



Ministry  
of Justice



# ACTION PLAN SUMMARY

## Foreword

*"Where you start out in life  
should not determine  
where you end up"*



Here at the Ministry of Justice we take social mobility very seriously. We believe that where you start out in life should not determine where you end up and so this plan makes sure at the MoJ, you can get in and get on. The Civil Service needs to reflect the society it serves so we make fair, informed decisions in the public interest. We will only achieve the best possible results in the justice system if we pick our people from the widest pool of talent available to us.

We want to make a difference on this issue and this matters to me. The Civil Service has done very well on this in recent years. Jon Thompson the CEO of HMRC and Civil Service Social Mobility Champion, has put it on the map for the Civil Service.

For MoJ, this Social Mobility Action Plan reflects the values-driven leadership of Richard Heaton, our Permanent Secretary, and is part of the wider work led by our Diversity and Inclusion champion, Justin Russell. I'm proud to set out our plan and am very grateful to everyone who has contributed and advised us. It's an ambitious plan but one we're completely committed to and where we've already made good progress.

This is an ambitious plan that goes further than ever in encouraging and enabling social mobility. It does a number of key things:

1. It builds on our award-winning Schools Programme that works with young people and has visited over 18,000 children in 220 schools since January 2017. This year, it will include an extensive work experience offer through our new 'STEP Into Justice' scheme, it will expand into Wales and Scotland and it will encourage those young people to join 'Justice Origins' - our new apprenticeship scheme targeting those from lower socio-economic backgrounds.
2. Commits to investment in non-university graduates so those coming straight from school or college can take up an apprenticeship, there will be short and medium-term

placements open to them in a range of professions and we will take more Fast Track Apprentices than ever before.

3. Aims to attracts an array of talent by working with schools, colleges and universities to offer a range of interventions and opportunities at all levels. We are overhauling the recruitment system so applicants are assessed on their capability and strengths when they apply and not assessed against a competency framework which can discourage applicants from lower socio-economic backgrounds.
4. Removes barriers by expanding our internship intake, offering eMentoring to students and supporting existing staff with our new Catapult mentoring scheme which has already seen 130 mentor and mentee matches. Moving away from competency-based recruitment also removes a perceived and real barrier.
5. Expands our understanding of our workforce through regular data collection, tracking our progress compared with the UK population and segmenting data to see where there are any key groups of staff are disproportionately under represented such as grades, locations and type of work.
6. Ensures career progression is not hindered by background. Support through the Catapult mentoring scheme, strength-based recruitment and selection, and a review of our talent programmes, will all aid career progression.
7. Sets out our work with others, including our suppliers, who we now ensure are committed to social mobility by writing the requirement into contracts. It also commits us to more ground-breaking events across the country in the form of Social Mobility Live events. These were a resounding success in 2017 where academics, private sector, cross-government networks, other government departments and staff came together to have open conversations about this important issue.

I believe this plan will make a real difference. If you have feedback, please let me know.



Matthew Coats

MoJ Chief Operating Officer and Social Mobility Champion

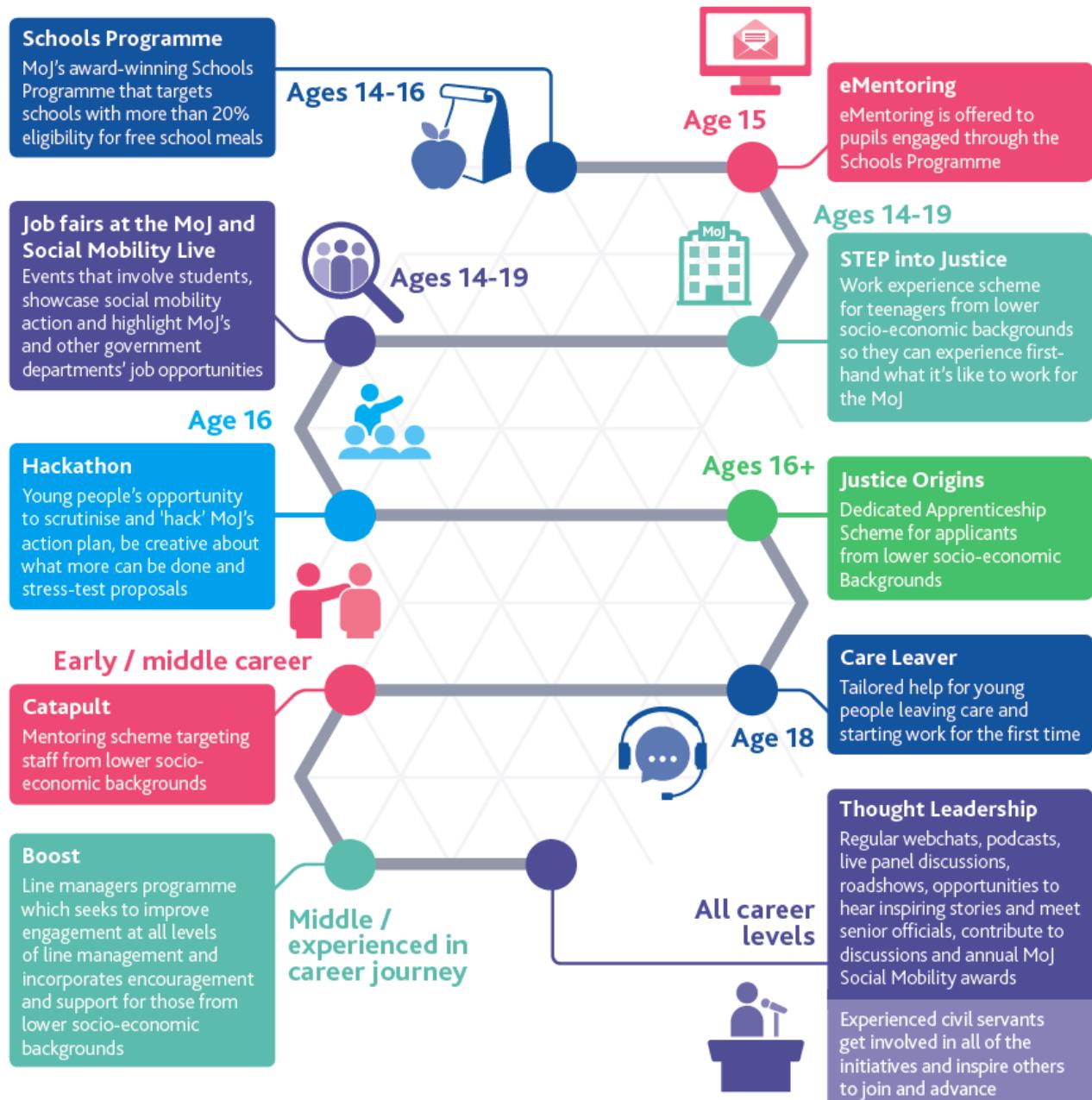
@MatthewCCoats1

Protecting and advancing the principles of justice



# Moj Making a Difference on Social Mobility

Here at MoJ you can get in and get on regardless of background. We attract people based on merit and potential. We care about capability and talent rather than background. There is support at every stage of a potential career journey for people from lower socio-economic backgrounds, from school age children through to experienced colleagues.





## Social Mobility Action Plan

### INTRODUCTION

The Ministry of Justice has worked hard over the past couple of years to make a demonstrable impact on social mobility for the benefit of the public, customers and staff.

MoJ is currently ranked 14<sup>th</sup> on the UK Social Mobility Employer Index of employers taking action on social mobility. This is based on our programmes and initiatives to inspire school children and highlight the careers in MoJ, recruit staff from a range of backgrounds and gather data on staff so progress can be tracked. However, there is more to do to make MoJ truly inclusive and the challenges

are shared with wider society. Just one in eight children from low socio-economic backgrounds is likely to become a high earner as an adult.

Only 6% of doctors, 12% of journalists and 13% working in law are from lower socio-economic backgrounds\*.

This year MoJ is launching its ambitious and comprehensive Action Plan, which focuses on seven key areas of work:

- 1. Working with young people**
- 2. Investing in non-university graduates**
- 3. Attracting an array of talent**
- 4. Removing barriers**
- 5. Expanding our understanding**
- 6. Career progression**
- 7. Working with others**



\*Social Mobility Commission

# MoJ Social Mobility Action Plan

## CONSULTATION

The seven key areas of this plan, along with the detail within each section, have been scrutinised, commented upon and amended. They now reflect views of staff, other government departments, academics and the private sector.

Organisations consulted include:

**Ministry of Justice Staff** – all 70,000 staff were invited to comment on a draft of the plan, join open discussions and attend events across the country.

**Schools Programme Volunteers** – with close knowledge of this subject, they were able to ensure the plan was targeting the right audiences, with the right schemes to make a real difference.

**Making the Leap** – joining MoJ's first ever podcast on social mobility and taking part in Social Mobility Live events, the organisation helped shape plans from an external perspective.

**Bridge Group** – providing feedback on the plan and joining Social Mobility Live Events, the Bridge Group helped to inform plans from the outset.

**Newcastle University** – applied academic scrutiny to the draft content, provided challenge and brought those arguments to stages across the country in open discussions.

**Middlesex University** – got involved in panel discussions and continues to work with MoJ to further shape plans as they evolve.

**KPMG** – brought business challenge to the draft plans, shared best practice and presented at events to bring the subject to life.

**Nissan** – with real life examples of its model and approach to social mobility, sharing the detail behind its success.

**Royal Holloway University of London** – brought an academic perspective to MoJ's first podcast and highlighted what works well and what more needs to be done.

**Cross-Government Social Mobility Network** – joined webchats with staff, input to plans and shared best practice across government.

## WHAT PEOPLE SAID ABOUT THIS PLAN

“This is a very positive, practical plan to achieve greater diversity within MoJ by increasing upward social mobility.”

- Professor Geoff Payne, Newcastle University

“I’m very impressed with the strong commitment and ambition in the plan.”

- Professor Tim Blackman, Middlesex University

“This looks like a fantastic strategy. I really like how you’ve focused it around the seven strands of the Index and really dug down into concrete, tangible actions. Once finished, I hope you’ll be showing this off around Whitehall – other departments should be learning from your ambition and approach.”

- Chair of the Cross-Government Social Mobility Network

“I fully support this approach and feel it really is going in the right direction. The key will be to keep the momentum going and this will lead to improvements.”

- MoJ member of staff

“I think this comes from a really good place – the Schools Programme in particular is brilliant and would welcome its expansion.”

- MoJ member of staff

“The Plan looks good, and addressing this issue seriously will be of benefit to the organisation and society more generally.”

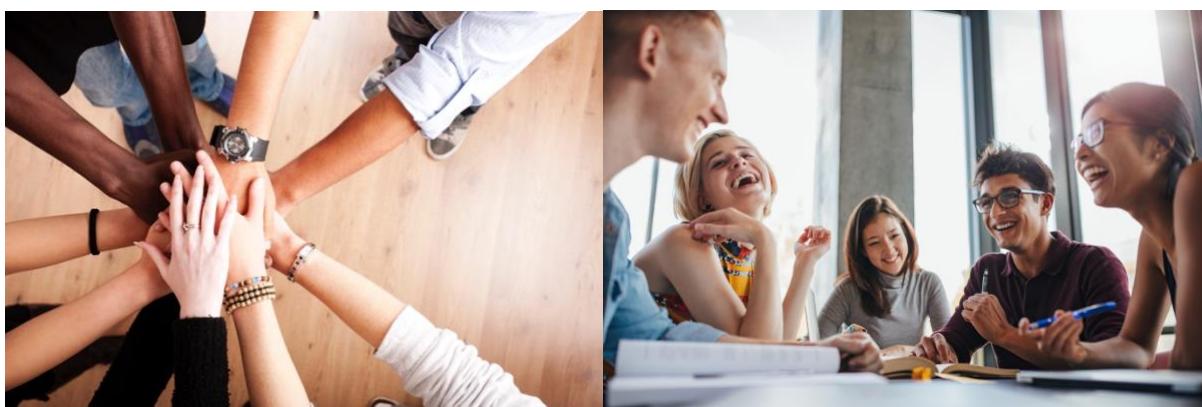
- MoJ member of staff

## **1. WORKING WITH YOUNG PEOPLE**

We want to sow the seed in childhood that there are vast opportunities open to young people when they start their career. Through our award-winning Schools Programme, volunteers visit schools aiming to inspire children to consider MoJ and the wider Civil Service as a career. Options include a range of professions from tree surgeon to accountant.

The scheme has already delivered over 220 events to schools with over 20% eligibility for free school meals, engaged over 18,000 school students and attracted over 500 volunteers within the MoJ. In 2018 we plan to deliver up to 400 events, increase engagement to 25,000 students and expand our volunteer pool to 700.

This year we are targeting social mobility cold spots, with a specific focus on Oldham and Bradford. We will also expand the programme into Scotland and Wales and launch a follow-on offer so children can ‘STEP Into Justice’ in our new work experience scheme offering short term placements from a few days to a few weeks. We have committed to offering 200 work experience placements in 2018 and we are working with Mosaic, an organisation founded by the Prince’s Trust and promoting social mobility, to mentor pupils across England. So far, our 30 mentors have delivered sessions to more than 500 pupils.



## **2. INVESTING IN NON-UNIVERSITY GRADUATES (*routes into work*)**

Our new Justice Origins scheme is a dedicated apprenticeship scheme for applicants from lower socio-economic backgrounds from age 16. This is a new and exciting way of enabling young people to start work and earn a salary while they complete an apprenticeship qualification.

In order to provide a window into working for MoJ, our new ‘STEP into Justice’ work experience scheme will offer short and medium-term placements within a range of MoJ areas covering professions such as Legal, Communications, Commercial, Project Management, Finance, Computing, Digital and much more.

We will continue our long-standing investment in Fast Track Apprenticeships, the cross-government scheme that aims to attract applicants from a range of backgrounds so that our new recruits reflect the public we serve. This year we have more than doubled our investment, employing 85 Fast Track Apprentices compared to 32 in 2016. We are committed to offering apprentices career routes that have parity with graduates. As a result, apprentices are working in a range of high profile and influential roles across the organisation.



### **3. ATTRACTING AN ARRAY OF TALENT (*attraction*)**

We are overhauling our recruitment processes, moving away from competency based selection and interviews, to a strength-based approach. This is a significant change for the Ministry that makes our organisation more open to applicants from all backgrounds and means we assess applicants on potential not polish.

There are many routes into work and we will promote these at universities all over the country, linking university courses to potential professional careers within MoJ. We will highlight our new 'STEP Into Justice' work experience offer and our 'Justice Origins' apprenticeship scheme so that whatever way you came through the education system, you have a way to get in and get on at MoJ.

The highly-successful Civil Service Fast Stream programme is more open than ever and actively encourages applicants with lower socio-economic backgrounds. MoJ will continue to support this scheme, take more Fast Streamers and support and upskill new recruits.

### **4. REMOVING BARRIERS (*recruitment and selection*)**

Summer Diversity Interns have added enormous value to the organisation with 41 joining MoJ in 2017. Some have become longer term employees or joined the wider Civil Service. We will increase the number this year to 50, invest in the interns and provide them with experience of a real role across all aspects of MoJ's important work.

Our new Catapult mentoring scheme for staff from lower socio-economic backgrounds has already attracted over 150 mentors to register and matched 130 mentees already. It involves support, sponsorship and guidance for mentees.

Moving away from competency-based recruitment, which feedback tells us is a barrier to progression in some cases, will mean a more streamlined approach to recruiting based on potential regardless of background.

Our new eMentoring scheme for students will also give them access to experienced civil servants who will support, advise and offer guidance electronically.

We will also target young people who have just left the care system with a new initiative that will offer a route into an MoJ career. Our first recruits will join the Ministry in April.



## **5. EXPANDING OUR UNDERSTANDING (*data collection*)**

If we are to increase opportunities for social mobility, we must understand more about our workforce. That's why we ask new and existing staff about their socio-economic background so we can track progress and make sure we support people where they need it most. This work has started and the second phase of data collection took place at the end of 2017; this will continue in 2018 and we will interrogate the data so we can spot trends in different areas of the business, identify any differences when staff data is broken down by sub-sets such as grade, location, gender or sexual orientation.

## 6. CAREER PROGRESSION

To make sure we enable all our staff to progress, regardless of background, we introduced our Catapult Mentoring Scheme for people from lower socio-economic backgrounds so they have the support, sponsorship and guidance that can help them with their career, development and progression.

Following feedback from staff from lower socio-economic backgrounds, we are moving away from competency-based selection for sifts and interviews to a strength-based approach. This means we select people for roles based on their strengths, capability and potential and aid career progression.

Like all government departments, MoJ supports the government's aim to deliver three million apprenticeships by 2020. The MoJ Apprenticeship Strategy commits to more than 2% of the workforce starting an apprenticeship each year and there are opportunities for new and existing staff to build transferable skills by studying up to Masters level in a range of professional subjects.

We will also look at our talent programmes and ensure staff from lower socio-economic backgrounds are well represented.



## **7. WORKING WITH OTHERS (*internal / external advocacy*)**

Our new approach to working with suppliers means they must take social mobility seriously. We will continue to work with them so that there is focus and measurement of how they attract and retain staff from all backgrounds.

Working even more with academics from across the country, we will involve them in helping to scrutinise our further plans. We will work with them to attract their students from all backgrounds to apply for roles in MoJ and across the Civil Service and continue to discuss emerging issues so our approach mirrors the latest thinking.

Partner organisations played an important part of our work in 2017 and we will expand upon those relationships by including them in our open panel discussions, careers fairs and our Social Mobility Live events across the country in November. These highly successful events attracted over 400 attendees in 2017. The 2018 events will be bigger and better, working again with industry experts, leading figures from the private sector, other government departments and academics in universities.

The cross-government Social Mobility Network is a powerful network of advocates and ambassadors. We will involve them in our webchats, our senior leadership conferences and seek their feedback on our approach to increasing social mobility.



# Your Notes



Ministry  
of Justice



“Where you start out in life should  
not determine where you end up”