



# Social mobility in the Ministry of Justice

IES “Unlocking Talent Through Social Mobility” event

Drew Morris

July 18, 2019

# 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*



**SOCIAL  
MOBILITY**

# Our story

MoJ's work on social mobility has developed through three stages:

- 1) **learning** about and **building awareness** of the issues
- 2) **planning** and **engagement** with experts
- 3) **delivery** of a programme of activity to promote greater socio-economic diversity and inclusivity across the department



# Chronology

**Summer  
2017**

Learning and  
innovating

Engagement  
and planning

**November  
2017**

Social Mobility  
Action Plan

Refresh and  
implementation

**2018-9**

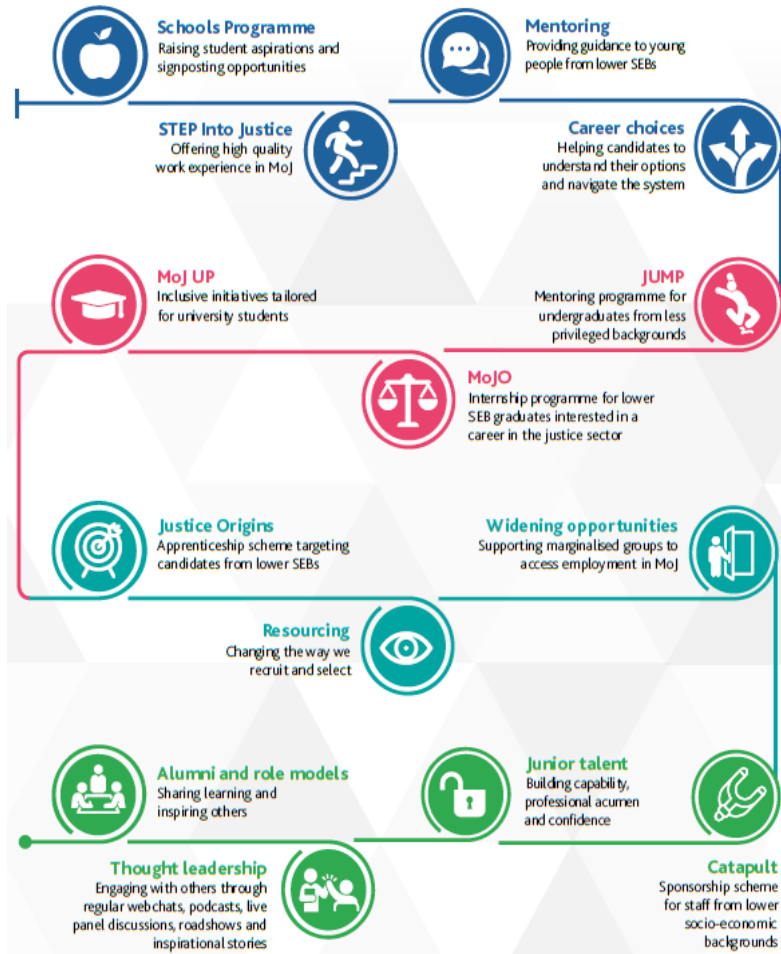
Leading and  
influencing

Action Plan #3

# Our aims

- 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**
- We will build 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 will use our learning to **inform and inspire** other organisations.

# Our approach



## Organisational change programme

- Investing in young people
- Supporting existing staff
- Measurement and analysis
- Changing the fabric of the organisation

**SOCIAL  
MOBILITY**

# 2022 Vision

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**

**SOCIAL  
MOBILITY**

# Lessons learned

- Quantitative **data** is important, but **narratives and lived experience** tell a more rounded story
- Not everyone “gets” social mobility: develop **business case** to support moral case
- Tap into latent streak of **activism** within the organisation
- Senior **role models** are priceless – identify and encourage to play their part
- Outputs can be intangible – focus on **outcomes** and **keep going!**
- Be brave – take an **agile approach** to developing and delivering initiatives



**SOCIAL  
MOBILITY**