better performance management, stronger talent development, less tolerance of drift, and more confidence in confronting what is not working.

In support of the Government, my vision is for the Civil Service to be famous for excellence in delivery, for use of tech and AI, and to be trusted by the people we serve. I have agreed with the Prime Minister that I will lead a review into the organisation, performance and transformation of the permanent Civil Service, to set out a vision for the Future Civil Service as a world class institution serving the duly elected Government of the day, building on its strengths. We will publish the terms of reference for this review in due course.

I passionately believe that we must maintain and renew the best traditions of the impartial Civil Service. But alongside that I am ambitious to improve public services for the citizens we serve and delivery for the Government. Like many civil servants I have spoken to since starting in this role, I don't want to settle for the status quo.

During my more than 25-year career in the Civil Service I have seen the remarkable work of our people delivering with pride and professionalism - in frontline services and the centre, across departments and agencies, and across the country. The Civil Service is brilliant. Through the *Future Civil Service programme*, we can, and will, be even better.

I look forward to discussing further when I appear before the Committee next week.

A handwritten signature in black ink, appearing to read 'Yan ever' on the first line and 'ARRe.' on the second line.

DAME ANTONIA ROMEO DCB
Cabinet Secretary and Head of the Civil Service