



Ministry
of Justice

Social Mobility

MoJ Strategic Plan 2019-22

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



Testimonials in support of the MoJ Social Mobility Strategic Plan 2019-2022



In social mobility it's so easy to talk the talk but not walk the walk. What's so impressive about the Ministry of Justice is its genuine efforts to improve social diversity among its workforce, and its commitment to ask itself difficult and challenging questions. It has become a leader in the social mobility field – an exemplar for other employers to follow.

Lee Elliot Major
Professor of Social Mobility,
University of Exeter



Addressing low social mobility is complex and multi-faceted, requiring action on a number of fronts. This plan is ambitious and comprehensive, but also admirably clear and its outcomes measurable. It is a strong signal of the MoJ's commitment to being part of the solution.

James Turner
Chief Executive, The Sutton Trust



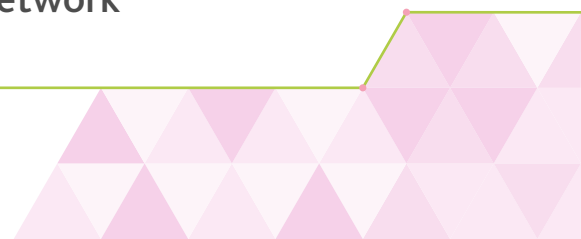
This plan has a scale of ambition and positive action that is truly impressive and an example to every employer. At Middlesex we have enthusiastically worked to support the MoJ's ambition but we have learned from it as well. The plan reflects a real determination to achieve change that in many ways cuts across the grain of British society. It does that with the use of evidence and a commitment to straight-talking about often difficult and challenging issues. This is the Civil Service at its very best.

Professor Tim Blackman
Vice-Chancellor,
Middlesex University



MoJ leads the way in social mobility in our drive to be A Brilliant Civil Service. It is an exemplar for departments in showing the practical steps we can take to be truly inclusive.

Gerri Clement
Co-chair, Cross Government Social
Mobility Network





Social mobility is as vital for the justice system as it is for society. Our social mobility ambassadors are very much engaged with the Ministry of Justice's social mobility programme. It is vitally important that our justice system and the legal sector reflect the diversity of our society and that young people from all socio-economic backgrounds are choosing to enter our profession.

Christina Blacklaws
President of the Law Society
of England and Wales



Having organisations such as the MoJ doing such great work and making such a strong commitment to future action is important for organisations like Grant Thornton. It inspires us to broaden our perspectives further and to challenge ourselves as to what more we can be doing to affect positive change and to drive greater social inclusion. I was proud to have been asked to present at Social Mobility Live in Liverpool; to share our story and

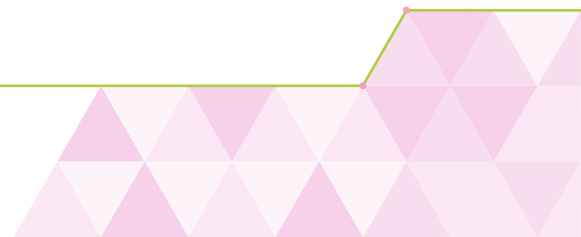
to learn from the other speakers. Working together across sectors in order to tackle this societal challenge is key – it's a privilege to be on this journey with the team at the MoJ.

Richard Waite
Head of Resourcing & Global
Mobility, Grant Thornton



The MoJ's determination to make a meaningful impact on the lives of young people who face barriers to thriving in the workplace has shone through ever since we started working together. The breadth of their ambition at a strategic level is matched by their commitment to delivering high quality action on the ground, with their staff giving young people a great introduction to future employment opportunities. As an organisation, the MoJ is setting a great example for other parts of Central Government to follow."

Patrick Dunne
Chair, EY Foundation



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For MoJ to thrive as an organisation, it must reflect the society it serves at every level.

Diverse backgrounds bring fresh perspectives, helping MoJ to meet the challenges of a complex, rapidly-changing world. We need to attract people to work for us based on merit and potential, rather than polish; on capability rather than cultural capital.

I'm proud to share our third Social Mobility Strategic Plan, which sets out a three-year vision to deliver fundamental organisational change by aligning social mobility with talent and resourcing pipelines. It is an ambitious set of commitments, initiatives and ideas, reflecting the incredible journey we have taken since launching our first plan in November 2017. I'm grateful to everyone who has provided critical friendship, insight and support, helping MoJ to establish itself as a leading voice in the UK social mobility movement.

Our Plan combines targeted, specific activities focused on individuals, with wider initiatives designed to increase scale and reach, and to change attitudes. We have harnessed the energy, passion and creativity of our staff and built strong relationships with organisations across different sectors, leveraging the access, experience and models of our partners to maximise our impact for minimum outlay.

Structural changes, including moving away from competency-based recruitment and selection, are transforming the fabric of the organisation and better data is helping us to develop an evidence-based approach to identify – and remove – barriers. We have built up a profile of the socio-economic backgrounds of our workforce which has provided us with fresh insights into who is being recruited, who is being promoted and individuals' experience of work.

MoJ aims to be an employer of choice for talented individuals from all backgrounds. Our targeted outreach offer has engaged with 50,000 students, delivering almost 600 events through a cadre of 900 volunteers. We have welcomed 250 teenagers from disadvantaged backgrounds into our offices to undertake work experience, mentored 1,650 students and created a higher education offer to engage non-Russell Group university students.

Progression is as important as attraction – we need to help people to get on once they have got in. To do this, we've built an Inreach Strategy to equip staff from all backgrounds with the skills, knowledge and confidence to achieve their potential. Catapult, our sponsorship scheme, has created 360 mentoring matches, enabling staff to access personalised support, guidance and networking opportunities from senior leaders. We offer a wide range of apprenticeship programmes to new and existing staff, delivering 500 starts in 2018/19.

Our nine nationwide Social Mobility Live conferences in 2017 and 2018 featured high profile guests, attracting more than 400 civil servants to help shape the ideas in this document.

This Strategic Plan reflects our Permanent Secretary Sir Richard Heaton's commitment to inclusion, and delivers its objectives in line with the vision of Bernadette Kelly CB, Permanent Secretary at the Department for Transport and Civil Service Social Mobility Champion.

Shaun McNally CBE

Ministry of Justice Social Mobility Champion & Chief Executive, Legal Aid Agency



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

Strategic context

"I want Britain to be a place where advantage is based on merit not privilege; where it's your talent and hard work that matter, not where you were born, who your parents are or what your accent sounds like."

The Right Hon. Theresa May: "Britain, the Great Meritocracy: PM's speech", September 2016

The Civil Service Diversity and Inclusion Plan, published in October 2017, deems recruiting and retaining people from a range of social backgrounds to be a strategic priority.

The MoJ Inclusion and Diversity Strategy aims to deliver a truly inclusive work environment, build a representative workforce and drive up performance through strong and accountable leadership.

Our Strategic Plan challenges the department to reflect the society that it serves by supporting, attracting and retaining diverse talent.

Our approach

MoJ is an organisation that has equality and fairness at its core.

To thrive as an organisation, MoJ must reflect the society we serve, attracting people to work for us based on merit and potential, rather than polish; on capability rather than cultural capital.

Through our Social Mobility Programme, we are building a diverse workforce of individuals from an array of different socio-economic backgrounds, with a broad range of perspectives that enable them to solve problems in different ways to meet the demands of the modern, rapidly-changing modern world.

Our three-year vision is to weave social mobility into the fabric of the organisation, transforming our culture and linking key people processes with a commitment to attracting, recruiting and developing a diverse population of talented staff from marginalised groups. By 2022, we will have achieved our ambition in four key areas:

- Linking outreach to our talent pipeline
- Changing mindsets alongside processes
- Data-driven approach
- Playing a leading role in the UK social mobility movement

Our plan

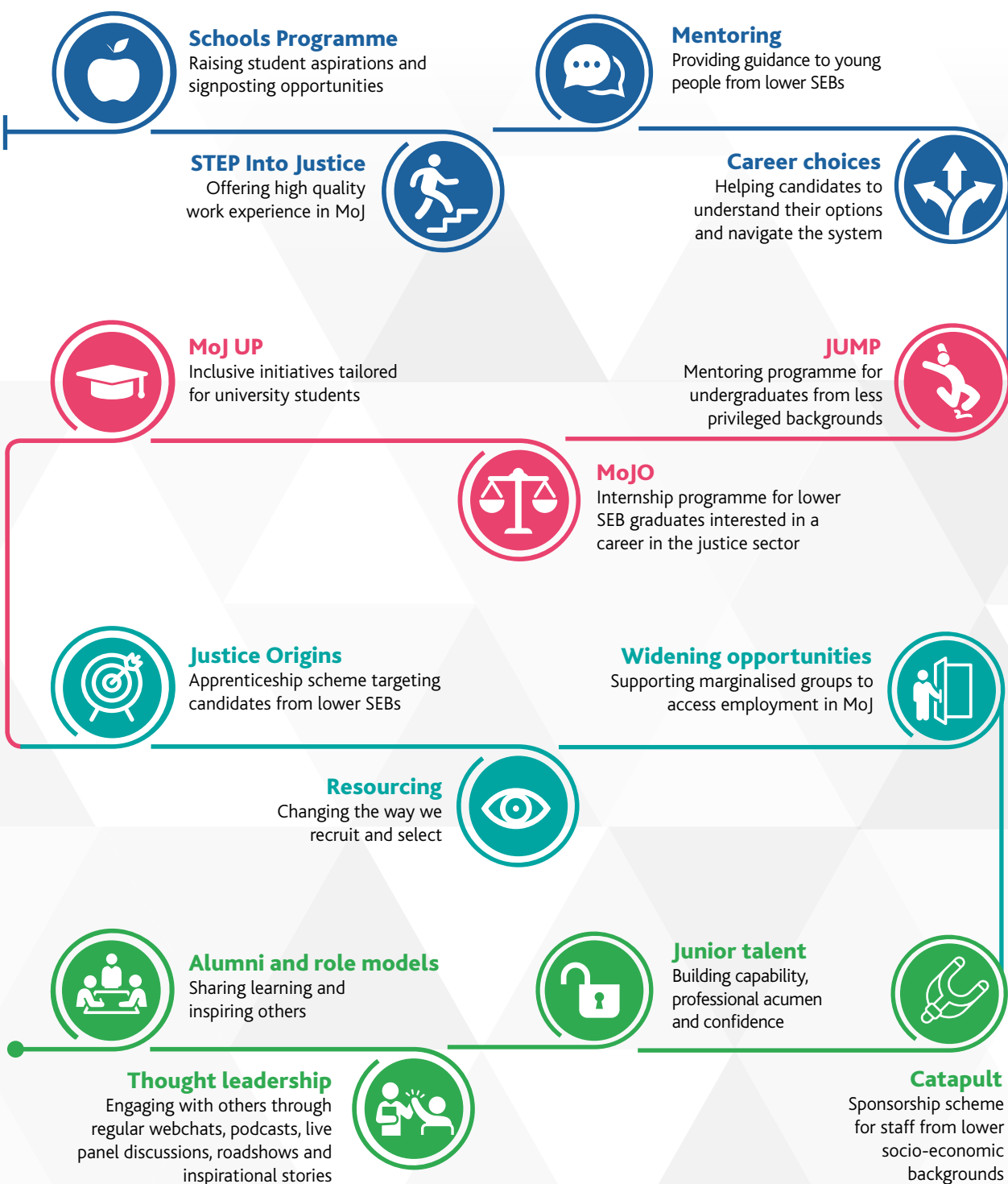
To support our mission, our Plan sets milestones throughout the year, measures what matters and aims to transform our culture, workforce strategy and reputation as a progressive employer that values socio-economic diversity.

It has seven key aims:

- Working with young people
- Investing in non-university graduates
- Attracting an array of talent
- Removing barriers
- Expanding our understanding
- Career progression
- Working with others

Interventions map

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



Achievements

Third in 2018 Social Mobility Foundation Employer Index
out of more than 100 UK organisations

UK Social Mobility Award for **Progression Programme of the Year – Catapult**

ENEI award for **Championing Social Mobility in the Workplace**

Civil Service D&I award in 2017

Highly commended in 2018 Civil Service D&I Awards



900

volunteers



64%

of students who have
attended an event would
consider a career in MoJ



360

Catapult matches

1,650

mentoring relationships
with students from
lower SEBs



575

events delivered to
schools and colleges



Engaged with over
50,000 students



Over

300

work experience
placements

Section 1:

Strategic context

Where you start
out in life should
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The business case for social mobility



To be 'A Brilliant Civil Service', we need to be an inclusive employer with a diverse workforce that reflects all of British society, bringing a wealth of perspectives and ideas for delivering the best outcomes for the UK. The Civil Service is at its best when it reflects the diversity of the country as a whole and is able to understand what the public needs. When people from diverse backgrounds are involved in creating the public services we all rely on, we get better services that work for everyone."

Civil Service Diversity and Inclusion Strategy (2017)

Moj – and the Civil Service – must be exemplary leaders of social mobility by offering opportunities for staff from all backgrounds to achieve their potential. But there is a compelling business case too. Contemporary society depends on technical expertise and the creativity that is generated by different perspectives. As a modern employer, Moj must be able to attract the widest possible range of talent.

The Civil Service Diversity and Inclusion Strategy emphasises the competitive advantage diverse team bring to the increased customer insight into needs of a diverse population that is constantly changing.

It also highlights evidence that shows that:

- Employees who feel valued are more likely to be engaged with their work¹ and inclusivity increases productivity in the workplace²
- Diverse views around the table lead to more innovation³ and new ideas; and
- Greater diversity and inclusion enhances opportunities to attract and retain great people



1. Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology*, 87, 698-714.
 2. Harter, J. K., Schmidt, F. L., & Keyes, C. L. (2003). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. *Flourishing: Positive psychology and the life well-lived*, 2, 205-224.
 3. Nathan, M., & Lee, N. (2013). Cultural Diversity, Innovation, and Entrepreneurship: Firm-level Evidence from London. *Economic Geography*, 89(4), 367- 394.; Díaz-García, C., González-Moreno, A., & Jose Sáez-Martínez, F. (2013). Gender diversity within R&D teams: Its impact on radicalness of innovation. *Innovation*, 15(2), 149-160.

Social mobility in the UK



In its 2018-19 State of the Nation report, the Social Mobility Commission warns that “**social mobility has stagnated over the last four years at virtually all stages from birth to work**”.

The report found that people from affluent backgrounds are almost 80% more likely to be in a professional job than their working class peers. Social background also has a significant impact on other factors including:

Education – 52% of disadvantaged youths leave school without basic qualifications and many get stuck in low paid work;

Pay – Graduates who were on free school meals earn 11.5% less than others five years after graduating; and

Migration – those from working class backgrounds are less likely to move to London, where the largest proportion of new jobs are created.



The Commission’s 2017 State of the Nation report identified a **postcode lottery for social mobility**, warning that Britain is in the grip of a self-reinforcing spiral of ever-growing division.

Inner cities are no longer the worst performing areas for social mobility. Today, these cold spots are to be found in former industrial zones, especially the Midlands, and in remote rural and coastal areas.

The Social Mobility Barometer report by the Social Mobility Commission, published in December 2018, painted a pessimistic picture of a divided nation where there is a strong perception that an individual’s background has a direct bearing on their ability to get on in life. Many believe that where you start out does indeed determine where you end up.

The nationwide survey of more than 5,000 people found that:

- 40% think it is getting harder for people from less advantaged backgrounds to move up in British society;
- Nearly half (46%) said that who your parents are largely determines where you end up in society;
- 75% say poorer people are less likely to go to a top university and 64% say they have less opportunity to get into a professional career.

There is a well-evidenced lack of representation of people from working class backgrounds in key professions in the UK. Conversely, privately educated people are over-represented in influential jobs.

Profession	Working class origin (%)
Doctors	7
Journalists	12
Legal professionals	13
Academics	14

Social Mobility Commission,
State of the Nation (2017)



According to the Sutton Trust, low social mobility and lack of educational opportunity is **“arguably the biggest social challenge of our times: the income gap between the richest and poorest in society continues to widen, while education opportunities remain overwhelmingly dominated by children from the most privileged homes”**.

A 2018 Rare study found that participation in higher education falls to just 10% in some areas, while the top 1% of state schools produce 11% of applicants to top graduate schemes.

Profession	Privately educated (%)
General public	7
Pop stars	20
House of Lords	50
Permanent Secretaries	55

Social Mobility & Child Poverty Commission,
Elitist Britain (2014)



Background has a lifelong effect on earning power too: UK professionals from working class backgrounds are paid £6,800 less on average each year than those from more affluent families. (Social Mobility Commission: **“The class pay gap and intergenerational worklessness”**, 2017)

Civil Service context



People have been a bit uncomfortable talking about 'class'. Unlike other aspects of diversity, it can feel more like looking back – to where we came from, or to an earlier era when these things seemed to matter more – than embracing a more inclusive future. We pride ourselves in the Civil Service on being truly meritocratic. So what socio-economic background (SEB) we came from shouldn't be an issue, right?

Wrong. The Civil Service, and especially the Senior Civil Service, is still seen as elite and 'not for us' by many people from lower SEB backgrounds.

One of the interesting things about SEB is that it's often invisible. In the past, lots of people – me included – have found it easier to 'fit in' to get on. So, we dropped our regional accents (Brummie, in my case), started listening to Radio 4, and adopted the 'right' cultural reference points.

But conformity comes at a price – it's wasted effort for individuals, and our teams and organisations lose the value that diverse socio-economic backgrounds bring. If we're serious about bringing our whole selves to work, people shouldn't have to do this.

Bernadette Kelly CB,
Permanent Secretary, Department
for Transport & Civil Service
Social Mobility Champion



MoJ context



Our aim is to build a strong and successful organisation with a workforce that at every level reflects the diversity of the society in which we deliver our services. We strive to be an open and inclusive organisation that supports the wellbeing of our staff and values and champions difference as a strength.

MoJ Inclusion and Diversity Strategy, June 2017

The MoJ Social Mobility Action Plan forms one element of the department's Inclusion and Diversity Strategy, supporting its three key themes:

- An inclusive workplace – a workplace that is inclusive and flexible, and where everyone is treated fairly and with respect
- A diverse workforce – a workforce that is reflective of our diverse society at all grades
- Fair and accessible services – fair treatment, fair outcomes and equal access for all our service users

A diversity of social backgrounds is a strength and a resource for an organisation. By increasing the opportunities available to people from all socio-economic groups – whether new recruits or existing staff of all ages – MoJ will play its part in increasing social mobility in the UK.

Links between diversity strands and social mobility will be explored in greater depth as the MoJ Social Mobility Programme develops, and as better data becomes available.



Section 2:

Our approach

Where you start
out in life should
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Our mission

MoJ is an organisation that has equality and fairness at its core.

To thrive as an organisation, MoJ must reflect the society we serve, attracting people to work for us based on merit and potential, rather than polish; on capability rather than cultural capital.

Through our Social Mobility Programme, we are building a diverse workforce of individuals from an array of different socio-economic backgrounds, with a broad range of perspectives that enable them to solve problems in different ways to meet the demands of the modern, rapidly-changing world.

We are using our learning to inform and inspire other organisations.



Our ambition

Since launching our first Action Plan in November 2017, the MoJ Social Mobility Programme has developed and delivered an effective strategy to help individuals from a range of socio-economic backgrounds to get in and get on.

Our three-year vision is to weave social mobility into the fabric of the organisation, transforming our culture and linking key people processes with a commitment to attracting, recruiting and developing a diverse population of talented staff from marginalised groups. By 2022, we will have achieved our ambition in four key areas:

Linking outreach to our talent pipeline

We will work with HR colleagues to put social mobility front and centre in our people processes by:

- influencing the development of an innovative junior talent pipeline to unearth diverse skills, perspectives and insight; and
- creating and delivering social mobility initiatives to provide short, mid and long-term resourcing options to meet the department's needs, whilst transforming our workforce.

Changing mindsets alongside processes

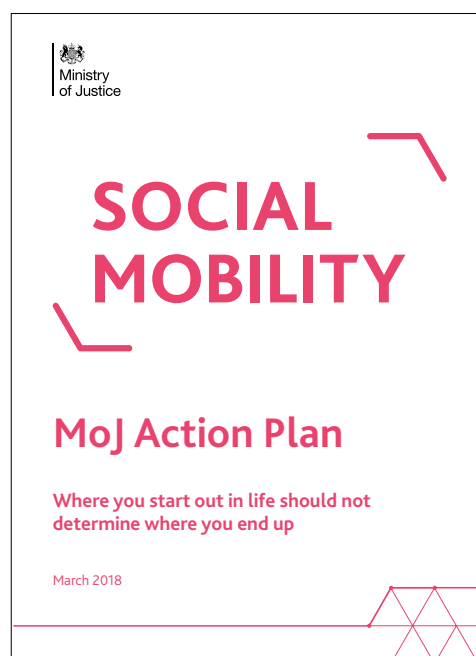
We will continue to transform MoJ into a place where the diversity of social background is a source of pride, where everyone comfortable talking about who they are and where they come from.

Data-driven approach

We will measure and track the socio-economic background of all our staff, identifying barriers and devising solutions to overcome them.

Playing a leading role in the UK social mobility movement

We will share our learning with others, building alliances to promote social mobility and sharing best practice to promote the agenda across boundaries.



Our objectives

By 2020

- Make MoJ a leading employer that openly values social inclusion and promotes social mobility (measure: Social Mobility Foundation Employer Index; People Survey 2019).
- Build a coherent and comprehensive picture of the socio-economic backgrounds of staff in MoJ using Civil Service measures (measure: responses to SEB questions on HR systems).
- Promote diversity of socio-economic backgrounds in line with Civil Service Diversity and Inclusion Strategy and MoJ Inclusion and Diversity Strategy by increasing awareness of social mobility in the workplace, linking to MoJ Values narrative (measure: improved awareness of Social Mobility Programme activities; communication metrics).

By 2022

Identify and remove the barriers that prevent staff from achieving their potential, attracting and optimising talent from all backgrounds (measure: increased representation of staff from lower socio-economic backgrounds in influential roles).

- Open up more senior level opportunities to non-London based staff (increase in non-London SCS).
- Establish social mobility as an integral driver of workforce strategy, shaping the experiences of all employees for the better, visibly promoted by leadership as per the Civil Service Diversity and Inclusion Strategy (measure: higher recruitment and improved rates of progression for staff from lower SEBs).
- Demonstrate progress to achieve societal average in top five Civil Service socio-economic background measures (measured via supporting scorecard).



Social mobility target operating model

Now

Incomplete workforce socio-economic background data

Perceived lack of progression for staff from lower SEBs into influential jobs

London-centric organisation

Visible and invisible barriers

Demographic imbalance (Operations roles versus HQ/Private Office/Policy)

Lack of lower SEB-specific resourcing and talent pipelines

Groupthink / limited perspectives and impact on decision-making

2022

Socio-economic background data for all staff is captured on HR systems

Clear progression routes for staff from lower SEBs

Better opportunities for staff outside London

Identify issues and co-design solutions with staff from lower SEBs

All MoJ areas have a balance of staff that reflects society

Defined attraction and recruitment routes for individuals from lower SEBs

Diverse and inclusive workforce offering myriad perspectives,
leading to improved policy-making

Understanding our workforce

The Civil Service has published five socio-economic background (SEB) measures which the Civil Service and other employers will use to understand the socio-economic diversity of workforces and applicants.

The five SEB measures are:

- Highest qualification of the individual's parent/ guardian/carer
- Parental occupation
- Type of secondary school the individual attended
- Eligibility for free school meals
- Self-assessment of socio-economic background

These measures will be incorporated onto MoJ HR systems in late 2019. Staff will be asked to respond to eight questions relating to the five measures. This will enable socio-economic background data to be gathered alongside diversity data about protected characteristics.

Data is collected on an entirely voluntary basis and used anonymously – it will not form the basis of any individual recruitment decisions.

We will use these measures to formulate an accurate picture of the workforce, devising a balanced scorecard to track progress and enable comparison with the UK baseline, once it has been established. In the interim, we will continue to measure our progress by using the data gleaned from the People Survey (see Measuring our progress).



Measuring our progress

MoJ included two questions in the 2017 and 2018 People Surveys to gather information on the socio-economic backgrounds of staff.

We asked staff to assess their socio-economic background at age 14 and now, against three ratings (lower, intermediate or higher) based on occupation, education and housing.

Using this data – while acknowledging its limitations – we measured our progress against the following targets:

Who gets in?

Close the gap between the proportion of staff who come from lower socio-economic backgrounds compared to the UK population.⁴

Measurement: Increase the proportion of staff entering the organisation who assess their SEB aged 14 as lower.

Who gets on?

Reduce the difference between the proportion of staff from lower socio-economic backgrounds in different grades and b) different business areas.

Measurement: reduce, from one year to the next, the difference between the % of staff in a grade or business area who are from a lower SEB aged 14 and the % of all staff.

How does it feel?

Achieve a year-on-year rise in People Survey scores relating to experience of work of staff who self-assess as being from a lower socio-economic background.

Measurement: reduce, from one year to the next, the difference in People Survey scores of staff who report themselves as being from a low SEB now and all staff.

4. The baseline for the UK population will be determined by the Cabinet Office, using information from UK businesses and public sector organisations who have profiled their workforce's socio-economic diversity by asking staff to respond to eight questions relating to the four (five for the Civil Service) set SEB measures.

Where are we now?

2018 People Survey findings

The overall socio-economic background questions response rate went up from 62% to 63% in 2018.

There is a distinct gap between business areas (staff that self-assessed as coming from a lower SEB at age 14 varied from 31% in MoJ HQ to 40% in OPG and LAA).

Becoming an MoJ employee is associated with upward social mobility (total self-assessing as lower SEB now in 2018 is 15%, a 19% drop compared to the lower SEB at age 14).

Progress against targets (2018 vs 2017)

Who gets in?

Around a third (34%) of MoJ staff that reported themselves as from a high/medium/low socio-economic background said they came from lower socio-economic backgrounds.

Who gets on?

The proportion of staff who self-assess as coming from a lower SEB at Age 14 is consistent (between 30-36%) across all grades, except for the Fast Stream (17%). This includes an SCS total of 30%. There has been a small increase in almost all grades compared to 2017.

How does it feel?

Staff who self-assess as lower SEB now still have a 7% overall lower engagement score than intermediate and high colleagues [no change from 2017].

In 2018, compared to their peers, staff who self-assess as lower SEB now were 9% less positive about their work [an improvement of 1%], 8% less positive about inclusion and fair treatment [no change] and 7% less positive about learning and development [an improvement of 2%].

These results have a margin of error of $\pm 1\%$.

Advocacy and engagement

The MoJ Social Mobility Programme is supported by a regular drumbeat of communications including webchats, live streamed discussions, Q&As, blogs, articles, videos, stalls and newsletters.

We have developed partnerships, built relationships and shared our learning and thought leadership with a wide range of internal and external stakeholders.

MoJ Social Mobility Live, which took place across England, Scotland and Wales, attracted more than 400 cross-government staff and featured inspiring guests including Government Chief People Officer Rupert McNeil, Professor Lee Elliot Major, Glasgow Council Executive Director of Education Maureen McKenna OBE, EY Foundation Chief Executive Maryanne Matthews and many more.



Transforming our organisation

The MoJ Social Mobility Programme is an outcome-focused approach to delivering long-lasting organisational transformation.

Our Plan sets milestones throughout the year, measures what matters and aims to transform our culture, workforce strategy and reputation as a progressive employer that values socio-economic diversity.

It is a living document that will be reviewed on a monthly basis by the MoJ Social Mobility Steering Group chaired by Shaun McNally CBE.

Quarterly updates are provided to the MoJ Equality, Diversity and Inclusion Forum, chaired by Permanent Secretary Sir Richard Heaton.

Our Plan has seven key aims:

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



Section 3:

Our plan

Where you start
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Aim 1: Working with young people

Goal – Reaching out to all of the country's talent by providing well-evaluated programmes which provide routes into MoJ for everyone who has the ability and the ambition.

Ref	Activity	Purpose	Action
1.1	Schools Programme	Inspire and motivate students to reach their potential by delivering targeted programmes which remove barriers and enhance employability whilst demonstrating the range of roles and careers available in the department and Civil Service.	<ul style="list-style-type: none"> • Increase cross-government collaboration and develop joint schools programme in key locations – ongoing; • Mailing list for students 16 – 18 to support tracking – Dec 19 • LinkedIn group for students 18+ to track career path – Jun 2019 • Deliver new products based on different educational stages – Nov 20 • Deliver 30 events in Wales – end of 19/20 academic year
1.2	STEP Into Justice	Allow students to experience work in a Civil Service organisation and cultivate their interest in MoJ as a future employment option.	<ul style="list-style-type: none"> • Deliver 200 placements annually in a range of MoJ business areas – ongoing • Interventions and signposting for students to support future applications – Mar 20
1.3	Mentoring Third party providers (Mosaic, Social Mobility Foundation, Stephen Lawrence Charitable Trust) JUMP	Prepare students for the world of work via mentoring with current MoJ employees; improve knowledge of recruitment process and support during application and interview.	<ul style="list-style-type: none"> • Work with providers and increase uptake via targeted communications campaigns – ongoing • Identify new third-party opportunities to provide mentors to students from lower SEBs – ongoing • Expand JUMP programme to 12 non-Russell Group universities – Dec 22

Schools Programme Pathway

MoJ is committed to offering a sustained programme of development opportunities for students who are engaged with our Schools Programme.



900
volunteers from
across MoJ
business areas



575
events at schools, colleges
and universities across
England, Scotland and Wales



Engaged with
more than
50,000
students

We have set ambitious targets to build on the momentum generated by the MoJ Schools Programme Pathway.

	2017	2018	2019	2020	2021	2022
Schools Programme volunteers	483	781	1,000	1,300	1,600	2,000
Schools Programme events	204	427	650	900	1,200	1,500
Student engagement	14,420	32,335	55,000	75,000	100,000	120,000
Work experience	N/A	200	450	700	1,000	1,200
Mentoring matches	550	1,000	1,600	2,200	2,800	3,400

Schools Programme

The award winning MoJ Schools Programme was developed in October 2016 to increase awareness, build confidence and enhance the career aspirations of young people as they transition from school to employment.

It is targeted at institutions with more than 20% eligibility for free school meals to inspire candidates from less advantaged backgrounds. The programme delivers products and services including employee presentations, CV and application workshops, mock interviews and careers advice.

The Schools Programme Cycle is designed to support the Social Mobility Ambassador role to ensure we provide a structured approach from initial interest in the MoJ as a potential employer, through to application and employment.

Education in Wales is a devolved issue, necessitating a bespoke approach which has been led by HMPPS.

HMPPS in Wales have worked with the Welsh Government to target 61 schools that have >20% eligibility for Free School Meals, committing to delivering 30 events during the 19/20 academic year.

The Schools Programme in Wales has worked closely with Careers Wales to build a presence on the Education Business Exchange, an online platform linking employers with educational institutions.

In 2019, HMPPS in Wales aims to create social mobility champions across the country.



I joined the Schools Programme because I felt it was important that I give back to society but I wasn't expecting the experience to feel rewarding. Getting young people to open up and to talk candidly about, as well as embrace, their aspirations is both humbling and a privilege.

Cindy Pencil,
Development Manager, Legal Aid Agency



Mentoring

Social Mobility Ambassadors mentor students to nurture their skill sets, improve confidence and raise aspirations.

MoJ partners with the Social Mobility Foundation, Mosaic (The Prince's Trust) and the Stephen Lawrence Charitable Trust to deliver mentoring to less privileged students.

MoJ also delivers JUMP (Justice Undergraduate Mentoring Programme) which matches students from lower socio-economic backgrounds who are studying law or politics at non-Russell Group universities, with professional mentors.



Over **1,600** students
have been mentored



20
students from two
non-Russell Group
universities have been
mentored via the
JUMP scheme since
January 2019



If I had to describe one key outcome, I would simply say that Ismaeel is significantly more prepared than he was at the beginning of the process. On a personal level, it is hugely satisfying to know that I have contributed and shared my experiences.

Neil Bhojraz,
Senior Project Manager,
MoJ, Social Mobility
Foundation mentor



It is more than what I hoped for. I am very happy I was given this opportunity, it has helped me a lot. I don't think I would have ever known about these job opportunities from another source and to be honest I didn't know I was eligible to apply for any of these. It was great news while reading through and gave me hope for a better future.

Stefania Adela,
Middlesex University
student and JUMP mentee



Aim 2: Investing in non-university graduates

Goal – Structured and highly-valued non-graduate routes that offer comparable progression to graduate programmes.

Ref	Activity	Purpose	Action
2.1	Apprenticeships	Wide range of apprenticeship programmes that will enable new recruits and staff from lower SEBs to access higher level learning programmes including Degree and Masters levels.	<ul style="list-style-type: none"> • Increase the number and variety of apprenticeships to support increased entry routes to professions and functions – Autumn 20 • Gather SEB data for apprenticeship applications – Dec 19
2.2	Justice Origins	Internal apprenticeship scheme up to degree level will act as an alternative to university. Open to any candidate from a lower SEB without age limit.	<ul style="list-style-type: none"> • Increased focus on 16-18 school and college students to increase applications – Dec 19 • Collaboration with DWP to utilise Job Centre interventions to increase talent pool – Sep 19 • Build profession specific schemes in MoJ – May 20
2.3	Talent pipeline	Working collaboratively with MoJ HR talent team to incorporate apprenticeships into talent pathways and programmes for new and existing staff where appropriate.	<ul style="list-style-type: none"> • Undertake review of link between talent and social mobility outreach work – Sep 19 • Weave social mobility into MoJ junior talent approach – Dec 19
2.4	Mentoring	Increased mentoring activity with potential candidates looking for employment as an alternative to university.	<ul style="list-style-type: none"> • Embed mentoring as a development tool for staff in MoJ – Mar 20 • Develop a range of mentoring programmes for 16-18-year-old students – Jan 20 • Devise a process for using mentoring to support all candidates from lower SEBs – May 20

Apprenticeships

A commitment to social mobility is at the heart of MoJ's Apprenticeship Strategy, which aims to deliver more than 1,500 apprenticeship starts per annum by 2020.

The Apprenticeship Strategy focuses on quality – offering non-graduate routes which have parity with established graduate programmes. New and existing staff are encouraged to study higher and advanced level apprenticeship programmes to gain undergraduate and post-graduate qualifications.

MoJ has doubled the number of young people it recruits via the Cabinet Office Fast Track Programme, providing around 100 new roles for learners from a wider social mix as an alternative to university.

Apprenticeships will form a key part of the MoJ talent acquisition strategy by 2020, alongside creating opportunities for existing staff to develop their career.

Development of the Custody & Detention apprenticeship will provide qualifications to Prison Officers recruited from a range of socio-economic backgrounds.

Justice Origins – the MoJ Apprenticeship Scheme – will target young people in disadvantaged areas.

Case study



After leaving school at 16 and because my parents were not able to offer financial support, I did not get the opportunity to further my education. If I'm honest, I never even thought about gaining higher level qualifications as it was not an option and I needed to earn an income to help support my family. After working in the MoJ for over four years I was supported by my line manager to apply for the Chartered Management Degree Apprenticeship. Whilst this is extremely challenging, I have been able to earn and learn at the same time and it has enabled me to progress in my career and given me the confidence to take on new challenges. I feel that this has provided me with new opportunities and has made me a much more effective and efficient member of staff.

Joanne Moore,
Business Manager, Data and
Analytical Services Directorate

Justice Origins

Justice Origins is the MoJ apprenticeship scheme aimed at candidates from lower socio-economic backgrounds. This initiative is designed to encourage applications and remove barriers to employment. Once recruited, successful candidates will be trained and developed by undertaking an apprenticeship programme.

Aim

- Provide an entry route to the MoJ for candidates from marginalised groups
- Directly support candidates to navigate the recruitment process, removing unnecessary barriers where possible
- Support existing MoJ recruitment to generate a workforce that better represents the community we serve
- Provide a clear link between social mobility outreach activity and MoJ's talent pipeline

Purpose

The MoJ Social Mobility Action Plan sets out the department's commitment to build a diverse workforce of individuals from an array of different socio-economic backgrounds, with a broad range of perspectives that enables them to solve problems in different ways to meet the demands of the modern, rapidly-changing world.

Justice Origins supports this aim by actively targeting those groups who previously would not have applied for Civil Service roles or viewed the Civil Service as a viable career. Utilising the established Schools Programme outreach approach, Justice Origins will provide a link between building aspiration, work experience and the realisation of employment opportunities in MoJ and the wider Civil Service.



Aim 3: Attracting an array of talent

Goal – Develop an innovative and far-reaching approach to attracting talent from an array of sources to maximise the labour pool and increase diversity of thought, background and perspective.

Ref	Activity	Purpose	Action
3.1	University strategy	Increased focus and ambition to attract talented graduates from non-Russell group universities by making MoJ an employer of choice.	<ul style="list-style-type: none"> 20 annual MoJO internships providing paid work for students to learn about the MoJ and participate in real projects – annually Improve outreach with universities to encourage learners from lower SEB to consider Civil Service as a career option – Mar 20
3.2	Schools Programme	Attract talented students from lower socio-economic backgrounds and via careers fairs, mock interviews and in-house material developed to engage with students.	<ul style="list-style-type: none"> Increased activity in social mobility cold spots – ongoing Increased activity within Scotland and Wales – ongoing Increased focus on hosting events where vacancies exist – Dec 19 Deliver 30 events in Wales – end of 19/20 academic year
3.3	Work experience (STEP Into Justice/ School21/Civil Service Work Experience Scheme)	Provide practical work experience placements, allowing students to experience the world of work and position MoJ as an employer of choice.	<ul style="list-style-type: none"> 250 STEP Into Justice work experience placements – annually Eight placements annually to School 21 project – ongoing Provide 75 placements for CS WE programme – Dec 22 Build internal engagement through targeted communications – ongoing
3.4	Partnerships	Use external partnerships to tap into talent pool.	<ul style="list-style-type: none"> Partner with third sector organisations to increase applications from lower SEB candidates – ongoing Increase Movement to Work placements – Dec 19
3.5	Cabinet Office schemes (Fast Stream, SDIP, EDIP, Civil Service Autism Exchange Programme)	Attract talented and ambitious graduates and non-graduates via Cabinet Office schemes.	<ul style="list-style-type: none"> Over 50 placements within MoJ – annually

Work experience

MoJ is committed to offering opportunities for students from lower socio-economic backgrounds to access quality work experience placements to improve their career prospects.

Through work experience MoJ demonstrates why it is an employer of choice, building affinity with students interested in pursuing careers within the department.

MoJ delivers an in-house initiative called 'STEP Into Justice', for students aged 14-24 who meet defined eligibility criteria.

MoJ also supports the London-based School 21 Real World Learning Project and the Civil Service Work Experience Scheme, offering a range of placements across a variety of business areas.

Feedback from students has been extremely positive with many commenting on the welcoming nature and diversity of the organisation.



The experience has reinforced my belief that this is the right career for me and having the chance to gain practical experience and knowledge has been invaluable. When I leave education, I will be applying for opportunities within the MoJ as I have seen first-hand what a fantastic organisation it would be to work in.

**STEP Into Justice
participant feedback**



We are delighted to be supported by the Ministry of Justice to provide opportunities to the young people we support across the UK. The Ministry of Justice is providing work placements and mentors in areas of the country with some of the lowest levels of social mobility, and therefore is demonstrating its commitment to opening up the Civil Service to people from all backgrounds.

**Isobel Plant, Regional
Development Manager,
Social Mobility Foundation**



**Since January
2018, MoJ has
hosted over**

250

**STEP Into
Justice students**



**18 from
School 21**



**And 80 via
Civil Service Work
Experience Scheme**



**100%
of students
would recommend
taking part in the
scheme**



Being at the MoJ has made me more aware of the legal system, I've been on visits to courts and Parliament which have been incredible and now I'm sure I want to pursue a career in either law or politics. Not only has this been an eye-opening and exciting experience, but our mentors have also been incredibly supportive and interesting people to talk to.

Ava

School 21 student

MoJ has been a fantastic partner for School 21. For the third year in a row, they have offered our students several real world learning opportunities where students have developed skills and insights from the Civil Service. They provide well-resourced support and empathic project teams, who get to know our students well and work as empowering role models and line managers. They invest in their development and genuinely care about our young people! It is a privilege to have them as a partner.

Hannah Barrett,
Programme Lead for Real
World Learning, School 21

University strategy



MoJ UP

Inclusive initiatives tailored for university students



JUMP

Mentoring programme for undergraduates from less privileged backgrounds



MoJO

Internship programme for lower SEB graduates interested in a career in the justice sector

To attract talent from diverse sources, MoJ has developed a structured university offer with an explicit focus on engaging with students from non-Russell group universities who would not normally consider a career in the Civil Service:

MoJ UP – A tailored range of products and services to raise aspirations, awareness of career opportunities and knowledge of the work undertaken by MoJ and the Civil Service.

Students have visited MoJ for Experience Days to hear and learn about opportunities in MoJ, inspiring a future generational workforce to raise their own aspirations and believe that there is a place for them in the Civil Service.

MoJO – An internship programme providing funded placements for third year graduates in a range of MoJ business areas.

JUMP – An undergraduate mentoring programme to support students from less privileged backgrounds to access roles in MoJ and other Civil Service employers.

Our long-term aim is to link this outreach activity with MoJ's talent pipeline, tapping into a rich vein of undiscovered, diverse capability, perspectives and skills.

Aim 4: Removing barriers

Goal – Identify and remove hurdles that will disproportionately affect those from lower socio-economic groups. Develop a system that judges potential rather than past academic performance or polish.

Ref	Activity	Purpose	Action
4.1	Link recruitment with social mobility initiatives	Make the link between outreach and recruitment by bridging the gap through raising awareness of roles and offering tailored support for applications	<ul style="list-style-type: none"> Support recruitment campaigns to target under-represented groups – Dec 19 New Futures Network to provide opportunities for the prison population – ongoing
4.2	Tailored programmes for marginalised groups	Offer opportunities for individuals from marginalised groups who have not been able to engage with Civil Service opportunities, linking with Reducing Reoffending initiatives.	<ul style="list-style-type: none"> Going Forward Into Employment Phase 2 – 2019 Care leavers Cohort 3 – summer 2019 Project Prosper trial – Sept 19
4.3	Improve recruitment and selection methods	Blended recruitment approach through Success Profiles will help improve opportunities for all by focusing on ability and potential.	<ul style="list-style-type: none"> Implementation of Success Profiles by end of 2019 Name-blind sifting of all applications – completed, ongoing review All SCS recruitment to include diverse panel – completed, ongoing review Target for delegated grades increased from 30% to 75% to be met by end 2019
4.4	Data analysis	Increased use of internal HR data to understand what barriers are in place at key points of the recruitment process. This will enable the development of more effective tools and processes to ensure a fair and equitable recruitment process.	<ul style="list-style-type: none"> Monthly report on resourcing data – ongoing Deep dive into recruitment data for 2018 – Jun 19 Deep dive into recruitment data for 2019 – Apr 20
4.5	Unconscious bias training	Ensure that all staff participating in the interview and selection process have received some form of unconscious bias training.	<ul style="list-style-type: none"> Online mandatory unconscious bias training for recruitment managers and interview panel members – ongoing Face-to-face training for all SCS – May 19 Train the trainer from late 2019

Changing how we recruit

Recruitment and selection practices which favour “polish” rather than focusing on potential can create barriers for individuals from lower socio-economic and minority backgrounds.

- In our 2017 Social Mobility Action Plan, we made the commitment to move away from a competency-based system which focuses on previous experience as an indicator of future success. We developed a more sophisticated, blended approach to recruitment and selection which assesses a candidate's potential to perform, as demonstrated by their natural strengths.
- The LAA moved to strength-based recruitment and selection from the beginning of 2018.
- MoJ is transitioning to Success Profiles through 2019. The Success Profile Framework assesses candidates against a range of elements using a variety of selection methods. This will give the best possible chance of finding the right person for the job, driving up performance and improving diversity and inclusivity.



Targeting “cold spots”



Justice Origins

Apprenticeship scheme targeting candidates from lower SEBs

Widening opportunities

Supporting marginalised groups to access employment in MoJ



Resourcing

Changing the way we recruit and select



Social mobility “cold spots” are areas where educational and career prospects are too often limited from the outset of an individual’s life. MoJ has focused activity in these areas to try to make a difference to the outcomes of the local population.

In Bradford, MoJ collaborated with the EY Foundation in June 2018 to support a group of 16-17-year olds through a pre-employment programme called **Smart Futures**.

Supported by 25 MoJ volunteers, the programme included intensive employability skills training, paid work experience at MoJ offices in Leeds and mentoring support for a year.

Impact data

- 92% of students felt very confident that the careers support they have received to date would help them get a future job compared with 57% pre-programme
- 83% of students felt very confident working in a team, up from 14% pre-programme
- 100% of students achieved a Chartered Management Institute qualification.



I’ve always been quite a confident person, but the programme has given me an extra boost and that was down to the business experience with the Ministry of Justice. Being told that I would go far in life really lifted me.

Qasim – 17, Ministry of Justice / EY Foundation Smart Futures, Bradford, June 2018



Every young person, regardless of circumstance, deserves the opportunity to unlock their potential in the workplace. Our partnership with the Ministry of Justice has enabled us to support young people from Bradford who face significant barriers to successfully transitioning into fulfilling employment.

Maryanne Matthews,
Chief Executive,
EY Foundation

OPG case study

The Office for the Public Guardian (OPG) has delivered a Sector Based Work Academy (SBWA) to help people who are ready for work and receiving benefits, to secure employment.

The Sector Based Work Academy (SBWA) is a scheme overseen by the Department for Work and Pensions (DWP) to help employers meet immediate and future recruitment needs, as well as recruiting a workforce with the right skills to sustain the needs of the business.

This supports social mobility by providing a route into work for people from lower socio-economic backgrounds, especially individuals who are long term unemployed and require additional support and development to return to work.

Candidates undertook four weeks of accredited classroom based learning at Birmingham Metropolitan College, followed by a week of practical work experience at OPG, culminating in a guaranteed job interview for an administrative role.

In total, 10 of the 16 candidates were successful and offered a position within OPG, resulting in a conversion to work rate of 63% – the highest of any organisation in the West Midlands to date.

OPG will run a second pilot in Birmingham in summer 2019, and is working with DWP to deliver a SBWA in its Nottingham office in late 2019.



I found the academy an excellent experience, I worked with a vast, eclectic range of people with differing skills. I got to learn what the OPG does and how vital it is to people's lives.

Sean Ralph

Reducing reoffending, increasing social mobility

MoJ's work to reform and rehabilitate prisoners is actively enabling social mobility in some of the most disadvantaged communities in the UK.

- MoJ will invest up to £6.4m in an accommodation pilot scheme to support individuals released from three prisons, Bristol, Leeds and Pentonville.
- HMPPS is running three pilots to deliver on its commitment to tackling rough sleeping. The pilots will support low risk male prisoners who are serving under 12 months and who have been identified as being at risk of homelessness on release from custody to secure and sustain accommodation.
- Prison governors have been given the freedom to design education strategies that meet the needs of their specific prison demographics, delivering the learning that can help every prisoner gain the necessary skills and qualifications that will support them in their rehabilitation and future employment aspirations.
- The New Futures Network has been set up to help those in our prisons, regardless of background, to find their way in to the jobs market. We are focusing on making sure that anyone in our prisons can get the skills they need to settle in to a real job on release. This will enable them not just to settle but also build a life for themselves for their families and those in their communities. All of this reintegrates those who have been most vulnerable in our societies to build a future with hope and enable them to contribute more widely.
- The New Futures Network comprises of 300 employers working in prisons, with a further 200 employers engaged in discussions with HMPPS.



Supporting marginalised groups

MoJ is actively enabling social mobility in some of the most disadvantaged communities in the UK by building, supporting and delivering a range of initiatives that offer opportunities to ex-offenders, care leavers and individuals who have experienced crisis in their lives.

Going Forward Into Employment is an MoJ-led cross-government project to recruit men and women into the Civil Service on release from prison.

Studies show that the extent and frequency of offending reduces when offenders gain employment on release. Despite this, only 17% of those released from custody managed to secure P45 employment a year later.

Going Forward Into Employment is an opportunity for the Civil Service to lead by example by demonstrating to employers that ex-offenders are an untapped resource with a wealth of skills to offer the job market.

Phase 2 of the project has been launched in London, the South East and East of England. There are 22 candidates either in post or matched to roles awaiting release.

The DfE **Care Leaver Internship Scheme** offers 12-month paid internships for care leavers in the Civil Service. Subject to business need and performance, interns can be offered the opportunity of an extension up to two years or a permanent post.

MoJ participated in the 2018 pilot, offering two internships. In 2019, we offered 23 internships based in Birmingham, Nottingham, Loughborough, London and Glasgow. Further opportunities will be available when the scheme launches again in summer 2019.

Project Prosper will encourage and support applications from those who have experienced crisis in their lives. A trial will begin in September 2019 to explore the viability of offering fixed-term appointment roles in MoJ.

MoJ is engaging with the Civil Service Commission with the aim of creating a recruitment framework to enable reduced eligibility criteria for applicants who join the department on schemes designed to engage and employ marginalised groups.

Aim 5: Expanding our understanding

Goal – Rigorous analysis of the profile of the workforce and of measures taken to improve its diversity.

Ref	Activity	Purpose	Action
5.1	Collection and analysis of workforce socio-economic background data (self-assessment)	Build a coherent and comprehensive picture of the socio-economic backgrounds of staff in MoJ to better understand the workforce, identify any needs and target activity.	<ul style="list-style-type: none"> Ask all staff two social mobility questions in 2017/18 People Surveys. Use data to inform three targets (Who gets in?; Who gets on?; How does it feel?) – Nov 18
5.2	Collection and analysis of workforce socio-economic background data (Civil Service five measures)	Build a coherent and comprehensive picture of the socio-economic backgrounds of staff in MoJ to enable comparison with Civil Service and the rest of the UK.	<ul style="list-style-type: none"> Trial Civil Service measures in 2018 People Survey (11% of respondents) – Nov 18 Add eight SEB questions to SOP – May 19 Build balanced scorecard with support from ASD – end 19 Work with Cabinet Office to explore viability of asking full suite of questions in 2019 People Survey – Jul 19
5.3	Analysis of all social mobility data sources	By undertaking a deep-dive into our recruitment and progression systems, we will identify where staff from lower SEBs engage with MoJ as applicants, where they progress through the system, and where they fall out of the system.	<ul style="list-style-type: none"> Full analysis of two years of closed recruitment campaigns on Oleo system; identify trends, opportunities and interventions to remove barriers – Apr 19 Q1-4 2019 analysis – Apr 20
5.4	Tracking	Monitor progress of individuals involved with MoJ's social mobility initiatives (internal and external) to aid evaluation, support the business case and increase evidence base.	<ul style="list-style-type: none"> Tracking of recruits who have engaged with the Schools Programme is live; work is underway to establish progress of students / young people who have engaged with MoJ social mobility programmes – ongoing Tracking of internal staff who interact with SM initiatives – ongoing

Tracking

Interaction with tracking and data systems

Attraction/recruitment		Current staff	
Schools Programme	Track recruits via HR systems that have come from direct engagement with the Schools Programme – tick box on Oleoo system.	Promotion	Track promotion of staff from lower SEB groups. Track staff who engage with the Catapult programme.
STEP Into Justice	Survey participants to establish SEB, evaluate via six-monthly survey on educational outcomes.	Professional accreditation	Collate data – how many people from social mobility schemes gain professional accreditation?
Targeted recruitment campaigns	Support business areas to recruit through targeted campaigns which engage with social mobility initiatives e.g. Schools Programme, Justice Origins.	Completion of learning programmes	Collate data – do staff from social mobility schemes complete learning and development programmes such as apprenticeships?
Social mobility declaration on HR systems	All staff to share social mobility data on HR systems by end of 2019.	Tracking of staff who interact with social mobility initiatives	Collect and record staff who interact with social mobility initiatives either directly or indirectly.

Aim 6: Career progression

Goal – Effective strategies to help those from lower socio-economic groups to get on rather than just get in.

Ref	Activity	Purpose	Action
6.1	Inreach strategy	To support staff from all backgrounds to maximise their potential by identifying barriers and supporting individuals to navigate the department's norms and culture.	<ul style="list-style-type: none"> Ongoing impactful social mobility communications campaign – four articles in 2019 Build an active alumni network of staff who have engaged with social mobility initiatives – Apr 20
6.2	Junior talent	Work with HR to develop junior talent opportunities for new and existing staff as a route to progression, incorporating apprenticeships, networking events and leadership interventions as appropriate.	<ul style="list-style-type: none"> Weave social mobility into MoJ junior talent approach – Dec 19
6.3	Apprenticeships for internal staff	Working with professions, identify areas where apprenticeships can support internal staff to achieve professional progression with a focus on social mobility.	<ul style="list-style-type: none"> Promote professional apprenticeships with Heads of Profession as integral social mobility enabler – ongoing
6.4	Catapult	Mentoring and sponsorship programme aimed at staff from lower SEBs.	<ul style="list-style-type: none"> Expand the length of Catapult relationships to one year – Jul 19 Develop specific mentoring programme for all professions – Jun 20
6.5	Data collection	Identify barriers to progression for staff from lower SEBs. This will inform future resourcing and progression policy.	<ul style="list-style-type: none"> Qualitative research project using external expertise to explore progression, barriers and solutions – Apr 20

Inreach strategy



The MoJ Inreach Strategy is designed to support staff from all backgrounds to maximise their potential by identifying barriers and supporting equipping individuals with the skills, knowledge and confidence to navigate the department's norms and culture.

Key actions include:

- Promote apprenticeships to internal staff as an opportunity to get high quality, funded qualifications to facilitate career progression.
- Work with HR to develop junior talent schemes for existing staff, using apprenticeships to build capability, professional acumen and confidence.
- Encourage Schools Programme volunteers to become Social Mobility Ambassadors.
- Catapult – mentoring and sponsorship scheme targeting staff from disadvantaged backgrounds.
- Ongoing impactful communications campaign publishing individual success stories of how people have used their diverse socio-economic backgrounds to their advantage in their careers.
- Build an active alumni network of staff who have engaged with social mobility initiatives.
- Encourage role models to come forward and share their stories and insight.

Catapult

The award winning MoJ Catapult Programme Catapult is a two-way mentoring and sponsorship offer available to anyone who self-declares as coming from a disadvantaged background. It is an integral part of MoJ's Inreach Strategy designed to support individuals from lower socio-economic backgrounds to progress their careers in a complex, modern workplace.

Participants are assigned a senior level mentor (Band A or SCS), who will meet with them a minimum of three times.

Mentees are encouraged to talk about their career aspirations and any opportunities or barriers. The role of the mentor is to provide advice, support and guidance to help the individual to achieve their potential.

Sponsorship brings the mentoring relationship to life by encouraging the mentor to advocate on behalf of their mentee, substituting the networks and cultural capital many staff from lower SEBs say they lack, compared to more affluent peers.

Upward mentoring forms part of the deal for both mentor and mentee, enabling mutual benefit and promoting the sharing of perspectives.

Following the end of the formal mentoring process, sponsorship of the mentee by their mentor continues on a basis agreed by both parties.

Catapult also promotes greater inclusion across the department by encouraging staff from diverse backgrounds to share their stories.

88%
of mentees and mentors
would recommend the
scheme

35%
of mentees taking part
have since achieved
a promotion or level
transfer

360
matches



The Catapult scheme offers the rewarding opportunity to help colleagues to recognise their potential and what is important to them, then to support them in taking action to realise those things.

Mentor James Palmer,
Deputy Head of Insight, HMCTS



Through mentoring I learnt to have better conversations with my manager and use the correct tools and resources to focus on my development goals.

Mentee Hawa Omer,
Policy Manager, International and Rights Directorate



Aim 7: Working with others

Goal – Getting staff, suppliers and partner organisations engaged and involved with initiatives to improve social mobility.

Ref	Activity	Purpose	Action
7.1	Play a leading role in the UK social mobility movement	Drive forward the social mobility agenda in the UK through delivery of programme outcomes, thought leadership effective engagement with partner organisations.	<ul style="list-style-type: none"> Continue to build alliances with key partners – ongoing Research and learn more about the SM remit to enhance our current offer – ongoing Support CS Social Mobility Champion in delivering objectives – Dec 19
7.2	Social mobility networks	Lead the Civil Service social mobility agenda through dynamic, active membership of Cross Government Social Mobility Steering Group; chair networks in North East and North-West England to promote regional engagement and increase opportunities.	<ul style="list-style-type: none"> Chair and support network groups, sharing expertise and identifying opportunities to collaborate with OGDs to improve social mobility – ongoing Drive social mobility activities at a local level to strengthen impact of Northern based Nexus groups – ongoing
7.3	Influence supply chain	Inspire and influence external organisations to invest in and demonstrate commitment to social mobility agenda.	<ul style="list-style-type: none"> Revise MoJ Commercial Equality and Diversity policy for procurement to include commitments to social mobility – review in 2020
7.4	Link to MoJ Values	Align Social Mobility Programme with MoJ Values to create common purpose and shared narrative.	<ul style="list-style-type: none"> Social mobility communications on Intranet, including blogs, webchats and role model stories linked to MoJ Values – quarterly Social mobility podcast – Nov 19
7.5	Alumni	Leverage the insight and experiences of an eclectic array of staff who have engaged with the Social Mobility Programme who can promote and extend the range of our work.	<ul style="list-style-type: none"> Create an MoJ alumni network – Apr 20 Alumni to include other Civil Service departments – Aug 20

Influencing our supply chain

As a major buyer of services and goods, MoJ is using its influence to promote social mobility outside the organisation by actively encouraging suppliers to offer opportunities to individuals from a range of socio-economic backgrounds.

MoJ Commercial has redrafted its Equality and Diversity policy for procurement to include a commitment to social mobility in tender documentation, reflecting our commitment to informing and inspiring other organisations.

This approach has been shared with other public sector bodies, who have expressed a commitment to influence their supply chains, leveraging the public sector's buying power to exert a positive influence on the wider economy.

Case study: HMP Berwyn

HMP Berwyn, in North Wales, is the first new prison to be built within New Prison Programme. It has a total capacity of 2,106 places and contract value c£160m.

MoJ committed to deliver a construction project that engaged the local community, helping it to achieve economic growth through infrastructure investment. The procurement process asked potential suppliers to evidence how they would maximise the use of SMEs and local businesses.

The company which won the tender – Lendlease – committed to ensuring 50% local employment (within 50 miles) and to offer training to disadvantaged groups. Targets were embedded into the contract and governance was provided by an Employment and Skills committee.

The project achieved an SME spend of £83.4m (against a target of £50m), a local committed spend of £38.7m (against a target of £30m), employed a local workforce of 54%, including 90 roles for previously unemployed individuals, 100 apprenticeships, and delivered 2,175 work placement days (against a target of 500 days per year).



Moj Values



PURPOSE HUMANITY OPENNESS
TOGETHER



Our vision is to deliver a world-class justice system that works for everyone in our society, protecting and advancing the principles of justice.

We defined our values to unite us as we fulfil our shared purpose and guide our actions as individuals and inspire us to be the best we can be, as we deliver excellent public services.

The Moj Values run through our commitment to improve social mobility as we ensure we demonstrate:

PURPOSE

Justice matters. We are proud to make a difference for the public we serve.

Our social mobility initiatives are open to all staff, so they can make a difference to the lives of people from lower socio-economic backgrounds.

HUMANITY

We treat others as we would like to be treated. We value everyone, supporting and encouraging them to be the best they can be.

The Moj Social Mobility Programme has a commitment to inclusivity at its core. Not only is increasing social mobility good business sense, it is about fairness – it is the right thing to do.

OPENNESS

We innovate, share, and learn. We are courageous and curious, relentlessly pursuing ideas to improve the services we deliver.

We work closely with and listen to others, continually learning and refining our initiatives and interventions to deliver the optimum outcomes.

TOGETHER

We listen, collaborate and contribute, acting together for our common purpose.

We work across boundaries for the common purpose of improving social mobility to support the Moj's vision to deliver a world-class justice system that works for everyone in our society.

Social Mobility Milestone Plan

Activity	Objective	19				20				21			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Outreach	Cabinet Office Placements	100 Cabinet Office placements (Fast Stream, SDIP, Work Experience)				100 Cabinet Office placements (Fast Stream, SDIP, Work Experience)				100 Cabinet Office placements (Fast Stream, SDIP, Work Experience)			
	Schools Programme	Evaluation of Y3				Meet 2019 targets Set 20/21 targets Expand activity in Scotland and Wales				Evaluation Y5			
		Target cold spots				Build relationships with DWP				120,000 students			
	STEP into Justice	Schools Programme Pathway comms campaign				Schools Programme Pathway comms campaign				Schools programme Pathway comms campaign			
Schools Mentoring	Schools Mentoring	400 placements				700 placements achieved				1,250 placements			
		Y2 full evaluation				Y3 full evaluation				Y4 full evaluation			
Schools Mentoring	Schools Mentoring	Develop resourcing link				Refresh guidance and resources				Collaboration with OGDs			
		2,150 school students mentored				75 placements for CSWE programme				2,850 school students mentored			

Activity	Objective	19				20				21			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
University Outreach	MoJ UP	Develop a suite of products				Increased engagement with non-Russell Group universities				Add to portfolio of products			
	MoJO Internships	20 MoJO internships				20 MoJO internships				20 MoJO internships			
	JUMP	JUMP Cohort 1				Expand JUMP to include WE element				JUMP Cohort 2			
	Mentoring	Promote and collate SMF e-mentoring bids				Increase the scope of mentoring programmes				Expand third party mentoring solutions			
		Promote and collate SMF e-mentoring bids				Promote and collate SMF e-mentoring bids				Promote and collate SMF e-mentoring bids			

Activity	Objective	19				20				21			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Resourcing	Justice – Existing Recruitment	Develop strategy and plan	Target under-represented groups as part of recruitment	Pilot commences	Develop guidance	Launch	Evaluation	Embed JO in MoJ recruitment approach (as support)					
	Justice – Apprenticeship Scheme	Internal consultation	Develop strategy and plan		Build relationship with DWP	Cohort 1 application window opens		Cohort 1 starts		Annual roll-out begins			
	Marginalised groups			GFIE Phase 2		HR framework	Develop profession specific JO Apprenticeship Scheme			Ongoing evaluation			
	Removing barriers			Care Leavers Cohort 3		Project Prosper pilot				Increase number of professions involved			
				Full implementation of Success Profiles across MoJ		Delegated grades increase from 30% to 75%	Increase focus on 16-18 year olds	Wider range of apprenticeships for professions and functions					

Activity	Objective	19				20				21			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Inreach	Catapult	Annual evaluation		Cohort 4 launch				Cohort 5 launch				Cohort 6 launch	
		Cohort 3 launch		Expand Catapult to one-year programme		Develop new comms plan		Develop professions-specific programme					
						450 matches		Mid-cohort analysis		550 matches			
	Comms					Four intranet articles, one podcast				Four intranet articles, one podcast			
						Build alumni network				Four intranet articles, one podcast			
	Junior talent	Talent discussions with HR		Review link between talent and social mobility outreach activity		Work with HR to develop new junior talent offer		Evaluation		Develop social mobility junior talent programme		Evaluation of junior talent programme	

Activity	Objective	19				20				21			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Advocacy	Partnerships					Increase Movement to Work placements	Partner with third sector organisations						
	Leadership	Develop UK Social Mobility proposal		Ongoing support for CS Social Mobility Champion								Continues to build alliances with key partners	
	Supply Chain	Embed social mobility activity											Review commercial E&D Policy
	Values	Link social mobility comms			Social mobility podcast								

Section 4: Appendix

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

Acknowledgements

This is the third MoJ Social Mobility Strategic Plan.

The first version was published in November 2017, following a consultation exercise which sought views from a range of internal and external sources.

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Social Mobility Strategic Plan 2019-22 Annex

Progress against actions from Social Mobility Action Plan 2018

2018 AP ref	Action log	Update	Future plans
1.1	<p>Expanded Schools Programme:</p> <ul style="list-style-type: none"> • Target DfE areas of opportunity. • Increased third party work (including School 21 and Mosaic). • Generate partnership with institution in social mobility cold-spot to enable sustained engagement. 	<ul style="list-style-type: none"> • Delivered 575 events, engaging with 50,000 students. • 900 Social Mobility Ambassadors. 	<ul style="list-style-type: none"> • Continued growth of MoJ Schools Programme. • 2019 deliver 650 events engaging with 50,000 students. • Increase Social Mobility Ambassadors to 900.
1.2	Judicial Office/ public legal education project.	<ul style="list-style-type: none"> • Curriculum-based lesson plans using teachers feedback to build lesson plans to meet requirements for GCSE Citizenship or History (Crime and Punishment module) by 2019. 	<ul style="list-style-type: none"> • Judicial Office is taking this forward.
1.3	Link outreach to recruitment windows.	<ul style="list-style-type: none"> • Initial development of Justice Origins apprenticeship scheme. 	<ul style="list-style-type: none"> • Launch Justice Origins in late 2019.
1.4	Link with Mosaic to deliver wider mentoring offer.	<ul style="list-style-type: none"> • 30 mentors delivered sessions to more than 1,200 students. • Increased scope to Wakefield, Liverpool, Manchester, Leeds and Stockport. 	<ul style="list-style-type: none"> • MoJ will collaborate with Mosaic to deliver external mentoring relationships throughout 2019 and onwards.
1.5	Bespoke work experience programme linked to Schools Programme.	<ul style="list-style-type: none"> • STEP into Justice launched end of Feb 2018. 204 placements delivered in 2018. 	<ul style="list-style-type: none"> • Annual target of 200 placements.

2018 AP ref	Action log	Update	Future plans
1.6	MoJ Apprenticeship Scheme aimed at students from lower SEBs.	<ul style="list-style-type: none"> Development of Justice Origins apprenticeship scheme. 	<ul style="list-style-type: none"> Launch JO in late 2019.
1.7	Track progress of students / young people who have engaged with MoJ Social Mobility Programme.	<ul style="list-style-type: none"> Tracking process developed for new recruits through WCN. Regular data available for all recruitment to include SEB measures. 	<ul style="list-style-type: none"> Tracking pre-recruitment by 2020. Tracking for existing staff by 2020.
2.1	Cabinet Office Programmes: Fast Stream/ Fast Track Apprenticeships Summer Diversity Internship Programme/ Fast Pass / Movement to Work.	<ul style="list-style-type: none"> 41 SDIPs in 2017; 50 SDIPs in 2018. 75 Fast Track Apprentices in 2017/18. 	<ul style="list-style-type: none"> MoJ continues to engage with Cabinet Office Programmes.
2.2	Increase Fast Stream Direct Appointment Scheme (DAS); consider Fast Track near-misses.	<ul style="list-style-type: none"> Increased bids for Fast Track and Fast Stream near-misses. 100% increase in Fast Track appointments in 2018. 	<ul style="list-style-type: none"> MoJ continues to work with Cabinet Office to find opportunities for near-miss candidates.
2.3	Track staff on social mobility progression routes (apprenticeships, work experience, Schools Programme).	<ul style="list-style-type: none"> Tracked the outcomes of STEP Into Justice participants using six-month survey. 	<ul style="list-style-type: none"> Development of tracking system for new and existing staff in MoJ.
2.4	MoJ e-mentoring scheme for students from lower SEBs.	<ul style="list-style-type: none"> e-Mentoring launched in February 2018 using Social Mobility Foundation platform. 	<ul style="list-style-type: none"> Increase e-mentoring relationships via Social Mobility Foundation and Mosaic.
3.1	Advertise roles via a range of routes.	<ul style="list-style-type: none"> Stronger links between resourcing and outreach. Using partners to advertise roles. 	<ul style="list-style-type: none"> Link resourcing to social mobility initiatives by 2019.
3.2	Fast Stream: four suppliers target over 80 universities outside the Russell Group.	<ul style="list-style-type: none"> Fast Stream is a key programme for graduate recruitment. 	<ul style="list-style-type: none"> Increased focus on non-Russell Group universities as part of outreach activity.


2018 AP ref	Action log	Update	Future plans
3.3	University outreach: Build stronger relationship with Cabinet Office outreach programme. Build Further Education initiatives in conjunction with Middlesex University.	<ul style="list-style-type: none"> Partnership with Middlesex University. Work experience offer targeted at university students. 	<ul style="list-style-type: none"> Relationships continue to be built with external partners to maximise university outreach.
3.4	Attract career changers and applicants from Job Centres (work with DWP).	<ul style="list-style-type: none"> OPG piloted a scheme with DWP in October 2018. 	<ul style="list-style-type: none"> Work with DWP to attract lower SEB candidates through Job Centres. OPG SWBA programme ongoing.
3.5	Data deep-dive focusing on university entrants (Fast Stream and non-Fast Stream).	<ul style="list-style-type: none"> Ongoing conversations with Cabinet Office about how to gather and measure this data. 	<ul style="list-style-type: none"> Action has been put on hold until better data is available.
4.1	Cabinet Office Programmes: Fast Stream, Fast Track Apprenticeships, Summer Diversity Internship Programme/Fast Pass, Movement to Work.	<ul style="list-style-type: none"> 41 SDIPs in 2017; 50 SDIPs in 2018. 75 Fast Track Apprentices in 2017/18. 	<ul style="list-style-type: none"> MoJ continues to engage with Cabinet Office Programmes.
4.2	Increase Fast Stream near-misses (Direct Appointment Scheme); Fast Track near-misses.	<ul style="list-style-type: none"> Increased bids for Fast Track and Fast Stream near misses. 100% increase in Fast Track appointments in 2018. 	<ul style="list-style-type: none"> MoJ continues to work with Cabinet Office to find opportunities for near-miss candidates.
4.3	Care Leaver Employment Scheme.	<ul style="list-style-type: none"> 23 bids placed by MoJ; 10 successful. 128 bids from other government departments. 	<ul style="list-style-type: none"> Care Leaver programme will feature in 2019 Plan.

2018 AP ref	Action log	Update	Future plans
4.4	Move to strength-based recruitment and selection: Pathfinder in LAA will implement SBR in early 2018; MoJ will move away completely from competency-based selection in the MoJ by the end of 2018/19.	<ul style="list-style-type: none"> Strength Based Recruitment model tested and embedded into LAA. Development of SBR into Success Profiles as wider recruitment model. 	<ul style="list-style-type: none"> Success Profiles will become the default MoJ recruitment tool in 2019.
4.5	Unconscious bias training.	<ul style="list-style-type: none"> Pilot launched in December 2018. Two phases rolled out across MoJ. 	<ul style="list-style-type: none"> Unconscious bias continues to be rolled out across MoJ in 2019.
4.6	Track recruits through system/interaction with HR systems.	<ul style="list-style-type: none"> Tracking of new recruits via interaction with HR systems is underway in MoJ. Four SEB questions added to recruitment systems. 	<ul style="list-style-type: none"> SEB measures to be used to collect more data in late 2019.
4.7	Profile joiners/those who drop out of recruitment process.	<ul style="list-style-type: none"> Data used to identify reasons as to why people drop out of recruitment processes. 	<ul style="list-style-type: none"> Ongoing analysis of recruitment activity.
5.1	Tracking of new recruits through HR systems is live.	<ul style="list-style-type: none"> Analysis of all social mobility data sources completed in 2019. Evidence base completed and reported in Q1 19. 	<ul style="list-style-type: none"> Using the data, we will identify areas to focus on and target specific groups.
5.2	Surveyed all HQ staff on social mobility measures, using approached trialled with Senior Civil Servants – 26 measures/6,000 staff /16% response rate.	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Completed

2018 AP ref	Action log	Update	Future plans
5.3	Fast Stream/Fast Track data collection / link to Bridge Group recommendations.	<ul style="list-style-type: none"> CSHR has made significant improvements to FS processes. 	<ul style="list-style-type: none"> CSHR is leading on this action.
5.4	Two social mobility questions in 2017 People Survey.	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Completed
5.5	Implement Cabinet Office socio-economic measures; build scorecard.	<ul style="list-style-type: none"> Socio-economic measures have been published. 	<ul style="list-style-type: none"> Moj has committed to using the Cabinet Office socio-economic measures to build a scorecard.
5.6	Increase self-declaration rates by sharing purposeful narrative.	<ul style="list-style-type: none"> Self-declaration rates in People Survey remained at around 67% of respondents in 2018. 	<ul style="list-style-type: none"> Campaign to promote social mobility narratives continues.
5.7	Tracking external: progress of students /young people who have engaged with MoJ social mobility programmes. Internal: staff on social mobility progression routes. include background measures of staff on HR systems.	<ul style="list-style-type: none"> EY Foundation partnership enabled alumni tracking. Schools Programme WCN link confirmed in Nov 17. Apprenticeships data being captured but not mature enough for analysis. Aim to include Cabinet Office SEB measures on SOP in late 2019. 	<ul style="list-style-type: none"> Develop further ways of tracking staff on progression routes.
6.1	Apprenticeship routes for new and existing staff with focus on higher level standards.	<ul style="list-style-type: none"> Apprenticeships enablers in place; 808 applications, 511 starts. 	<ul style="list-style-type: none"> Continue to link apprenticeships with recruitment, building capability and widening talent pool.
6.2	Policy: non-graduate route via apprenticeship; develop social mobility offer.	<ul style="list-style-type: none"> Policy apprenticeship launched as part of Fast Track Programme in 2018. 	<ul style="list-style-type: none"> Continue to develop routes into the Policy profession.

2018 AP ref	Action log	Update	Future plans
6.3	Routes into influential jobs: establish a flow from operational/ frontline roles to 'HQ' type roles in Private Office or policy/ programme roles.	<ul style="list-style-type: none"> Policy apprenticeship is live and was offered as part of Fast Track. 	<ul style="list-style-type: none"> Continue to develop routes into the Policy profession.
6.4	Qualitative research project using external expertise to explore progression, barriers and solutions.	<ul style="list-style-type: none"> Action not yet completed due to competing priorities. 	<ul style="list-style-type: none"> Aim to influence OGDs to undertake this action at the Civil Service level.
6.5	Internal strategy to support staff from lower SEBs.	<ul style="list-style-type: none"> Inreach Strategy developed. 	<ul style="list-style-type: none"> Deliver and embed Inreach strategy.
6.6	Develop high quality mentoring offer.	<ul style="list-style-type: none"> Catapult mentoring and sponsorship programme developed. 224 mentor/mentee matches in 2018. 	<ul style="list-style-type: none"> Continued growth of Catapult.
6.7	Establish link between talent processes and social mobility.	<ul style="list-style-type: none"> Talent process for junior managers is in development. 	<ul style="list-style-type: none"> Development of junior talent programme for staff from lower SEBs.
6.8	Internal comms – encourage staff to talk about backgrounds.	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Senior staff continue to encourage colleagues to talk about their backgrounds. Blogs and other communications planned for 2019.
6.9	Use of data (survey) to analyse whether progression is happening at different levels.	<ul style="list-style-type: none"> Who Gets On target and data are live. 	<ul style="list-style-type: none"> Further exploration of data to identify barriers and solutions.

2018 AP ref	Action log	Update	Future plans
7.1	Week of Social Mobility Live events across the UK.	<ul style="list-style-type: none"> 2018 Social Mobility Live across five locations (Glasgow, Liverpool, Nottingham, Swansea and London). Over 400 attendees (200 external). 	<ul style="list-style-type: none"> Support wider Civil Service Social Mobility Summit in June 2019.
7.2	MoJ Careers Fair.	<ul style="list-style-type: none"> Collaboration with Making the Leap and Middlesex University to successfully run careers fairs. 	<ul style="list-style-type: none"> Continue to use careers fairs as a platform to attract students and prospective applicants.
7.3	Expanded Schools Programme.	<ul style="list-style-type: none"> Delivered 575 events, engaging with 50,000 students. 900 Social Mobility Ambassadors. 	<ul style="list-style-type: none"> Continued growth of MoJ Schools Programme.
7.4	Set up Social Mobility Team to drive forward strategy and plan.	<ul style="list-style-type: none"> Procurement Diversity and Inclusion policy redrafted to include social mobility. 	<ul style="list-style-type: none"> Monitor take-up and seek data about how policy is being applied.
7.6	Through pursuit of the Prison Reform Programme create opportunities outside of the department to increase social mobility.	<ul style="list-style-type: none"> Work underway with New Futures Network. 	<ul style="list-style-type: none"> Continue to use careers fairs as a platform to attract students and prospective applicants.
7.7	Support Going Forward to Employment ex-offender pilot.	<ul style="list-style-type: none"> Phase 2 of the Going Forward Into Employment ex-offender recruitment launched in 2019. 	<ul style="list-style-type: none"> Continued growth of MoJ Schools Programme.
7.8	Link social mobility to MoJ Values narrative.	<ul style="list-style-type: none"> Completed. 	<ul style="list-style-type: none"> Embed social mobility as a key driver of MoJ Values.
7.9	Establish Social Mobility Champion role and responsibilities.	<ul style="list-style-type: none"> Completed. 	<ul style="list-style-type: none"> Shaun McNally CBE appointed as MoJ Social Mobility Champion in 2018.

The background is a solid pink color with a pattern of overlapping triangles in various shades of pink. A bright green line runs horizontally across the middle, with several small white dots placed at the intersections of the line with the triangle boundaries.

**Where you start
out in life should
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where you end up**

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