

Speech: Civil Service transformation speech

Welcome – and thank you to the LSE for giving me the opportunity to address this audience on a subject that concerns us all.

The founding aim of this institution was to understand the causes of things and work for the betterment of society, so I could hardly be speaking in a more appropriate place.

Let me start with a clear statement of intent: we aim to be the best Civil Service in the world. A brilliant Civil Service producing 21st-century solutions that make a real difference to the lives of the people we serve.

We are already world-class, and rank very high among the world's administrations. But to stay there we cannot afford to stand still.

Advances in technology, fiscal pressures, changes in society – and in what people expect from their government in accessibility and convenience – have already provided the impetus for major change programmes across our Civil Service.

But we have added exiting the European Union to those demands.

And because what we're already doing is vital for the long term, we have to find a way to integrate Brexit into that change.

To me Brexit is an accelerator, a spur; not a distraction.

We are already making fundamental – and necessary – changes to how we work, right across the organisation.

The only way to handle Brexit as well, is to deepen and accelerate those changes.

In other words, as Britain exits the EU, we have a moment to forge ahead. A moment when ambition, necessity and opportunity have converged.

Last week, we faced just such a test in the collapse of Carillion. I will return to this later – and describe how the government's response underlines the argument for transformation and at the same time as it shows how far we've already come.

But we must go further, faster.

We must seize the moment to push us on to greater efficiency and effectiveness.

And the whole of the Civil Service has a role to play in ensuring we continue to innovate and improve our public services to rival any in the world.

I'm not talking about cosmetic adjustments but profound, lasting, transformational change.

This has three main components. We need to transform:

- how we work
- where we work, and
- the expertise we bring to bear on our work

First:

We have to collaborate more – because citizens expect government to be joined up around what they, the customers, want.

What they don't want, when they engage with us, is to get on a bureaucratic merry-go-round, where the only options are going round in circles or bailing out.

We must make full use of technology and data to modernise the design and delivery of services, and to inform more robust policies that meet people's real needs.

And we must be open to new, smarter ways of working, and doing things differently.

Which merges with the second element:

Throughout the UK, we need modern, flexible workplaces that encourage us to work differently: sharing space with other departments, making it easier to work across boundaries, with a regional and local focus, and giving our people the most up-to date equipment for the job. Because 'smart working' is about maximising the potential of IT and more adaptable use of premises.

And, lastly:

- change in the expertise we bring to bear on what we do – because, ultimately, a brilliant Civil Service is about people, what they bring to the job, and how we get the best from them

Greater diversity and inclusion are an important part of this. We have set an ambition to be the most inclusive employer in the UK by 2020, which will help to give us the talented individuals we need – with all their contrasting experiences and insights – and the supportive environment in which to fulfil their potential.

But it means something more.

It is about developing professional excellence in key areas to complement and build on the world-class policy-making, legal and diplomatic skills we already have.

And it's about engineering a fundamental shift in the balance of experience and skills of civil servants; and doing this by diversifying the shape and

trajectory of the careers of the next generation of Civil Service leaders, so they're equipped to tackle the wider demands of the modern world.

This last point is critical to the change we're undertaking. Because a great prize is in view – one that holds out opportunities for our people to acquire new skills, build new careers, and be part of sustaining a world-leading Civil Service.

We will win this prize by underpinning improvements with strategic changes in the three areas I've already identified.

These deeper changes depend on:

- embracing advances in technology and data
- on reshaping the workforce around new career pathways and the core government functions, to make us as effective in execution, services and procurement as we are in policy-making; and
- on working smarter for greater efficiency and effectiveness; and
- finally, on a more inclusive and delivery-focused approach to leadership

We've made significant progress in adopting new technology. We're plugging in digital government, from back-office to frontline services.

We're making fundamental changes through innovative services such as Universal Credit and the Personal Tax Account, where the end-to-end process of delivery is being transformed, as well as the interface with the customer. Or the biggest courts reform programme in the world, introducing virtual hearings and digitising the entire end-to-end process.

In all of these cases, changes beneath the surface show themselves in changes to physical locations: fewer, more efficient courtrooms, fewer tax offices, and fewer, bigger, service centres hosting the back offices.

Each will bring lasting and profound change to the Civil Service and how we interact with citizens. Each is a multi-year, multi-million pound change programme, absorbing huge management effort and focus.

On a smaller scale, but just as visible and important, are the many examples of technology-driven change improving how users experience government services:

- DVLA has moved many of its services online – I expect many of you here today have seen the benefit
- the Passport Office aims to have 90% of all passport renewals fully digital by 2020
- if you want to, you can now get a divorce online, or, curiously, find out how to import a ferret

In fact, by 2020 we expect nearly 100 government services to be available digitally.

At the same time, we anticipate that many of our services will begin to benefit from the huge potential of robotics – or, more accurately, robotic

process automation (RPA). In speed and accuracy of response, RPA could transform the experience of citizens registering for services, or applying for grants or benefits.

For civil servants, too, process automation is something to embrace rather than fear. It'll create more time to spend on customer-facing work; enhancing jobs by making it easier to navigate and work with data. We already see this in the way technology enables DWP work coaches in Jobcentres to help their clients.

HMRC is at the forefront of the RPA revolution. It has already automated its system for registering new employers. And we have set up a Centre of Excellence to accelerate the take-up of RPA across government. There's ground to make up on other clerically intensive industries. But we can learn from their experience and from local government, and we will accelerate our efforts.

Increasingly, these digital services rely on access to data.

Government has always had great stores of information.

Now we need to focus on better use of this data to continuously improve the services we provide, and spend less time developing those that ultimately don't work. We need to target those who need our services more specifically, and to tailor those services more accurately, instead of asking citizens for the same information multiple times.

There's a great deal to do, and there are genuine sensitivities to the free flow of data across our boundaries. Citizens will rightly demand that we use their data responsibly, safely, and only for the public good, never for profit. And that we store it securely and don't expose them to risk.

The data access and sharing provisions of the 2017 Digital Economy Act will help us do this while retaining public trust in how we handle their information when there is clear public need or benefit.

We recently announced the creation of the Geospatial Commission. This will allow us to exploit the huge and diverse data we hold on geography and location, which is currently handled by more than 70 disparate bodies.

It will establish a set of common standards to make the data easier to find, access and link up with other data sets – fuelling new insights and innovation.

Making this information more easily available and usable is potentially worth more than £10 billion per annum – boosting the UK economy and generating new jobs.

This is just the start of the data journey. We have many other initiatives across government to drive better use of data, and I'm excited to see how we can accelerate them.

To make the most of the opportunities we are upping our skill levels across

the Civil Service.

The Digital Academy is training up to 3,000 civil servants a year in the skills they need (in data and technology as well as digital) to transform the way government designs services with users' interests at their heart. And it's expanding nationwide.

Our Data Science Campus in Newport, now a year old, will eventually produce up to 500 qualified data analysts for government.

The campus is a state of the art facility that will help us to attract and nurture the brightest talents to work on some of government's most complex issues.

When I visited the campus last year, I met a wonderfully diverse group of apprentices; of different experiences and ages, from different parts of the country – all excited to push the boundaries of data measurement and application.

And, before I move on, I have to say I sense that the new status of data, and of those working with it, is mobilising a shift in the centre of gravity for analysis in Whitehall.

With data analysis and its supporting technologies increasingly a factor in new digital services, analysis is gradually moving from being a preserve of policy to powering decisions made in the moment by civil servants on the front line. The upshot of this is not only greater efficiency, but a more personalised experience for citizens.

The second area of major change we are undertaking is in the shape of the workforce.

The Civil Service is brilliant at policy. The best in the world, according to the first International Civil Service Effectiveness Index.

And there's a good reason for this: everything in the way we organise ourselves as a workforce: our systems and structures – our career paths – how we reward people – the skills and experience we value – the rationale for promotions, all are geared to nurturing policy experts.

This is a vital strength. It has served the Civil Service well for at least a decade. But to meet the challenges ahead, we need something more – and that is deeper experience in delivery – in particular commercial, technical and project execution skills.

This is increasingly clear as we tackle the challenge of exiting the EU, for which we must design new UK policies and institutions, and build new systems to execute them.

To achieve this transformation means breaking the mould of the traditional Civil Service career and casting a new one. Because experience matters; and it requires staying in one job long enough to gain that experience, rather than moving from job to job at the rate some of our current structures

encourage.

In a few years' time, my vision is that the leadership of the Civil Service will have a blend of skills and experiences, supplementing the predominant policy or economics background of today with delivery experience gained within the organisation.

This is perfectly achievable – we can offer fabulous experience to delivery-orientated young people across a vast range of challenging projects.

Already, all the Government Functions are building their own career paths, and the graduate Fast Stream offers opportunities in 15 different schemes for new and existing civil servants: from Digital, Data & Technology, to Project Delivery and Commercial.

We are delving deep into the existing structures to change them – changing career paths; what we value; how we remunerate; how and why people progress. The aim is to create a new cadre of Civil Service leadership, blending the strengths we already have – and must preserve and protect – with what we need to add – which is about experience-based delivery capability.

This is what I mean by breaking the mould and 'reshaping' the workforce – producing civil servants, leaders and managers of judgement – the sort of judgement that comes from deep experience. Those who, in a procurement, say, use accumulated, wider experience and insight to select the best option rather than reflexively choosing the cheapest – they won't necessarily be the same.

There is growing evidence of this 'reshaping' in action.

We're resetting our relationship with IT suppliers so that we can bring inside the expertise we previously used to have to contract out. And we're disentangling ourselves from expensive, inflexible contracts that tie us in for the long term.

HMRC has successfully exited the Aspire IT contract, which ended on 30 June last year and cost £10 billion. Reshaping this contract is creating more opportunities for UK-based SMEs, the kind of firms that fuel growth at the heart of our economy. HMRC is now working with a more diverse range of suppliers to deliver a modern, agile IT capability that is on target to save around £200 million a year by 2021 – a saving of 24%, on a like-for-like basis.

We have brought to bear more sector-specific expertise in property deals, such as the renegotiation of 900 Jobcentre leases; and in improving major project management, through initiatives like the Major Projects Leadership Academy, which has trained more than 300 senior project leaders and seen experts in project delivery and finance deployed to major capital projects, such as the Thames Tideway Tunnel, Crossrail and HS2.

We're adopting the best private sector practice to collect debt, which has added several hundred million pounds of debt repayments in the last financial year – debt that would otherwise have been left uncollected.

And while we've already created one of the biggest shared services centres in Europe, we are going even further: implementing a new, cross-government strategy for shared services that will touch all departments, and make use of best practice from all industries. This approach will unlock hundreds of millions in savings for government and drive efficiency and effectiveness across Whitehall.

None of these would be possible without deep expertise. We will bring in external know-how as necessary – but the emphasis is on developing our own talent in a sustainable way.

Take the Commercial Function.

Government needs the right capabilities to manage every aspect of commercial arrangements with third parties, who account for around half of central Government's service delivery capability. We spend around £45 billion each year on commercial contracts.

The collapse of Carillion last week shone a hard light on the importance of building strong functions. And the way we reacted showed what such functions, operating as flexible cross-government professional networks, can achieve.

Obviously, the last thing we want to see is a major supplier going into liquidation. In the fullness of time, inquiries will look at how it happened and the lessons we should take from it.

Our first priority was to maintain key public services. This was only possible by utilising the cross-government capability we have built up in the commercial function. If this had happened two years ago, we would not have had the expertise or cross government structure to manage it.

But of course it has opened up broader questions:

- whether we were watching closely enough
- why we awarded contracts after the profits warning, and
- how the government should contract with the private sector for the provision of public services

We were watching – as we do with all suppliers – and the response of officials to the profits warning in July 2017 was immediate. Commercial teams across government were alerted, professional advisers retained, and a special project team set up.

We remained in regular contact with the company throughout this period, and were closely tracking the company's efforts to restructure.

I should say that the vast majority of government service contracts were profitable for the company and we were ensuring that nothing the government did during this period exacerbated the difficulties it faced.

In such a situation, any company is of course more watched and more sensitive than in normal circumstances. So the government has a balance to find: it must be careful, on the one hand, not to award contracts if we feel the

company cannot fulfil its obligations; but, on the other, it must not precipitate problems by signalling to the market that the company is unfit to continue to tender for government business.

Of course, following a profits warning, as happened in this case, we undertook additional due diligence – including asking for external views as to the capacity of the firm to undertake new work.

The majority of the large contracts are let to joint ventures, primarily to mitigate the risk of single point failure. And we also revisited those arrangements to ensure that all parties were comfortable with the joint liability arrangements within the joint ventures.

I am pleased to say that in the majority of cases so far the joint venture partner has stepped in exactly as provided for, to ensure the continuity of the service and employment.

Of course, this case raises the question of how government should use the private sector in the delivery of public services.

First, let me say again that the whole basis of building – in this case – commercial capability inside government via the commercial function is to enable us to have intelligent dialogue and to structure intelligent relationships with the private sector. Without it, we are left relying on transactional, price-based relationships which can be sub-optimal for both parties in the long run.

And some of those contracts still exist today, from before we began rebuilding our commercial skills. Here we should be open to a discussion with industry about how best to proceed.

We want both to ensure good value for the taxpayer and to have a healthy, profitable, and diverse private sector, competing for government business. Where that balance isn't working well, we need to sit down and discuss it. For that to happen, we need sufficient expertise and skills inside government

.

I believe that the right answer is a more sophisticated relationship that puts risk in the place where it can be managed best and provides sufficient margins, commensurate with the risk, to ensure value for the taxpayer and a healthy, competitive market.

That should be within our grasp.

And that is precisely because over the last two years we have made real progress in strengthening our commercial capability.

In 2016 we launched a rigorous Assessment and Development Centre to assess the skills and capabilities of individuals against commercial professional standards and to set out the expertise they need to progress in their careers. The Chartered Institute of Procurement & Supply (CIPS) and the International Association for Contract & Commercial Management (IACCM) have both endorsed our People Standards for developing and recruiting experienced

and commercially astute professionals.

Within the next week or so, the centre will have assessed 1,000 people for development purposes, a third of them existing civil servants. These assessments have real teeth: if you're good, we'll give you the support you need to grow – coaching, secondments, stretching assignments. If you're not as suited, we'll help find you something for which you are.

And having piloted the assessment centre across the big central departments, we're now rolling it out to Arms Length delivery bodies, too.

As well as assessing commercial staff in their current roles, we've used the assessment centre as part of a recruitment drive. This has filled over 110 senior commercial roles across government in under two years.

Our third strategic transformation goal is to work 'smarter' for greater efficiency and effectiveness

It's pointless having the best people, with excellent skills and relevant experience if we don't put them in environments where they can flourish and make the best use of their talents. So smarter working must start with modern, flexible workplaces, with up-to-date facilities and technology, in the right places and focused on delivery and outcomes.

We are creating around 20 strategic hubs in major cities across the UK, spreading operational centres of government out from Whitehall. Those already announced are in Belfast, Birmingham, Bristol, London's Canary Wharf, Cardiff, Croydon, Edinburgh, Leeds, Liverpool and Stratford in east London.

Last month we broke ground on our latest hub in Cardiff city centre; where we will house more than 4,000 public servants by 2020. This brand-new, city centre building will not only save millions of pounds in running costs, but will also see the UK Government have a consolidated presence in Wales, encouraging collaboration and joined-up working.

By 2020, these ten hubs will accommodate around 35,000 civil servants; and, by 2023, our plans will have reduced the number of government buildings from around 800 to just 200.

Hubs allow us to locate teams from different departments in the same offices – sharing expertise, bringing people together from different professions and disciplines, encouraging collaboration and flexibility.

In moves enabled by Universal Credit, DWP is already delivering more efficient services by concentrating resources in service centres, co-locating with other departments and local government, and in 6 regional corporate hubs.

And by 2021 HMRC will set up 13 regional centres as part of transforming itself into a smaller, more collaborative, better equipped and more highly skilled operation for the digital age. These modern centres will replace the department's ageing network of 140 offices, which are expensive to run and

create isolated pockets, doing a narrow range of work.

Changes of this sort are generating new opportunities for civil servants. And they're changing how we think about work – raising our sights above departmental boundaries, and enabling more collaborative behaviour.

Taken together, these are the instruments of greater efficiency and effectiveness – of greater productivity.

Which brings me to the last area of strategic transformation – in leadership.

All over the country, civil servants at every level are doing brilliant work; getting on with the job of adapting to changes in how, where and when we work; unwaveringly focused on the best outcomes for citizens.

As we execute the changes I've described, the requirements of Civil Service Leadership are increasing.

Change on this scale doesn't just happen.

And the demands on our workforce are increasing – owing to the legitimate expectations of citizens in an increasingly digital age, but also as we embrace the substantial task of Exiting the European Union.

Not only are we trying to fix the aircraft in mid-flight, we're re-engineering it too, while it's flying faster and faster.

And that takes leadership.

Leaders who know enough about how to set a project for success, or where commercial exposure may lie, or what a digital sprint to build a new service in an agile way looks like – as well as knowing the policy case for that service.

Policy expertise is not enough.

We need leaders with empathy, who can manage their teams through transformation and encourage continuous improvement. Leaders with broader experience, who are effective in a complex, multidisciplinary world, who lead with their hearts and their guts, as well as their heads, who see the big picture.

Leaders whose instincts – developed through experience – are collaborative; who are used to working across boundaries, confident beyond their own professional area, and inspire and empower their teams – building on the commitments in our Leadership Statement.

The new Civil Service Leadership Academy embodies this ambition. It will strengthen the ability of leaders from more diverse backgrounds – initially at senior level, but later through programmes open to all grades.

It is setting out to do this in quite a new way, combining what is known about leadership and learning with practical insight from first-hand

experience.

With a 'leaders teaching leaders' approach, we will use immersive case studies to learn from real projects, and examples of governance both good and bad, from the very people who were involved in them. And to produce leaders who connect, the academy will teach the human and emotional lessons – as well as the operational ones – of what's worked and what hasn't.

We launched the Leadership Academy in October.

Our plan is to deepen and strengthen the learning it offers; to build an institution that sits at the heart of the Civil Service that embodies and promotes our deeply held values; the place where knowledge is held and experience shared, and that becomes the benchmark for leadership development.

So we are developing a new model of leadership for the Civil Service. One that builds on the strengths we have, adding depth of experience in execution, technology and commercial, and one that, importantly, is more diverse than today.

So, to conclude, we have a moment, a window of opportunity to accelerate the changes we are making to the Civil Service, using developments in society and technology to propel a transformation in every aspect of the organisation – and the urgency of exiting from the EU to spur us to more rapid action.

It means changing our mindset, how we think about our careers, how we work together and design and deliver services in user-centred ways.

We must seize that opportunity. Some of the changes I've mentioned are longer term, and won't be visible immediately. Others we can see already contributing to a more efficient and effective Civil Service.

But we must pursue both short and long changes with equal vigour and resolution. We've got the shape; we've got the structure – built around a core of essential functions – and we know our destination. And we have the triple imperatives of Brexit, fiscal constraint and citizens' increasing expectations to force the pace.

If I may, for a moment, directly address my fellow civil servants: seeing what you do every day – I know we are not standing still.

We are already one of the best public service organisations in the world. And we should have faith in our ability to be even better. The times demand it. A Civil Service without belief in itself is inevitably a less effective one.

Despite the pressures I see no sign of such negativity.

Equally I see no complacency. We are changing where we must; adding strength where we're already strong; and getting on with the job of implementing government policy.

The challenge of Brexit is very substantial.

We have all seen and heard the headlines in the media. But behind those headlines we have thousands of civil servants working to prepare for and then implement what comes out of the negotiations.

This task would overwhelm a lesser organisation. But it will not overwhelm the UK Civil Service.

We are already undertaking significant transformation in many dimensions, and we will now accelerate those changes to encompass our Brexit work – working together, innovating and always looking to improve so that we can face the future with confidence, and continue to build a Civil Service that the whole country can be proud of.

Thank you for listening.

[Press release: City of Cardiff can be a powerhouse of the economy](#)

Tonight (24 January) the Secretary of State for Wales, Alun Cairns, will host an event at Gwydyr House for investors to find out more about Cardiff Council's development plans and opportunities for investment.

Guests will hear from the Secretary of State as well as Cllr Huw Thomas, Leader of Cardiff Council, and Cllr Russell Goodway, Cabinet Member for Investment and Development, about investment opportunities in Wales' capital city.

Tonight's event is all about showcasing the many and varied investment opportunities in Cardiff. This event will bring together some of the city's top investors, UK Government Ministers and representatives from Cardiff Council to help drive growth across the region.

The UK Government has wide ranging ambitions for the nation and has made significant contributions to the Cardiff City Deal, committed to abolishing the Severn Tolls by the end of this year and has put a new fleet of Intercity Express Trains on the line between South Wales and London, reducing journey times by up to 15 minutes.

Speaking ahead of the event Secretary of State Alun Cairns said:

After the success of Monday's inaugural Severn Growth Summit, tonight's event provides another great platform for networking and identifying opportunities for attracting global investment to Wales' capital city and the surrounding areas.

Cardiff is a powerhouse and has rightly been named by the UK Government as one of the UK's Financial Centres of Excellence, contributing almost £1.2 billion to the UK economy, higher than the contribution made by the sector in cities such as Sheffield, Liverpool, and Aberdeen.

Leader of the Council, Cllr Huw Thomas said:

Cardiff Council is delighted to be able to participate in this investment seminar hosted by the Secretary of State for Wales in Whitehall. This is a great opportunity to showcase Cardiff to private sector investors and funds and highlight the progress we are making as a leading UK Core City.

The city's growth agenda is both exciting and challenging. If we are to achieve our regeneration objectives, the role of the private sector, working in partnership with the public sector will be crucial in bringing additional investment and jobs to the Welsh Capital.

The Council has recently published a Green Paper – 'Building More and Better Jobs' – which sets out an economic development vision for Cardiff requesting feedback from the public. The investment seminar will help us gain important feedback from London based investors on the progress Cardiff is making and how they can help us in our ambition to bring more jobs and prosperity to communities across Cardiff.

[Press release: Foreign Secretary travels to Oman and Saudi Arabia](#)

Foreign Secretary Boris Johnson travels to the Gulf today for high-level meetings on the issues facing the region. The visit follows two days of talks on the Middle East with the US Secretary of State Rex Tillerson in London and international counterparts in Paris.

The Foreign Secretary will arrive in Oman on Wednesday 24th January, where his meetings will focus on making progress towards a political solution to the conflict in Yemen. He will then travel to Saudi Arabia on Thursday 25th January, where he will meet Saudi Crown Prince Mohammad bin Salman. The visit to Saudi Arabia will be an opportunity to discuss the crisis in Yemen, and countering Iran's destabilising activity in the region while reiterating the importance of the Iranian nuclear deal for our shared security interests. The

Foreign Secretary will also outline how the UK can be a leading partner for Saudi Arabia's ambitious socio-economic reform programme, Vision 2030.

Speaking ahead of the visit, Foreign Secretary Boris Johnson said:

Oman and Saudi Arabia both have crucial regional roles, particularly in finding a political solution to the crisis in Yemen. During my meetings this week I will reaffirm that there can be no military solution to the conflict – peace-talks are the only long-term solution for the people of Yemen.

In tandem, we must continue to address the humanitarian crisis in Yemen. There has been progress in recent weeks with the reopening of the Hodeidah and Saleef ports, allowing vital access for food and fuel. We also welcome the Saudi-led Coalition's new humanitarian plan for Yemen. The UK continues to play a leading role in humanitarian efforts, as the second largest donor to the UN appeal.

The UK firmly supports Saudi Arabia's socio-economic reform programme, Vision 2030, led by Crown Prince Mohammad bin Salman. These internal reforms are diversifying the economy while delivering greater inclusivity for all Saudi citizens. As a world leader across a wide range of sectors, the UK is well-placed to help Saudi Arabia deliver these changes.

Press release: Digital and Culture Secretary urges businesses and charities to prepare for stronger data protection laws

- Data out today shows fewer than half of businesses and charities are aware of new data laws
- Awareness in construction and manufacturing sectors particularly low
- Organisations should follow ICO guidance as well as improve their cyber security

Fewer than half of all businesses and charities are aware of new data protection laws four months before they come into force, according to [new research](#) released today.

Businesses in the finance and insurance sectors have the highest awareness of

the changes to be brought in through the EU's General Data Protection Regulation (GDPR) , which is to be implemented in UK law via the Data Protection Bill in May 2018, as part of plans to help the UK prepare for a successful Brexit.

Businesses in the construction industry have the lowest awareness, with only one in four aware of the incoming regulation. Awareness is higher among businesses that report their senior managers consider cyber security is a fairly high or a very high priority, with two in five aware of the GDPR.

The survey finds more than a quarter of businesses and charities who had heard of the regulation made changes to their operations ahead of the new laws coming into force.

Among those making changes, just under half of businesses, and just over one third of charities, made changes to cyber security practices, including creating or improving cyber security procedures, hiring new staff and installing or updating anti-virus software.

Speaking from Davos, where he is banging the drum for the UK's world-leading tech sector and reaffirming the nation's commitment to artificial intelligence [AI], Secretary of State for Digital, Culture, Media and Sport Matt Hancock said:

We are strengthening the UK's data protection laws to make them fit for the digital age by giving people more control over their own data.

And as these figures show many organisations still need to act to make sure the personal data they hold is secure and they are prepared for our Data Protection Bill.

There is a wealth of free help and guidance available from the Information Commissioner's Office and the National Cyber Security Centre, and I encourage all those affected to take it up.

The UK tops the list in Europe for global tech investors, with its tech firms attracting more venture capital funding than any other European country in 2017. In December it was named by Oxford Insights as the best prepared country in the world for AI implementation.

While in Davos, Mr Hancock will talk up the nation's innovators in speeches covering policymaking for the Fourth Industrial Revolution and Generation AI.

On the day new statistics on data preparedness are released, Mr Hancock makes clear the Government's Data Protection Bill will provide people with the confidence their data will be managed securely and safely while also supporting those innovative businesses to maximise the potential benefits of increasing use of data in the digital economy.

The Bill will give Information Commissioner's Office (ICO) more power to

defend consumer interests and issue higher fines, of up to £17 million or 4 per cent of global turnover, for the most serious data breaches.

Organisations which hold and process personal data are urged to prepare and follow the [guidance and sector FAQs](#) freely available from the ICO. Its [dedicated advice line for small organisations](#) has received more than 8000 calls since it opened in November 2017, and the [Guide to the GDPR](#) has had over one million views. The regulator also has a [GDPR checklist](#), and [12 steps to take now to prepare for GDPR](#).

There is still time to prepare and many organisations will already be compliant with the new rules. Businesses already complying with the existing Data Protection Act are well on the way to being ready for GDPR.

There will be no regulatory 'grace' period, but the ICO is a fair and proportionate regulator. Those who self-report, who engage with the ICO to resolve issues and demonstrate effective accountability, can expect this to be taken into account when the ICO considers taking action.

Information Commissioner Elizabeth Denham said:

Data protection law reforms put consumers and citizens first.

People will have greater control over how their data is used and organisations will have to be transparent and account for their actions.

This is a step change in the law; businesses, public bodies and charities need to take steps now to ensure they are ready.

Organisations that thrive under the new rules will be those that commit to the spirit of data protection and embed it in their policies, processes and people.

The GDPR offers a real opportunity to present themselves on the basis of how they respect the privacy of individuals, and over time this can play more of a role in consumer choice. Enhanced customer trust and more competitive advantage are just two of the benefits of getting it right.

Our website is packed with information to help your organisation to get prepared for May 2018.

Businesses are recommended to follow free guidance on protecting themselves from online attacks published by National Cyber Security Centre (NCSC), such as the [Cyber Essentials](#) advice and the [Small Business Guide](#).

Notes to editors

- GDPR will require organisations to have appropriate measures in place to protect personal data. This could include:

- Documenting what data the organisation holds.
 - Reviewing privacy notices.
 - Updating procedures around individual's rights. For example, how an organisation would delete personal data if asked.
 - Planning how to handle subject access requests.
 - Reviewing how consent to process data is gained.
 - Considering children, and whether age verification or parental consent is required.
 - Having procedures in place to detect, report and investigate data breaches.

 - Assigning a data protection officer.

 - In the wake of recent high-profile data breaches, businesses and charities are being urged to update their cyber security protections. Cyber security measures businesses and charities can take up to help protect their data include:
 - Using strong passwords and always downloading software updates
 - Adopting the [Cyber Essentials](#) scheme to protect against the most common threats

 - Following cyber security guidance available from the [National Cyber Security Centre](#).

 - The data was gathered as part of the [DCMS Cyber Security Breaches Survey](#). This is an annual study examining the scale and impact of cyber incidents on businesses and charities, including how they manage and respond to such incidents. The full 2018 survey will be published in the Spring.

 - The [survey](#) covers 1,500 businesses and 500 charities and underpins the DCMS's work delivering parts of the Government's five-year £1.9 billion National Cyber Security Strategy.

 - For more info call DCMS Press Office on 020 7211 2210.
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[Speech: Anne Milton: speech at Bett show 2018](#)

Welcome. It is fantastic to join you all for this conference marking both the opening of Bett 2018, and the closing of the Education World Forum (EFW).

I'm sorry that our new Secretary of State couldn't make it but some of you will hopefully have heard his speech at the EWF earlier this week on preparing students for success in our fast-changing world – for what has been

called the fourth Industrial Revolution.

Our lives are becoming inextricably linked with technology. From the health and fitness trackers or smartwatches that many of you are probably wearing to some of the amazing innovations on display here today.

And yet – in 2017, Lloyds Bank reported that 11.5 million people in the UK lacked basic digital skills, and the Office for National Statistics estimated 9% of people had never used the internet.

Many of our best and brightest companies are telling us that they are struggling to recruit the specialist digital talent they need.

I want to focus on what we are doing at every stage in education to develop the digital skills we need to help us address these challenges.

Starting in schools. We recognise that EdTech can play a vital role – as a tool for teachers in our schools, colleges and Universities. And as a study in itself for students.

Technology should reduce teacher workload. It should be another way of making education more accessible and inclusive. It should allow educators and students' access to share content through cloud based services.

The UK is at the forefront of Edtech – and many great British companies are represented here today. The UK is a global EdTech hub at the forefront of technological developments and discoveries; constantly developing innovative new learning methods and technology. Half of Europe's fastest-growing education technology companies are based in the UK, and there are more than 1,000 EdTech ventures spread across the UK, with 200 in London alone.

At the same time technology can keep people awake at night! Many feel they lack the budget or the expertise to use it.

So what can government do?

Proper implementation is key; as with any intervention, the most successful changes are led locally with the sector to make sure you have the information and skills you need to make the right decisions for you and your institution. We want to support classrooms and institutions up and down the country to harness its potential effectively. But connection is critical so we announced in the autumn budget that children from 100 schools would be the first to benefit from the local full fibre programme, using poorly serviced schools as a marker for where to focus expansion of the national full-fibre network.

90% of new jobs require digital skills, so children need to grow up as more than just digital consumers but practitioners and creators.

Also, we announced in the Autumn Budget that we would invest £84 million of new funding over the next five years to improve the teaching of computing and drive up participation in computer science qualifications, particularly amongst girls.

This includes increasing the expertise of up to 8,000 existing computer science teachers and a new National Centre for Computing Education.

This additional investment builds on the curriculum reforms we have already made. This is a step-change from the previous approach, and includes challenging new content such as coding and algorithms, providing students with the basic building blocks they need to move on to successful further study or work.

We are currently implementing major systemic reforms in vocational education. Improving our digital skills sits at the heart of these reforms – already exciting plenty of interest and enthusiasm from students and employers alike.

For example, we have introduced new innovative digital degree apprenticeships which were designed by employers and universities working in partnership to create relevant, high quality curricula to provide the much needed skills that industry needs.

July 2017 saw the first degree apprentices' graduate, with 11 gaining a BSc (honours) in Digital and Technology Solutions.

We also have in place a suite of new apprenticeship standards to address employers' digital skill needs at intermediate and technician levels.

Our technical education reforms will see the creation of 15 prestigious technical routes that encompass all employment-based and college-based training.

New T level programmes will sit within these routes and will provide a genuine technical option, equal in esteem to A levels. They will give young people a path to skilled employment or higher level technical study.

There will be a specialist digital route, and in November we announced the membership of our industry panels who are already working to define the knowledge, skills and behaviours that individuals require for employment; we've lined up a strong mix of individuals from across the sector, with input from Fujitsu, IBM and Accenture. Government will also work with industry professionals to ensure relevant digital content is included in all routes.

Our commitment to reforming technical education is underlined through our investment in this area. In last year's Spring Budget, we allocated an additional £500 million per year for T levels, which will help us to match the excellence of our world-leading higher education system.

But this is a fast moving sector so apprenticeships and T levels will need dynamic content that constantly keeps up with changes and innovation.

Whilst our global reputation for digital technology is richly deserved, we will work hard to keep up.

So we are determined that the new specialist institutions will play an essential role in training the digital leaders of tomorrow.

Ada is one. A new specialist further education college that works with industry to design and deliver an education that empowers all students, women, those from low-income backgrounds – to progress into highly skilled digital roles.

The college opened its 6th form in September 2016 and took its first apprentices in May 2017. Over its first five years Ada is aiming to train up to 5,000 students in higher level skills for a wide range of digital careers, such as software and database developers, user experience designers and tech entrepreneurs.

The target is that 50% of these students will be women and 50% will be from low-income households by 2021. In December, we launched a competition for areas across England to bid into a £170m fund to establish a network of 10 to 15 prestigious Institutes of Technology. They will be a new type of institution involving FE providers, HE providers and employers working together.

The Institute of Coding is an initiative to establish an institute to serve as a national focus for improving digital skills provision at levels 6 and 7. In the Autumn Statement 2015 the Government announced a new £20 million fund to improve higher level digital skills. The fund will establish joint collaborations between universities and businesses and focus on computer science and digital skills in related disciplines that employers need. The winners will be announced shortly.

But we need to make sure that the enthusiasm our students have for digital skills and learning is translated beyond the classroom and into the workplace.

We aim to tackle some of the misconceptions around jobs in the digital sector by improving the quality of careers advice our young people receive.

We published a new careers strategy in December 2017, which included proposals to increasing young people's contact with employers, especially in relation to STEM subjects – allowing them to see how enjoyable and fulfilling these jobs can be first hand.

The careers strategy needs to be more than a document. We need to dramatically expand, the breadth and effectiveness of current careers provision in schools and colleges on all subjects but specifically STEM. We have produced a 'what works' and a toolkit for use in schools and colleges.

Digital exclusion is a huge challenge. Those 11.5 million people without basic digital skills need to get them. This is why I am delighted to confirm that we will introduce full funding for basic digital training for adults from 2020.

Adults will have the opportunity to undertake improved digital courses based on new national standards. This will set out the skills and capabilities people need to get on in life and work. We will consult on these new standards in the autumn.

Technology is also key to distant learning for those whose geographical location makes it difficult or for those for whom learning digitally is more intuitive.

In the Autumn Budget, we announced that will invest £30 million to test the use of AI and innovative EdTech in online digital skills courses so that adult learners can benefit from this emerging technology, wherever they are in the country.

This Government wants everyone to get the digital skills they need.

The country needs them to have those skills. Our economy depends on it. We can't do this alone so your support, your input is vital.

The Digital Skills Partnership Board is a way of feeding that information to us. But DFE officials will be here at the conference all week.

We need to hear your ideas, answer your questions so we can make this happen.