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ADOPT, INNOVATE, TRANSFORM

HOW CIVIL SERVANTS CAN HELP DELIVER A SMARTER STATE USING AI

Sasjkia Otto and Aoife Donaghy
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Like all publications of the Fabian Society, this report represents not the collective views of the society, but only the views of the individual writer. The responsibility of the society is limited to approving its publications as worthy of consideration within the labour movement.

Methodology

This report is based on an online survey of 2,067 members of the FDA, the trade union representing professionals and managers in public service. Fieldwork took place from 6 August to 8 September 2025.

Respondents represented pay grades including: fast stream (69); HEO (101); SEO (167); G7 (590); G6 (375); SCS (176); and not recorded / other (589).

They were based in: the East Midlands (49); the east of England (13); London (594); the north-east (67); the north-west (126); Northern Ireland (37); overseas (44); Scotland (191); the south-east (52); the south-west (88); Wales (93); the West Midlands (60); Yorkshire and the Humber (119); and other/not recorded (534).

They work in central government departments and arms-length bodies including: ACAS; British Library; British Museum; Cabinet Office; Church Commissioners; Competition and Markets Authority; Crown Offices Procurator Fiscal Service; Crown Prosecution Service; Defence Equipment and Support; Defence Science and Technology Laboratory; Department for Business and Trade; Department for Culture, Media and Sport; Department for Education; Department for Energy Security and Net Zero; Department for Environment; Food and Rural Affairs; Department for Science, Innovation and Technology; Department for Transport; Department for Work and Pension; Department of Health and Social Care; Disclosure and Barring Service; Education Scotland; Estyn; FCDO Services; Financial Conduct Authority; Foods Standards Agency; Foreign, Commonwealth and Development Office; Government Commercial Organisation; Government Legal Department; Government Property Agency; Health and Safety Executive; HM Courts and Tribunal Service; HM Prison and Probation Service; HM Treasury; HMRC; Home Office; House of Commons, Information Commissions Office; Insolvency Service; Intellectual Property Office; Land Registry; Medicines and Healthcare Products Regulatory Agency; Metropolitan Police; Ministry of Defence; Ministry of Housing, Communities and Local Government; Ministry of Justice; Natural Records of Scotland; Northern Ireland Civil Service; Office for National Statistics; Office for Standards in Education; Office of Retail and Road; Ofgem; Parliamentary and Health Service Ombudsman, Parliamentary Digital Service; Planning Inspectorate; Public Prosecution NI; Rural Payments Agency; Scottish Government; Serious Fraud Office; Social Security Scotland; The National Archives; UK Health Security Agency; UK Research and Innovation; Valuation Office Agency; and Welsh Government.

We also conducted three focus groups of 30 civil servants.

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"THE WORKERS IN THESE BUSINESSES ARE EVER TRYING TO DISCOVER BETTER METHODS, TO IMPROVE THEIR MACHINERY, IN A WORD TO PROGRESS, SINCE EACH STEP FORWARD BRINGS IMPROVEMENT OF THEIR LOT. INVENTIONS COME FROM A DESIRE TO SAVE TROUBLE, AS WELL AS FROM THE IMPULSE OF INVENTIVE GENIUS, THE JOY IN ACCOMPLISHING AN INTELLECTUAL TRIUMPH, AND THE DELIGHT OF SERVING… SMALL INVENTIONS ARE CONTINUALLY BEING MADE BY CLEVER WORKMEN TO FACILITATE THEIR OPERATIONS, EVEN WHEN THEY ARE NOT THEMSELVES PERSONALLY GAINERS BY THEM; AND THERE IS NO REASON TO FEAR THAT THIS SPONTANEOUS EXERCISE OF INVENTIVENESS WILL CEASE WHEN THE ADDED PRODUCTIVITY OF LABOR LIGHTENS THE TASK OR INCREASES THE HARVEST OF THE LABORER."

Annie Besant, Industry Under Socialism, in Fabian Essays in Socialism, ed. George Bernard Shaw, 1889

SUMMARY

The government is rightly betting big on rewiring the state using artificial intelligence (AI). The efficacy and sustainability of our public services in the future will rely on finding smarter and more efficient ways to deliver for the public.

Reforms introduced under the current government have set the UK on a solid trajectory towards reclaiming its position as world leader in digital government.[1] But this progress can only be sustained if the government is strategic about its approach to reform. Successful digital transformation requires targeted investment in financial and human capital; a "project chainsaw" approach of cutting headcount would be a false economy.[2]

Public sector workers could be vital partners to the government in realising the benefits of AI. They could adopt time-saving technologies that free capacity for value-added activities; innovate better ways of doing things with AI; and reimagine and transform public services to make them more human. History has shown that transformation can only succeed if social partnership is taken seriously. Workers who are effectively engaged are more likely to buy into and adopt new ways of working.

Fortunately, many are eager to get stuck in. We surveyed 2,000 civil service managers, and found that 72 per cent have either already introduced AI to improve how their team does things or would like to do so in future. To leverage this enthusiasm, the government must resist the temptation to blame workers for the mutually frustrating pace of change that has plagued some parts of the public service to date. This is the result of a decade of missed opportunities under the last government.

The truth is that many workers continue to face significant barriers to supporting the government's ambitions. Among those we surveyed, just 29 per cent have been consulted on AI at work, and 66 per cent want to be more involved in shaping how their department adopts AI. They want change done with them, not just to them.

This report proposes five priorities for the government to address these barriers and unlock the potential of the workforce. They are based on the views of those we engaged through our survey and three focus groups. To encourage and support public servants to use AI in their role, the government should:

1. **Clarify a vision and the mechanisms for delivering it.** There is confusion about what the government wants to achieve and how different departments and workers will contribute. This uncertainty is affecting buy-in and delivery. The government must engage workers and trades unions to co-create and communicate a vision, and then mobilise the machinery of government to deliver it.

2. **Ensure everyone has access to the right technology.** Inconsistent access to productivity tools is harming efficiency and morale. The government must take steps to understand gaps and reform procurement to improve access to both conventional technology and AI – including by monitoring and scaling effective solutions.

3. **Cultivate talent strategically.** Workers are under pressure as skills are missing, underused and poorly developed. The government must map existing skills, establish progression pathways with time and support to undertake training, promote multidisciplinary leadership to deliver complex cross-government transformation, and pay people in key roles competitively.

4. **Support and incentivise workers to make things better.** Attempts to use AI are often frustrated by red tape, risk aversion, and a culture that favours the status quo rather than rewarding results. The government must implement targeted support to help innovators get things done and ensure that they are properly rewarded.

5. **Make AI synonymous with good and meaningful work.** Public servants are worried about how AI will affect their working life. The government must work with unions to establish clarity on protections, evaluate impact on workers, and use technology to create efficient ways for workers to understand and feed back on AI.

1. INTRODUCTION

In the context of straitened government finances, public services must become more efficient and effective. The government is rightly treating new technologies, including AI, as part of the solution. These technologies offer unprecedented opportunities to transform services and improve productivity.

Reflecting this, the government is investing more than any before it in digital transformation. It is also changing how the government works to deliver this transformation – with a new Government Digital Service (GDS) in the Department for Science, Innovation and Technology (DSIT) acting as the digital centre.

But to deliver benefits the public can feel during this parliament, the government must learn the lessons of the original GDS, established in the Cabinet Office in 2011. This demonstrated that rewiring the state requires two types of incentive, as described by Tom Loosemore: "a strong mandate from the top… and an equally powerful cultural movement from the bottom up". In other words, the workforce must become the delivery mechanism at in every part and level of government.

This report will consider the challenges public servants face when delivering the government's AI agenda, and how they can be overcome by getting these incentives right.

Lessons from the original Government Digital Service

GDS initially made strong progress. It led the world in public-sector digitisation, delivering nearly £4bn in savings in four years. It did so at pace and on a shoestring – largely thanks to strong leadership under Francis Maude and Mike Bracken.

But this progress could not be sustained – for two reasons. First, the GDS struggled to maintain momentum and influence after the original leadership departed in 2015.

Second, structural and cultural problems meant the digital centre and the rest of the public sector were pulling in opposite directions. The public sector at large could not get used to the "blue jean kids" – external tech workers coming into the civil service with completely different cultural norms – trying to change how they did their job. Subsequently, attempts to create shared digital tools and shape adoption in other government departments brought a succession of embarrassing and expensive shelved projects.[3]

A decade on, much has changed. Digital ways of working have become the norm. Generative AI is transforming the art of the possible each day. And this report finds that workers across the public sector are enthusiastically embracing the possibilities offered by AI.

But the core lessons remain the same. The government's AI agenda needs leadership to galvanise the public sector around a common cause, with every public servant supported and empowered to play their part. So fewer workers are left frustrated by missed opportunities and by transformation that is done to them, not with them.

2. THE STATE OF AI USE IN GOVERNMENT

Public services are under pressure

UK public services are under acute strain. Rising demand, increasing costs, fragmentation and a failure to adapt have left them both inefficient and ineffective. By the time Labour took office in 2024, 76 per cent of the public thought public services had worsened over the previous five years.[4] Frustration is often highest among those most susceptible to far right narratives of decline.[5]

Reversing this decline demands a historic transformation. While it is difficult to measure productivity in many public services, the data suggest it has declined in recent years.[6] The recent spending review assumes a productivity increase of 2.3 per cent by 2028-29. This is necessary, but also highly ambitious: it would equate to more than four times the average annual productivity growth between 1997 and 2019.[7]

AI is critical to the future of UK public services

This generation has a responsibility to address the structural problems that underlie such poor performance – to deliver a smarter state that can do more for the public without increasing pressure on the public finances.

AI-enabled automation, if done right, could help. A 2024 study led by the Alan Turing Institute found that about 84 per cent of the complex transactions in government are highly automatable, and that saving just one minute on each transaction could save about 1,200 person-years of work each year.[8] But the benefits are not limited to efficiencies. As described below, they can help ensure that effective support is there for everyone when they need it.[9]

In recognition of this, the government has declared its intent to "mainline" AI into the "veins of the nation". This is backed with significant public

investment – including a 2.8 per cent real terms uplift in funding for DSIT in the latest spending review – to drive cross-cutting digital priorities.[10]

What is AI and how is it used in the public sector?

This report uses the OECD definition of AI, adopted by the government's AI Playbook: "An AI system is a machine-based system that, for explicit or implicit objectives, infers, from the input it receives, how to generate outputs such as predictions, content, recommendations, or decisions that can influence physical or virtual environments."[11]

AI is already used by public servants in many parts of the public sector to support them in their role, make common government processes more efficient, and solve complex problems affecting multiple departments and public bodies. For example:[12]

- DSIT has developed the GovAI toolkit, nicknamed "Humphrey" – which provides in-house AI tools for government processes including consultation, transcription, and document analysis.[13]
- DSIT is developing digital public infrastructure – including the Gov.uk app and wallet, and a national digital ID scheme – which will provide common components that teams across government can use to build transformative cross-government AI solutions.
- Several departments are trialling and rolling out generative AI tools, such as Microsoft's Copilot, for administrative functions.
- The Department for Health and Social Care is innovating with AI in diagnostic scans and experimenting with productivity tools, including to transcribe and analyse patient notes in GP surgeries.
- HM Revenue and Customs uses AI for document analysis to identify fraud, and to monitor and improve customer service.
- The Department for Work and Pensions has experimented with tools to identify and offer support to people in vulnerable situations and to complement work coach support in jobcentres.
- The Department for Transport uses AI to identify road safety issues and works with councils to target investment in repairs.[14]

Civil service managers could get behind the government's ambitions

Many in the public sector already use AI. Among the civil service managers we surveyed, nearly two in three (63 per cent) said they have used AI personally. A further 26 per cent said they are aware that others have used it. The most common applications cited by those who have encountered AI at work include:

- Document and information processing (75 per cent).
- Meeting management and collaboration (65 per cent).
- Writing and communication support (55 per cent).
- Technical and analytical work (25 per cent).
- Specialised operational applications (25 per cent).

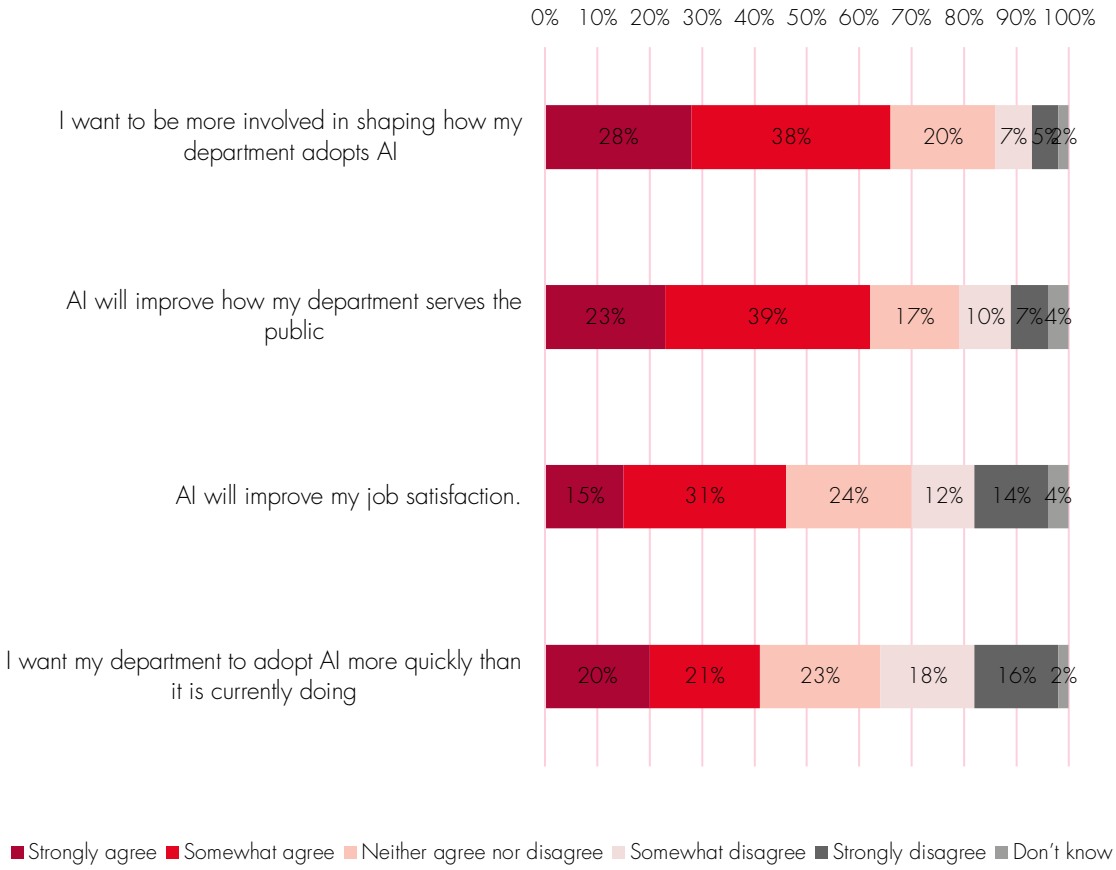
Overall, perceptions of AI were favourable. Among those who had encountered AI at work, 58 per cent said their experience had been positive, while just 14 per cent said it has been negative. There was also optimism about the potential future impact of AI. Nearly two in three (62 per cent) agreed that AI will improve how their department serves the public, while just 17 per cent disagreed (see figure 1 below).

This support is rooted in shared frustrations with systemic failings, and a recognition of AI's potential to improve them. More than half (55 per cent) of survey respondents disagreed that their department uses resources as efficiently as possible, including 23 per cent who strongly disagreed. The most common reason given was insufficient or ineffective use of technology, mentioned by 60 per cent. One respondent reported that they were "involved in building an automation process… that previously required 100+ staff to complete."

This enthusiasm is manifested in a widespread appetite to see and do more with AI. Forty-one per cent of survey respondents agreed they wanted adoption in their department to happen more quickly. But there is also caution about the pace of deployment: 34 per cent disagreed (see figure 1 below).

Moreover, workers were ambivalent about what change would mean for them. While nearly half (46 per cent) said they thought AI would improve their job satisfaction, 26 per cent disagreed. This suggests there is some way to go to engage workers as full delivery partners – including by better aligning their interests with the interests of the public they serve.

FIGURE 1: MANY ARE ENTHUSIASTIC ABOUT THE GOVERNMENT'S AI AMBITIONS



Source: Fabian Society survey of 2,000 FDA members, 2025. "To what extent do you agree or disagree with the following statement" about "AI tools and systems".

The workforce is an untapped resource

Workers hold the key to delivering a smarter state. Research consistently shows that change implemented without staff involvement fails to deliver intended benefits. Conversely, staff can be active agents of improvement.[15]

This potential is underutilised. The survey results show this is reflected in three ongoing challenges.

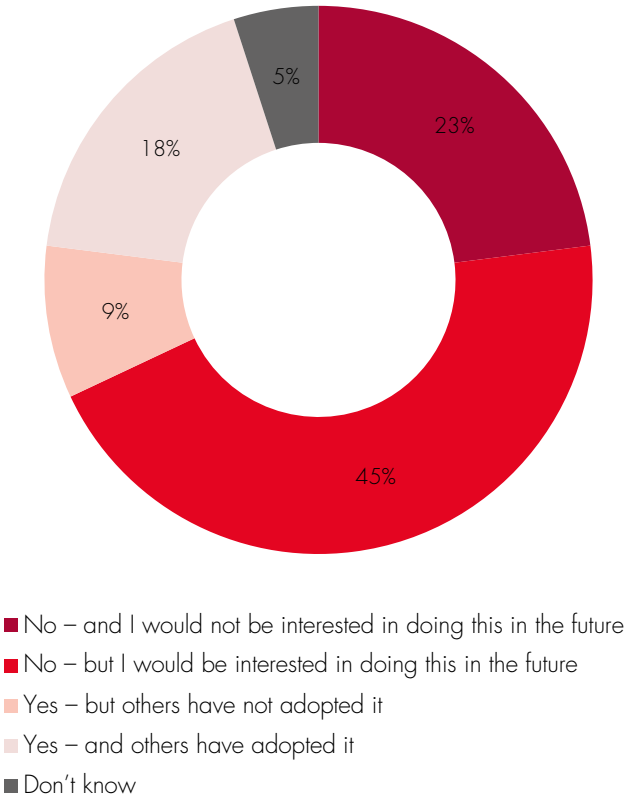
- **Adoption is basic and unevenly distributed.** Nine-tenths of the survey respondents who reported encountering AI at work cited only basic, personal use. One reported: "use remains scattered and focused on basic administrative tasks… which I don't think will have [a] transformative effect on workplace capability." Those based outside London, and in more junior roles, were less likely to use it.

- **Demand to innovate is unmet.** Just 27 per cent of respondents say they have tried to use AI to improve how their team does things, and

just 18 per cent saw team members adopt their innovations, with similar inequalities by location and seniority. This represents unmet demand: among those who have not yet innovated in this way, 66 per cent say they would like to do so in future (see figure 2 below).

- **Motivated staff are not sufficiently engaged in transformation.** A third of respondents said they wanted to be more involved in shaping how their department adopts AI (see figure 1 above). Elaborating on how they wanted to be involved, most offered constructive contributions: 83 per cent wanted to help find practical solutions to use AI; 15 per cent said they were cautious, but wanted to help; and just 3 per cent rejected the government's agenda outright. Many proposed specific initiatives they would implement if they had the right opportunities to do so.

FIGURE 2: INTEREST IN USING AI TO IMPROVE THINGS IS WIDESPREAD



Source: Fabian Society survey of 2,000 FDA members, 2025. "Have you ever tried to introduce artificial intelligence tools or systems to improve how your team does things?"

3. TOWARDS A STRATEGIC PARTNERSHIP WITH WORKERS

The workforce holds vast untapped potential to deliver a smarter state. But a scattergun approach to reform will not unlock it. Without a clear theory of change and a strategy to achieve it, the government risks repeating past mistakes – wasting money, undermining staff confidence, and missing the opportunity for lasting reform.

Rushed efficiencies would be a false economy

Efficiency is a strong focus of the government's AI ambitions. The chancellor has committed to reducing public sector running costs by 15 per cent by the end of the decade – underpinned by a new digital mantra: "No person's substantive time should be spent on a task where digital or AI can do it better, quicker and to the same high quality and standard."[16] While the government has no official headcount reduction target, the chancellor previously suggested that savings could reduce headcount by 10,000.

Reducing the resources spent on automatable tasks is the right priority. Too much employee time and potential is wasted on activities that could be better directed towards strengthening the efficacy of the state. And it should be possible to make better use of resource to serve the public.

But this will require strategic structural reform, which cannot be achieved through blunt cuts. Successful digital transformation entails investment in financial and human capital, and a reconfiguration of work processes, with some productivity loss during a transition period, before full benefits are realised.[17] It typically follows a "J-shaped curve" on a theoretical line graph

of productivity – with productivity dipping before rising higher than previously.

When headcount is cut before automation is fully embedded, remaining staff can become overwhelmed with business-as-usual work, with the problem often exacerbated by the loss of institutional knowledge – thus leaving insufficient capacity for meaningful transformation.[18] This is already happening in some parts of the government. One survey respondent reported: "For the last two years we have been in permanent reorganisation which stifles rather than promotes innovation [with AI]."

Underlying many of these risks is a more fundamental problem: there is no agreed definition of productivity in the public sector, and the government's current metrics do not adequately distinguish between efficiency savings – doing the same with less – and genuine gains in productivity. This is a critical distinction. Cutting headcount before automation is embedded may register as savings and efficiencies when it may reduce the state's capacity to serve the public well.

Pushing ahead with change under these circumstances risks exacerbating the additional pressures resulting from systems that do not work properly – known as "failure demand". Some claim this affects up to 80 per cent of public services.[19] Many in government feel the pain. One survey respondent reported: "We have cut civil servants where severely needed, meaning that we are stretched so thin no-one is able to do their jobs properly."

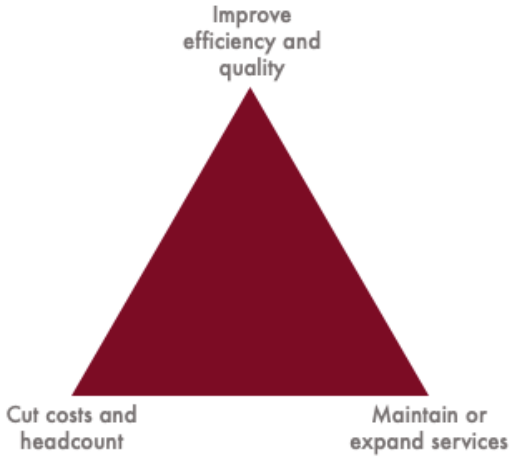
The resulting costs far outweigh short-term savings. Low morale pushes the most talented staff to leave, creating further resource pressures and brain drain. Expensive temporary contracts are used to restore headcount, putting further pressure on departmental budgets. And internal overpromotion to quickly fill roles exacerbates the grade inflation and inefficiencies that began to emerge under austerity.

The US Department for Government Efficiency (Doge) is a case in point. Recent analysis suggests its "project chainsaw" approach to achieving government efficiency has already cost taxpayers at least $21.7bn – alongside the catastrophic loss of support for the most vulnerable people.[20]

These dynamics mean that when automating public services, the government faces three challenges that need to be timed carefully – a "trilemma". As figure 4 below illustrates, in the short term, the government can improve efficiency and quality while maintaining services, but at higher cost; it can cut costs while maintaining services, but allow quality to suffer; or it can improve quality while cutting costs, but at the cost of a reduction in services.

The way through this trilemma is sequencing. To be successful, the government must choose the first option in the short term – investing in automation and supporting the workforce, and tolerating the higher cost. It can then reduce costs once systems are stable. To cut costs before automation is fully embedded risks overwhelming remaining staff, undermining the quality of improvements that automation should deliver.

FIGURE 3: THE PUBLIC SERVICE AUTOMATION TRILEMMA



Source: Fabian Society analysis.

Workers must be mobilised strategically

It is not enough to simply keep workers in post. Higher levels of automation cannot guarantee better and more efficient public services; in some instances, they could have the opposite effect. Without a plan to mobilise the workforce strategically, potential failures include:

1. **Failure to use AI where helpful.** This might happen where workers are unsure what use is appropriate or where they face specific barriers to use.

2. **Failure to realise meaningful productivity improvements.** This could include spreading resources too thinly – for example, through too many disconnected initiatives ("everythingism") – or incremental budget cuts rather than decisive action on priorities ("salami slicing").[21] Another example is when AI is used to plug existing skills deficits or undertake mundane tasks, saving time up front, but then requires extra work downstream to correct or amend outputs ("workslop").[22]

3. **Failure to turn productivity improvements into better value for taxpayers.** For example, we could see extra capacity taken up with additional work, much as an additional lane on a motorway can attract more motorists – sometimes referred to as the "M25

problem".[23] And automation could make public services more or less human, depending on how they are implemented.

To avoid these pitfalls, the government must be strategic about who will use AI, how, and to what end.

The government must use AI to make public services more human

Making public services more human must be the "north star" of the government AI strategy. This means public services should give people more of what they need while asking less of them. This should be achieved by prioritising efficiencies that will allow resources to be reinvested where they can best serve the public.

The government's AI strategy should have two enabling principles:

1. Worker empowerment

Individuals and teams should have targeted support to **adopt, innovate** and **transform** public services using AI Engaged.

- **Adopt.** *Workers can use time-saving technologies that free up capacity for value-adding activities.* To enable this, all public servants should have access to the technology, skills and support they need to use AI, to operate systems appropriate to their role, and to understand what is expected. Adequate staffing and effective evidence-based change management should stabilise and reduce pressure on workers, supporting ongoing development and improvement.

- **Innovate.** *Workers have the expertise to find new and better ways to do things in their team, including identifying what can be automated.* To enable this, proven efficiency-enhancing tools and appropriate support should be readily available to anyone who wants to introduce them. Public servants in all roles and levels should be encouraged and rewarded for finding efficiencies and contributing good ideas to improve services. And they should be supported to reinvest extra time to make work better.

- **Transform.** *Workers hold the institutional knowledge to reimagine and fundamentally redesign what the government does and how, including by automating complex systems.* To enable this, small teams of capable public servants from all disciplines should supported to develop, contribute and, eventually, lead high-priority strategic initiatives across departmental boundaries. They should have the tools,

multidisciplinary skills, and levers and longevity to deliver both quick and sustainable results.

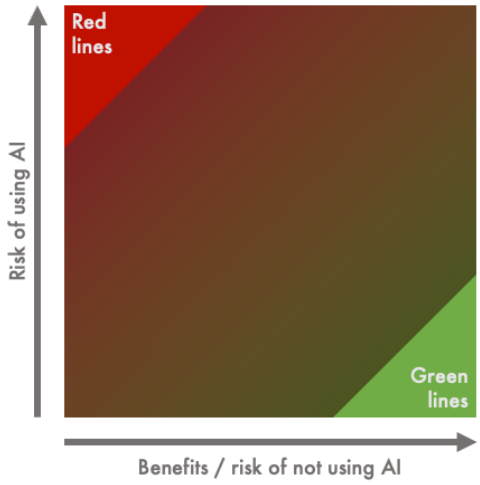
2. Common cause

Workers should have a shared understanding of when, how and why AI is used. Effective governance and social partnership should enable:

- **Shared expectations.** To unlock more transformational AI use, workers should have confidence that they can – and are expected to – use AI where it can deliver a better outcome than the status quo. And they should have a shared understanding of how to operationalise this expectation. Figure 5 below illustrates a model that balances the risks to public services if AI is not used against the risks posed by the technologies themselves. The model incorporates clear red lines and green lines where needed, and a culture encouraging both innovation and care.

- **Buy-in.** An engaged workforce is willing and able to pull in the same direction to deliver for the public.

FIGURE 4: AI USE SHOULD BE GUIDED BY A BALANCED APPROACH TO RISK MANAGEMENT



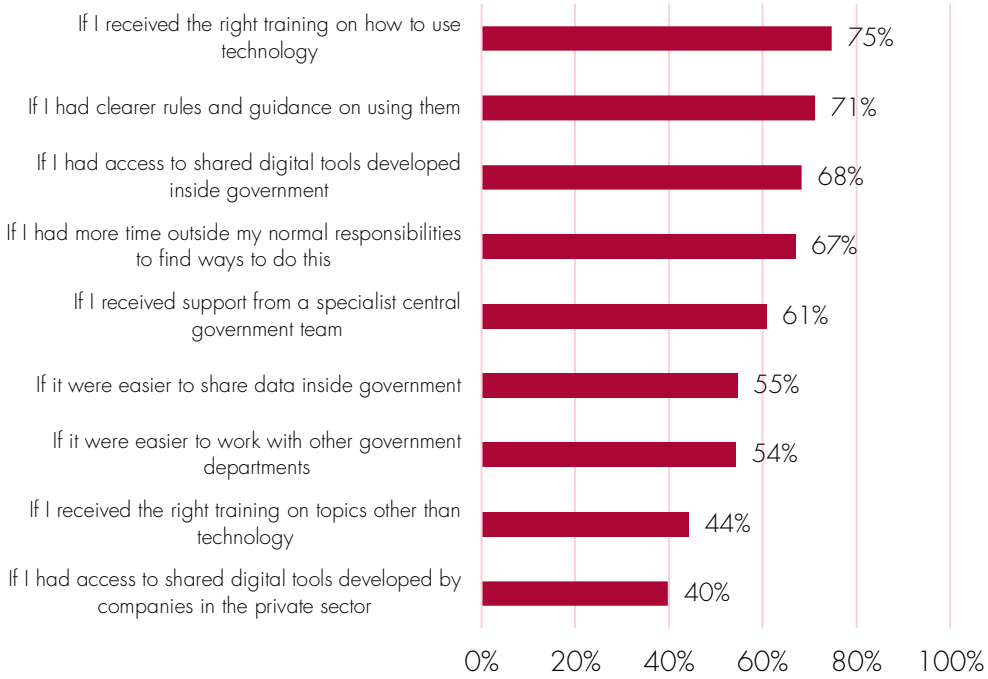
Source: Fabian Society analysis.

4. PRIORITIES TO MOBILISE THE WORKFORCE

AI can make public services more human if the government forges the right strategic partnership with the workforce, underpinned by worker empowerment and a common cause.

Figure 3 below shows what those we surveyed thought would help them to contribute. We now delve further into our survey and focus groups, as well as a wider body of research, to set out five priorities for government reform.

FIGURE 5: MOST CAN IDENTIFY SOLUTIONS THAT WOULD ENABLE THEM TO USE AI TO IMPROVE THINGS



Source: Fabian Society survey of 2,000 FDA members, 2025. "To what extent would each of the following make you more or less likely to introduce artificial intelligence tools or systems to improve how your team does things in future?"

Priority 1: Clarify a vision and establish the mechanisms for delivering it

To contribute to transformation, workers need to understand what the government is trying to achieve and their role in doing so – and be appropriately empowered and supported to play their part.

However, the government's structural reforms to date – built around "missions" and a "plan for change" – have not succeeded at bringing workers together around a common cause and delivering on the government's AI ambitions. For example, only 31 per cent of our survey respondents agreed that the government's missions had helped them prioritise their work.

The government's vision is not widely understood

This government has shown strong leadership in articulating a vision for rewiring public services – most recently through its initiative to "move fast and fix things" through public sector reform.[24] Much of the government's approach is compatible with the workforce strategy envisioned above. It includes a vision to:

- Deliver more human public services and better working conditions.
- Empower workers as delivery partners, and.
- Encourage innovation through a "test and learn" approach.[25]

But this is not translating into clarity on the ground. Many workers remain unsure about what automation aims to achieve over what timeframe; the values and risk management principles underpinning the government's approach; how workers in different departments, professions and grades should contribute; and what change will mean for their jobs.

One focus group participant said: "The big first message [from seniors] was 'do not use' [AI] and… when it's changed [it] was not really clearly communicated." Meanwhile, a survey respondent reported: "A leadership tone of 'Let's use AI' is positive but unfocused, and I do not understand what my department wants to see AI being used for, and what outcomes it expects." Another felt: "My department seems to think that it should replace the work in which humans add meaning and judgement – and I have no interest in supporting that aim, which impoverishes our public service and makes jobs boring."

Roles remain poorly defined and enabled

The government has started to reform the digital centre – steering digital activity across government – and how it works with other public bodies to drive forward its vision. It has:

- Strengthened central sponsorship and digital leadership by setting up a new Digital Interministerial Group representing DSIT, HM Treasury and the Cabinet Office; strengthening mission delivery through a post, the chief secretary to the prime minister; and creating a new Government Digital Service in DSIT, led by a government chief digital officer reporting into the Digital Interministerial Group.

- Strengthened capability and accountability across public bodies by requiring digital experts on departmental executive committees and boards by 2026; establishing a "dotted line" (indirect reporting) to the government's chief data officer (CDO) from all central government chief data and information officers (CDIOs); and introducing reporting requirements to the Digital Interministerial Group.

- Strengthened capacity and support for cross-government work and departmental capability by appointing an AI lead for each mission; establishing a new Service Transformation Team, joining up systems so members of the public only have to share information once with the state; setting up a Public Sector AI Adoption Unit, which supports the delivery of AI exemplars through technical expertise and rapid prototyping, identifying reuse and scaling opportunities, and working with central functions to accelerate common enablers; and establishing GDS Local to coordinate central and local government activity.

But several things remain unclear: whether DSIT has the levers to drive through reforms, particularly on areas of shared responsibility like procurement and cross-departmental delivery; whether national and local public bodies will be able to play their part; and how resource will be effectively prioritised and coordinated across government departments.

There is also ineffective join-up with the Government People Group – a Cabinet Office unit which acts as the centre for human resources (HR) and workforce management – meaning transformation initiatives are happening without appropriate engagement and consideration for staffing impact.

This is why, despite significant activity, our survey found that many did not think the approach to digital transformation was translating to timely delivery in their department. Survey respondents flagged "inefficient

structure and unclear roles and responsibilities" and "no plan or strategy for prioritisation, decision making or resource allocation." Some reported that the result is that they: "don't know if all the pieces are quite working together properly yet," which "reinforce[s] silos and duplication, [meaning] people [are] not moved fast enough to new work areas and deprioritised work is not stopped".

Next steps for reform

1. Establish clarity on vision and roles

- It should engage with trade unions and workers to co-create a vision for public sector automation. This should establish a clear theory of change and timelines for achieving it – guided by a clear definition of productivity as well as of other outcomes, such as citizen experience; guiding values, including on risk management; and set out how different public servants and bodies should use AI.

- It should run a multi-pronged communication campaign, including simple "what this means for me" plans for different roles, and, where appropriate, clear expectations set out in Success Profiles underpinning recruitment and performance management.

2. Ensure both the centre and departments are effective

- It should establish a body in No.10 to prioritise and steer public sector digitisation from the centre. This should be chaired by the chief secretary to the prime minister with the DSIT secretary of state as vice chair, and ministers from different departments invited, as appropriate. This body should have the power to approve, veto or discontinue all major transformation initiatives, and ask departments to prioritise specific projects.

- It should borrow from the tech sector to adopt a "sprint-driven government" approach to deliver rapid transformation in priority areas – giving the new body in No.10 the power to convene digital delivery units, and to stand up multidisciplinary teams with cross-government representation.

- It should create a multidisciplinary team in each department, reporting directly into the departmental chief data and information officer, with a dotted line (reporting indirectly) to the Public Sector

AI Adoption Unit, to champion and facilitate departmental transformation priorities.

Priority 2: Ensure everyone has access to the right technology

Access to modern computers and software is an essential prerequisite for delivering a smarter state. The government has recognised this and resolved to "put the right tools and technologies into the hands of hard-working public servants."

But wide variation in digital maturity across public bodies continues to create barriers to AI adoption. In our survey, 33 per cent of respondents who have not used AI to improve how their team works said this was because they did not have access to the right technology – the second most common reason given.

Access to the best personal tools is frustratingly ad-hoc

The government is making great strides in improving access to a variety of technologies. This shift includes plans to replace dated hardware and software systems that no longer work properly, and supporting access to personal AI tools through the Humphrey suite and generative AI trials.[26] However, current processes for securing funding and permission to use new technologies have created a fragmented landscape with significant variation in experience.

Many civil servants remain frustrated with the slow pace of change. Some described basic IT as a daily barrier to productivity. One complained: "we [are] breaking momentum trying to fix broken systems or waiting for things to load." Another warned: "If [the government] cannot get the current systems talking to each other, then it does not bode well for the introduction of AI."

The most common frustration, however, was inconsistent access to personal generative AI tools. One respondent reported: "[It] is not accepted in my department, but has been licensed for use in other departments who clearly recognise its benefits." Another said: "The pace and scale of rollout doesn't match the comms. It privileges policy teams." A third expressed concern that "only senior civil servants (DDs and above) have access" to certain tools.

Many report inconsistent governance, and the proliferation of "shadow IT". One survey respondent reported: "We're banned from using Chat GPT at work… A really helpful internal tool created 18 months ago (which took a lot of resource) still hasn't launched due to DPIAs [data protection impact assessments] etc." Another admitted: "I have had to use personal devices to use AI tools for evidence synthesis, team building etc because tools available in the civil service are not sufficient."

The consequences of this fragmented approach extend beyond individual frustration. When civil servants resort to personal devices or unapproved tools to get their work done, it is a signal that governance has not kept pace with demand — and it creates real risks around accountability. Without a structured rollout, tools risk being adopted without proper consideration of ownership, oversight, or safeguards. Paradoxically, this could ultimately slow AI adoption: ad hoc use invites restriction, and restriction without clear rationale breeds the very inconsistency civil servants are already describing.

Finding and adopting the best systems for a task can be cumbersome

The government is acting to improve how public bodies test, build and buy AI.

- A new Commercial Digital Centre of Excellence will develop a sourcing strategy to help public bodies decide when to buy off-the-shelf digital tools or when to build them bespoke, and to improve data about government digital spend to leverage better deals.
- A National Digital Exchange, under development, will allow public sector bodies to access preapproved AI tools at nationally negotiated prices and rate and review their experience.
- An NHS Innovators Passport, scheduled for launch in two years' time, will allow organisations to adopt technology that has already been tested elsewhere.

These initiatives could be transformative – but only if backed by a coherent, strategic approach. At present, fragmentation has contributed to a confusing proliferation of systems, uneven adoption of evidence-based tools, and persistent barriers to interoperability that mean different tools and systems cannot work together. Teams with lower digital maturity often struggle to identify and adopt the most effective solutions and to put the necessary governance and assurance processes in place.[27]

The result is widespread frustration among workers trying to introduce systemic improvements. One respondent was exasperated: "Here's a form to

fill in and 3 separate people to talk to. Maybe you'll get permission to ask to purchase that in 3 months. If you're lucky, it'll arrive this year." Another said they wanted "to be given the tools to develop, test and implement new ideas, without being expected to wait 3 to 5 years."

Next steps for reform

The government should:

3. Accelerate access to personal AI tools

- Alongside legacy infrastructure upgrades, it should support deployment of the best personal AI tools. It should prioritise development of internal solutions assessed to have the greatest potential productivity impact, and concurrently scope trials of external solutions to test impact across a range of professions, grades and departments. This should be guided by clear and deliberate consideration of accountability and UK government sovereignty.

- Once tools are proven safe and effective, it should make them available across government – outside spend controls, at scale, across relevant roles and grades. This should include a centralised repository of approved tools, funded through a cross-government pot, with continued access contingent on light-touch reporting to monitor impact and manage risk.

4. Support and encourage strategic technology adoption

- It should create a system for tracking and synthesising learning from all technology deployment across government – with ongoing funding contingent on meeting reporting requirements. It should task an identified body in GDS with identifying proven solutions and making them available on the new digital exchange.

- It should legislate to give the secretary of state for science, innovation and technology the powers to mandate standards in functionality, connectivity, interoperability, portability, security, and storage, as well as access to information for external digital systems, so that adoption of one system does not restrict the use of others.

- It should incentivise the take-up of preferred solutions by creating a central pot providing match funding across local and national public bodies, on the condition that they meet governance standards determined by DSIT.

Many also pointed to inefficiencies created by duplication and stop-start delivery. One respondent described: "So. Much. Duplication. Constant scoping and descoping of work wastes money and expertise. Civil servants are put in roles to babysit incompetent suppliers."

Priority 3: Cultivate talent strategically

To leverage AI to transform public services, the government needs motivated workers with the right skills in the right roles.

But skills deficits and mismatches currently create significant barriers to AI adoption and innovation. Just 27 per cent of survey respondents agree their employer has supported them to develop the skills they need to use AI in their role, and 11 per cent agree that technology and AI skills are appropriately rewarded and recognised. Meanwhile, 36 per cent of those who have not yet introduced AI to improve how their team does things cite technical skills as a main reason – making this the biggest perceived barrier to innovation.

Skills are not strategically used and developed

The government has committed to getting the "right people with the right expertise, working at the right levels, in multidisciplinary teams". This commitment is reflected in plans to establish digital literacy as a core skillset across the public sector, and a target for one in 10 civil servants to be in technical roles by 2030. Supporting initiatives include:

- The provision of training through the new National School for Government and Public Services, with technical skills integrated into curricula, and the "One Big Thing" scheme to provide basic AI training to all civil servants.

- Strengthening the talent pipeline through the TechTrack Apprenticeship, and acting to recruit and retain the best and the brightest with pay and conditions more competitive with the private sector.

However, more is needed to ensure the government is making best use of the skills and people it already has, and building capacity where gaps are

most acute. There is currently no comprehensive picture of skills distribution across the public sector and no consistent pathway for developing role-appropriate AI and other core skills.

Several survey respondents raised these gaps. One worried that: "There is very little data about the resources that we have – [meaning] we are not making informed or strategic decisions." Another felt that the government was: "not helping [workers] develop the skills [for] specific roles, and [is] eliminating the career pathways… to progress."

Many expressed concerns about the impact of automation on the future of their role: "It's attempting to roll out AI years before it's ready in order to cut jobs... No training has been provided on how to use AI, we're just told to figure it out…" Many raised the issue of workload, which "[doesn't] allow time to… properly train staff to embrace technology."

Many described the impact on capability, efficiency and morale. Some raised concerns about skills mismatches, including "work needing [a technical skill] being filled by non-specialists", while others felt their own technical expertise was being wasted. Conversely, some worried about the erosion of core skills: "There is a push to encourage people to use and experiment with AI tools for… complex tasks for which people have trained extensively… potentially they will not develop the skills required."

Many flagged resulting resource pressures – including the phenomenon of "a smaller cohort of overworked individuals running on goodwill and fumes" while other areas ran with spare capacity.

Multidisciplinary digital leadership is undervalued

The government has said it intends to "elevate [the status of] digital leadership", including by requiring all senior civil servants to identify opportunities for efficiency as part of minimum performance standards and inviting technical experts to undertake secondments at 10 Downing Street and DSIT.

But delivering digital transformation in a complex, regulated system requires leaders with multidisciplinary skills: people who understand what is technically possible, can navigate Whitehall, and can translate technology into operational change. This means the government needs stronger technical capability among public service leaders and policy professionals. And it needs technologists with a deep understanding of public sector delivery, governance, and frontline realities.

Yet the government has no clear offer to attract, train and retain people with these skillsets. One survey respondent flagged: "We pay our cross-

functional professionals… far less. Many leave very quickly and this churn means we do not establish strong systems. This is a real failure to value all people and skills." Meanwhile, complaints about leadership capability were rife: "Senior leaders no longer have sufficient knowledge of the areas they are managing."

Without the leadership to bridge these worlds, technical talent will remain frustrated and others will remain resistant to change. One survey respondent complained: "I have a masters in AI which carries no value here." Others felt they were being "forced" into decisions by digital teams that failed to consider the frontline context of their role.

Next steps for reform

The government should:

5. Up-skill and cultivate talent in priority areas

- It should identify key skills relevant to specific professional standards and develop modular courses for staff wishing to develop these skills at different levels. It should allow staff to access courses relevant to their role for free via the National School for Government and Public Services, and guarantee everyone can spend an appropriate amount of time for their role on these courses. We propose the government considers a baseline of 2.5 per cent.

- It should ask managers to report quarterly on team skills – including digital, data and technology skills – and create a live digital map of civil service capabilities to inform workforce planning. It should develop a roadmap to cultivate and move skills into priority areas, including allowing staff to spend up to 5 per cent of their working time on training identified as addressing the most acute shortages – provided they can demonstrate progress at a pace appropriate to their role and level.

- It should preserve core "analogue" skills to collaborate effectively with AI, including through supporting secondments to the frontline and establishing channels for apprenticeship-style learning, whereby allocated leaders within a profession of function support professional development for a group of junior staff.

6. Strengthen multidisciplinary AI leadership capabilities

- It should update recruitment and performance management frameworks to ensure all senior civil servants can demonstrate digital, data and technology competency appropriate to their profession, and raise pay closer to the market value of this skillset.

- It should create opportunities for staff from across professions (policy, operational delivery, specialist, functional) to advance higher-level AI skills – including through funded conversion courses and secondments to GDS. This should include structured retraining pathways for roles at risk of displacement as automation increases.

- It should create professional pathways for digital, data and technology professionals to develop careers which combine deep technical specialism with structured exposure to policy, delivery and

operational roles – sometimes called "T-shaped" careers, because they combine deep specialism with general experience – including through secondments. This could offer a route to leadership – much like the Government Economic Service does today – and help spread technical skills throughout government.

- It should support departments to fill gaps in senior AI-literate leadership via external channels through a ring-fenced central funding pot.

Priority 4: Empower and incentivise workers who want to make things better

Effective AI use requires a culture, support structures and incentives which actively encourage those who want to make improvements. However, many who want to improve things face both practical and cultural barriers that result in a cycle of frustration and disengagement – with one survey respondent describing how "people stop bothering to try to get involved and put their ideas and concerns forward".

Workers want more support to use AI in their role

The government is taking steps to improve how AI knowledge is consolidated, shared and applied. To this end, GDS:

- Has created online resources – such as an AI Playbook, AI knowledge hub, and a digital workplace community – and is convening communities of practice.[28]

- Is rolling out direct learning, including an AI Adoption Accelerator offering senior workshops on adoption strategy, facilitated team practice sessions, and AI Pioneer Boot Camps that train internal AI champions to support their teams.

- Offers a specialist assurance team providing a service to test AI solutions before release.[29]

These initiatives provide critical foundational support systems. Hower, the civil service managers we engaged with particularly valued tailored support, which they felt was not sufficiently available. One flagged: "There's no central point to share ideas or ask questions on how to adopt AI tools and systems. Training is good but individuals are left to work out how to implement it in their own work."

Bureaucracy and risk aversion block progress

The government is acting to remove barriers to innovation – including through:

- The work of the Public Sector AI Adoption Unit, as described above.
- "Project reset," giving those closer to decision-making more freedom and autonomy.
- A commitment to shaping legislation that is "digital ready", meaning it is drafted in a way that minimises red tape.
- Establishing a National Data Library to support data sharing across departmental boundaries without the need for repetitive data sharing agreements.

This support will be transformative, but there remains no systemic approach to helping teams who want to innovate navigate the art of the possible. Our survey found that 25 per cent of those who have not introduced AI to improve how their team does things say that they would be prevented by difficult processes, or legal or technical barriers.

This has left many survey respondents frustrated. Concern about "risks around how information entered in AI tools might be used and shared" or "being constantly worried they'll be liable if something goes wrong" is common. Yet many also describe a "tendency to over-engineer processes," and worry that their organisation is failing to take the types of risks that are necessary to drive through change. One complained: "I lead on a number of AI projects but the… risk appetite (despite the rhetoric) does not match its desire for innovation."

The result is that it is challenging to get things done. One respondent describes how: "Even when the director general has put their support behind an innovation project, we can't get past the first hurdle. This stifles further innovation and demoralises staff."

Innovation and successful transformation are not consistently encouraged or rewarded

The government has made clear its intention to cultivate a culture of innovation – borrowing from the startup world through a "scan, pilot, scale" approach. As part of this:

- A new Dragon's Den-style Data Challenge allows civil servants to pitch ideas for £50,000 to use data and AI to transform how the

government works, while a £100m public sector Innovation Fund supports place partnerships to solve local problems.[30]

- There are also some levers, such as the digital and data pay framework, to link pay incentives to delivery outcomes.[31]
- The government has committed to improve incentives for top performers by providing fewer but higher bonuses.

But rhetoric and ambition are not currently matched by meaningful incentives or support. Forty per cent do not agree that they are encouraged to come up with new and better ways to do things. Among those who have not used AI to improve how their team does things, 30 per cent say they have not had the opportunity, 30 per cent said they don't have time, 15 per cent didn't think it was their responsibility, and 10 per cent said they would not be rewarded.

These dynamics reflect a misalignment between the government's digital ambitions and its institutional incentives. The current structure creates perverse incentives: successful digital transformation often results in lost budgets and increased workloads rather than reinvestment and better working conditions.

Survey respondents describe an institutional inertia that limits support and rewards for AI use. Some report how they "have strong technical skills but whenever [they] try to propose using a new tool, people complain" while others feel opportunities to innovate are "hierarchical" and "there are more rewards for following established practice." Many expressed desire for "time to consider options and be more creative".

Delivery is particularly affected by ineffective reward and recognition structures. These result in high staff turnover, ineffective performance management, and a tendency towards job hopping and overpromotion (or "grade inflation") to compensate for poor within-grade pay rises. One survey respondent flagged the importance of motivated and capable leaders driving transformation to completion: "The fact it was achieved against the odds… was because of the fortunate correlation of an ambitious and radical Grade 2 [Director General] who wanted to show how much he was prepared to use initiative for the benefit of the [government] as a whole and a mild but stubborn and highly principled Grade 5 doing the detailed work."

Next steps for reform

The government should:

7. Strengthen personalised support to use AI

- It should establish a formal directorate-level network of trained AI champions, forming part of an AI Taskforce for each public body, with direct contact in DSIT.
- It should task champions to distribute information and provide practical advice where requested, with support from DSIT. These champions should also flag emerging issues to DSIT and act as link with departmental multidisciplinary AI teams.

8. Systematise barrier removal and enablers

- It should establish an AI Barrier Busting Task Force in the Public Sector AI Adoption Unit, with legal and governance expertise to navigate bureaucracy. Teams across the public sector could get support from the taskforce, which could advise on the law and risk management, act as a broker between teams, escalate issues, and make the case for local regulatory exceptions through a "power to innovate".
- It should ask this taskforce to keep a "register of barriers", proven solutions to address them, and where gaps remain. This register should be reviewed annually, and used to consider the case for updated governance and investment, including an "AI barrier busting bill".

9. Reward innovation and delivery

- Establish a digital transformation reinvestment framework that allows departments to retain a capped portion of quantified productivity gains from AI to reinvest in their workforce.
- Improve incentives to stay in post and complete transformation initiatives efficiently and effectively by creating a "Delivery Dividend". This should pay meaningful bonuses to those who meet delivery milestones predefined at recruitment or project commencement, and where monitoring and evaluation after project completion indicate that the initiative was a success (including where

a worker who successfully delivered a project has moved onto another role).

Priority 5: Make AI synonymous with good and meaningful work

In addition to improving the efficiency and effectiveness of services, adoption of AI and digital technology also has the potential to improve the quality of work – provided it is implemented with workers' priorities and needs in mind.

But as things stand, many workers are unsure whether this is happening. Most survey respondents – 79 per cent – say they are at least "slightly" concerned about AI use in their department. Nearly half – 49 per cent – rate themselves as "moderately", "very" or "extremely" concerned (26 per cent, 11 per cent and 12 per cent respectively).

Our research shows that concerns about the impact of technologies could be holding back adoption and innovation among some civil servants. Among those who have not yet used AI to improve how their team does things, 36 per cent say this is because they are worried about the risks to the public – where they witness or fail to prevent events that violate their own ethical beliefs – or "moral injury" – and 13 per cent say this is because they are worried about the impact on their job.

These dynamics appear to reflect insufficient clarity, consultation and communication with workers on AI rather than actual experiences of harm. Table 1 below shows that, out of the 1,087 workers who elaborated on their concerns, most either spoke in general terms about what might happen in the future (56 per cent) or described gaps in risk mitigation that needed to be addressed. Meanwhile, just 3 per cent described specific examples of things that had gone wrong, which generally related to failures to spot hallucinations (where an AI model generates outputs that are plausible-sounding but wrong).

TABLE 1: MOST CONCERNS CITE POTENTIAL HARM RATHER THAN ACTUAL EXPERIENCE OF IT

Category	%	Examples
Potential harm	**56**	Examples, among those citing potential harm
Workforce harm	49	Job erosion. "I fear I will lose my job and that the government will lose accountability to the public as

		the civil services role to challenge will be diminished." Deskilling. "It will take away opportunities to upskill junior colleagues, blocking their pathways to career progression and personal development." HR. "If used in recruitment, it could be a mess."
Quality and reliability decline	46	Misuse. "I am concerned that it will be used by people who do not understand its limitations and this will damage our delivery and reputation." Poor services. "I fear the use of AI will… be applauded for 'saving money' when in fact all that has happened is service quality is reduced."
Governance and fairness failures	46	Bias. "It is likely to embed racial and sexist disparities." Data breaches. "We don't know what data is being submitted and what it's being used for outside government" Accountability failures. "We are accountable for these decisions rather than looking at a black box."
Broader societal harm	12	Environmental damage. "The environmental costs need to be considered for the massive amounts of energy used to cool servers." Cost to taxpayer. "Complete waste."
Risk mitigation gaps	**41**	Examples, among those citing risk mitigation gaps
Knowledge and capability	69	"There's been no official training that I've seen which explains the line for use of AI... how much can we use it before it is Plagiarism? What is appropriate use? I cannot answer any of these questions."
Implementation and oversight	58	"Where its output is not reviewed AI would then be in effect making decisions."
Materialised harm	**3**	Examples, among those citing materialised harm
Unchecked mistakes	78	"I've seen AI-generated content which has clearly not been read in full and I've had to go back to the author on."

Process failures	16	"I have seen how applicants can use this to get through sift, but the interview bears no resemblance to the application."
Discrimination	6	"A cartoon of a civil service meeting that a colleague produced using AI depicted only male civil servants."

Source: Fabian Society survey of FDA members. Among those who say they are "concerned" about AI use in their department.

Workers feel in the dark about how AI use will affect them

The government is taking steps that will help workers better understand AI deployment. This has included:

- Mandating that all central government departments publish an 'algorithmic transparency recording standard'.
- Publishing a public sector Ethics, Transparency and Accountability Framework for Automated Decision Making, which sets out principles and guidance, and an AI Testing Framework, which provides a procedural toolkit for testing, evaluation and assurance.[32]

But most AI use in government remains relatively opaque – meaning workers have no way of interrogating the impact on themselves or the public. The algorithmic transparency recording standard has been used only 33 times.[33] It is not clear how published records will help workers or the public understand AI and access redress in everyday contexts. And the law on "red lines" and "green lines" for AI use remains relatively underdeveloped and underenforced – meaning practice on flagging, explaining and overturning automated decisions is inconsistent.

Our survey respondents were particularly concerned about transparency around HR processes. Just 8 per cent agreed that they had enough information to understand how AI is being used in HR processes that affect them, such as recruitment and monitoring. One respondent said: "I would like to feel more sighted on the tools the department is considering adopting and why, and have opportunity to understand where we are and how we are mitigating risks and considering rollout."

Workers want automation to be done *with* them, not *to* them

The government has taken some early steps to improve participation in AI decision-making:

- Tracking public attitudes.
- Appointing a Responsible AI Advisory Panel, including frontline experts.
- A commitment to engaging civil society.
- Experiments with open-source software that gathers collective intelligence and analyses voting results.
- A commitment to establishing routes to work in partnership with staff to make their roles more satisfying and building "agile accountability mechanisms" that support autonomy for frontline workers.

But government messaging has been mixed, and it has not yet established a consistent approach to worker engagement – leaving many unsure about what automation would mean for them (see table 1 above). Just 29 per cent of those we surveyed had been consulted on artificial intelligence tools in the workplace. Some also felt that engagement, where it occurred, was not sufficiently meaningful. One survey respondent reported: "I have attended many meetings with my line managers [and] it is clear that the decision has already been made [and] the meeting is simply a way to pay lip service to show they have 'engaged'."

In more extreme cases, a failure to engage resulted in the rejection of innovations that had already been implemented: one survey respondent reported examples of "going back to a human approach" after new tools were introduced in a hurry.

This does not mean civil servants want to slow things down. A minority expressed desire for a "space to share concerns" and some intended to "be a roadblock as much as possible". But most were solutions-focused in their desire for engagement. Survey respondents expressed a desire to:

- **Develop a vision.** "AI has the capability to influence what our workforce does and how we do it. I would like to help to create the vision that we should be aiming for... I have the skills and experience to do that."

- **Spot quick wins.** "Being consulted on how it can be applied to current systems and processes to identify areas where particular advantages can deliver immediate results."
- **Test new approaches.** "I am keen to act as a guinea pig."
- **Champion transformation.** "I'd love to train and empower civil servants so they see this as a tool and not a threat".
- **Contribute operational expertise.** "I'd like to be the voice of reality in planning. I'm not against AI or other tech developments, but they need to be introduced with the reality of working in a busy, operational department in mind."
- **Address barriers.** "Asked for input - particularly on what the barriers are."
- **Support responsible innovation.** "Help my department make decisions on how to implement AI based tools responsibly and efficiently."

Respondents also felt that workers would benefit from engagement that was purposeful and efficient. Some said they wanted to avoid: "wide consultation for any change, even small" and were keen to find "balance between agile innovation and risk-management". Others were keen to avoid overcomplicated processes: "I don't want to be on any task force or working group etc that takes more time than needed away from my actual work."

Next steps for reform

The government should:

10. Improve transparency and partnership on AI at work

- Work with trade unions to define and establish mechanisms for engaging public servants on AI use at work – including digital tools whereby workers can share ideas, debate changes, volunteer for working groups and trials, and flag specific issues with AI systems.
- Work with trade unions to agree and codify appropriate use for AI in HR. Ensure this is put in practice by setting a deadline for publishing

all AI in HR via the algorithmic transparency recording standard and giving unions the opportunity to inspect all these systems.

- Establish formal mechanisms to track the impact of AI on workers – including diversity impacts and potential for racial bias on such lines – and keep the need for additional support under review.

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