

Business plan 2012-2013



Home Office

**Identity &
Passport Service**

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Foreword

The 2012/13 Business Plan continues to build upon the significant change plans laid out last year, and focuses on delivery of our core purpose: to provide accurate and secure records of key life events and trusted passport services.

The Identity and Passport Service (IPS) services a significant proportion of the UK population each year, and in 2011/12 issued over 5 million UK passports, handled 1.5 million new birth, death and marriage registrations, and produced some 1.4 million copies of certificates.

There have been a number of notable achievements made by IPS in 2011/12. For the first time in five years we met all of our performance targets for customer satisfaction, production turnaround times, value for money, and fraud detection. Last year IPS also took over responsibility for the printing and delivery of all UK passports to British nationals worldwide. Our staff have embraced a renewed counter-fraud culture, achieving significant improvements in fraud detection in passport applications whilst remaining committed to maintaining the high levels of satisfaction that our customers experience. I am especially proud of these achievements, and of our dedicated staff who have continued to deliver excellent service to our customers at a time of large-scale organisational change.

Over the past year we continued with the restructure of both our passport operations and supporting corporate functions, and have reduced office estate, to create a more efficient organisation by better deploying our valuable resources. One of my priorities throughout this challenging period of adjustment has been to ensure that our people were adequately supported, and our 'Myfuture' programme, which provides support to those facing redeployment, was identified as an exemplar of best practice and adopted across the Home Office.

The 2012/13 Business Plan highlights IPS's priorities, the actions we will take to deliver them and the performance measures we will use to assess whether we have achieved our goals. IPS will achieve its business outcomes only if it gets the best out of its people. This requires leadership at all levels and not necessarily only from those we might usually think of as leaders. We have set an ambitious agenda for change alongside delivering our core services with a leaner organisation. I look forward to it with enthusiasm as, together, we continue to deliver a valued public service on behalf of the people of the UK.

A handwritten signature in black ink, appearing to read 'Sarah Rapson', written over a light grey background.

Sarah Rapson
Chief Executive & Registrar General
for England and Wales

The Identity and Passport Service

IPS is responsible for overseeing the administration of civil registration in England and Wales and for providing passport services to British nationals at home and abroad.

Executive summary

In addition to providing passport and civil registration services, IPS has a statutory responsibility to provide complete and accurate registration data to the Office for National Statistics. As an executive agency of the Home Office, IPS also has an important role to play in supporting the Home Office's priorities, including public protection, reducing the impact and likelihood of identity crime, and promoting equal treatment and equal opportunities for all.

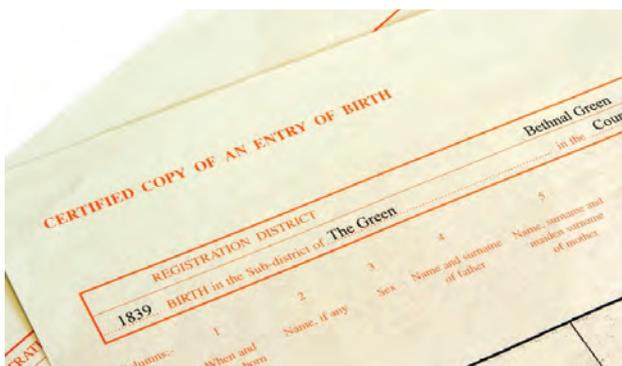
Throughout 2012/13 IPS will continue to deliver against the plans for passports and civil registration that were set out as part of its Comprehensive Spending Review commitments. The year ahead is one of delivery in some of the longer term change programmes for passport operations, including the replacement of passport book printing equipment at IPS Customer Service Centres, the replacement of its passport application processing system, and commencing the final phase of transfer from the Foreign & Commonwealth Office (FCO) to becoming the single UK passport issuer.

Within civil registration IPS will continue to work positively and collaboratively with the Local Registration Service in England and Wales to maintain and improve the current system within the constraints of current legislation. IPS has made a commitment within the Home Office Business Plan to review the current system of civil registration, and are building the required insights and evidence to support opportunities for improvements in the way the service is delivered.

As a 'Trusted Operator' IPS aims to deliver these continued improvements across the whole organisation whilst remaining focused on delivering a valued service to the public.

“We always get fantastic support from GRO but sometimes it is over and above what can be expected.”

General Register Office customer, Southport





Our Purpose

The IPS Purpose is: to provide accurate and secure records of key events and trusted passport services.

During the course of 2012/13, we expect to **process 5.6 million passport applications** and undertake approximately **300,000 identity authentication interviews**. We will **print an additional 380,000 passports** for British nationals overseas, whose applications are currently examined at the FCO's seven Regional Passport Processing Centres. Over the same period, we will complete approximately **6 million Passport Validation Service enquiries** that help to prevent fraudulent usage of passports.

We will produce in excess of **1.3 million birth, death and marriage certificates** and handle over **70,000 pieces of civil registration casework**. We will continue to oversee the registration and amendments of key life events; ensuring that information is accurately and securely maintained and supporting the Local Registration Service to deliver an efficient and effective registration service to local communities.

Our Principles

Our five **Principles** guide the way we deliver our core purpose.

1. Operational Focus

We will create a more efficient and connected organisation with operational excellence at its core.

2. Customer Service

We are proud of the service we provide to customers and will deliver a modern and affordable service that meets the needs of today's society.

3. People

We value the contribution of all our people, treat them with respect and will support them through change.

4. Cost

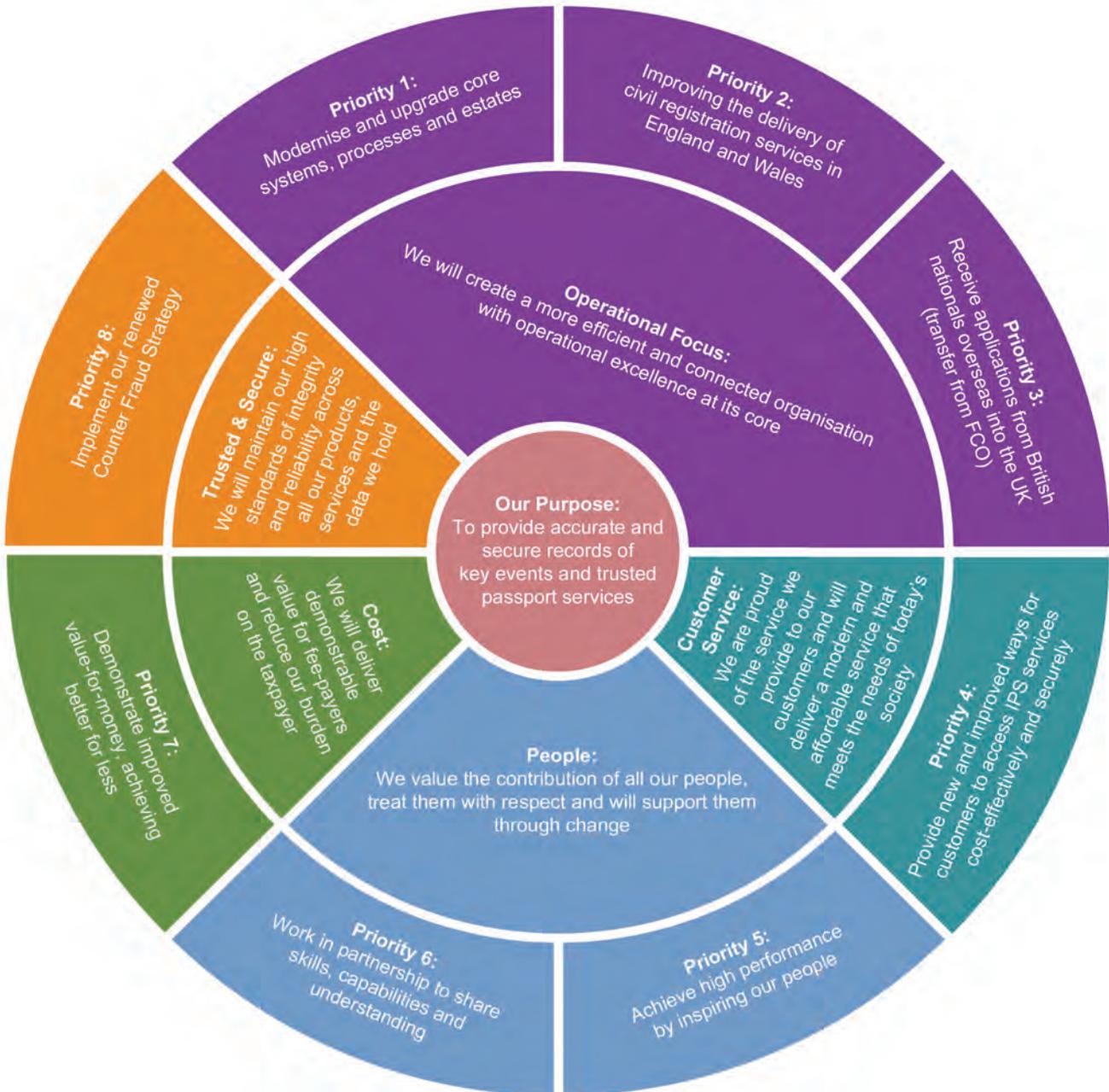
We will deliver demonstrable value for fee-payers and reduce our burden on the tax payer.

5. Trusted and Secure

We will maintain our high standards of integrity and reliability across all our products, services and the data we hold.

Each of our Principles are underpinned by a set of **Priorities** that we will deliver during 2012/13, and a series of Key Performance Indicators (KPIs) to manage and measure our performance.

Our Purpose, Principles and Priorities



Our Priorities

Operational Focus – we will create a more efficient and connected organisation with operational excellence at its core.

Priority 1

Modernise and upgrade core systems, processes and estates.

The vast majority of UK passports are printed by our strategic supplier De La Rue. As part of our counter services, passports are also printed at our seven Customer Service Centres across the UK. We are in the process of replacing the local passport book printing equipment at these Customer Service Centres to ensure that a single design of passport is issued for every service option that is available to our customers. We aim to do this seamlessly, with minimal impact on the availability of our counter services.

IPS will commence the deployment of a new application processing system. This should not have a visible impact upon our customers, however it does enable us to offer an improved customer experience for online applications. This will be available later in the year which will, for the first time, include online payment and progress tracking. We will also replace and upgrade some of our core systems infrastructure, including updates to the passport database that will ensure it remains secure and with the highest levels of integrity.

We plan to refurbish or relocate our Newport Customer Service Centre during 2012/13 as the current lease approaches expiry. We will also assess options to refurbish or relocate our office in Durham ahead of the lease expiry in 2014. Whilst being mindful of financial restraint, in both cases we aim to provide a suitable working environment for our employees and accessible counter locations for our customers. We are seeking suitable accommodation close to existing localities to continue to support the local communities in which we operate.

Priority 2

Improving the delivery of civil registration services in England and Wales.

Within civil registration we take pride in our rapid deployment of policy change, often driven through other departments legislation, into effective delivery by the General Register Office (GRO) Local Registration Service. In the year ahead this will include removing restrictions on the time of day that people can get married or register a civil partnership. Separately, we introduced changes in May that removed unnecessary restrictions on the time in which a stillbirth can be registered, reducing the distress to bereaved parents, whilst also removing a number of administrative burdens on superintendent registrars with birth registrations. IPS will also continue to work with the Department of Health, the Ministry of Justice and other government departments to meet the government's intention to reform the death certification and coroner's processes that are currently planned for implementation in 2013/14. Finally, IPS will work closely with the Government Equalities Office on planning for the changes to registration processes that will allow for equal civil marriage to be introduced.

The current system of civil registration in England and Wales operates under a statutory framework that was designed for the middle of the last century. It is not sufficiently flexible to support improved customer access to services and information, nor gives local authorities sufficient freedom in the way they deliver registration services. A review will focus on achieving balance in providing a registration service that meets customer needs and that helps to protect the identity of an individual. A significant proportion of our customers are seeking access to historic registration data for the purposes of family history research, and we recognise their desire for improved access is often in a format other than a certified paper copy. We are committed within the Home Office Business Plan to undertake a review and consider our next steps by October 2012.



Priority 3

Receive passport applications from British nationals overseas into the UK (transfer from FCO).

In September 2011 IPS became the single issuing authority for all UK passports by taking over responsibility from the Foreign & Commonwealth Office for the printing and secure delivery of passports to our customers worldwide.

In 2012/13 we will continue with the final stage of the transfer of responsibility with the process for examining the application and establishing eligibility transferring from the FCO to IPS. This will ensure a consistent approach to passport application processing and counter-fraud policies, providing greater integrity of the UK passport with the aim of achieving this at a reduced overall cost. By 2014/15 IPS expects to handle all 380,000 passport applications a year from customers around the globe, from the completion of their application through to delivery of the passport book, whilst continuing to maintain current overseas service standards.

Customer Service – we are proud of the service we provide to customers and will deliver a modern and affordable service that meets the needs of today’s society.

IPS’s high levels of customer satisfaction are driven by our consistent delivery against service expectations, and pricing. Our customer research and analysis help us to understand the whole customer experience from the moment they realise they need a passport or certificate to it being delivered to them. This analysis helps us to continuously identify ways to improve our service offering, and to avoid unnecessary costs to both the customer and IPS.

Priority 4

Provide new and improved ways for customers to access IPS services cost-effectively and securely.

We will launch our improved online channel for passport applications that will allow customers worldwide to apply, pay and track the progress of their UK passport application online. Whilst we will still require customers to send us a signed declaration, their passport photographs, and to return their existing passport, the new application route will be much simpler and will help our customers to provide the information required for IPS to issue their passport.

Our customer feedback shows that our paper passport application form remains a source of frustration for customers. In May this year we published revised guidance notes that accompany the form to assist our customers in completing it correctly. We are starting to introduce changes to the form to be more inclusive for our customers, including the terms “Parent 1” and “Parent 2” alongside “Mother” and “Father”, and a reference to “Civil Partnership” alongside “Marriage”.

London 2012 Games

The Olympic and Paralympic games are the world’s largest sporting event. To prepare for the 2012 Games we will make changes to the way we work to ensure continuity of service in our London operations. Where necessary, we will change our opening hours during this time to enable our customers to access our London offices. We will also review our work patterns and encourage our non-frontline staff to make more use of remote working where possible.

We achieved success in 2011/12 in enforcing marketing and website content changes on a number of unscrupulous websites that claimed to sell 'official certificates' at inflated prices. In the year ahead we will continue to highlight that purchasing directly from IPS is the most cost effective way of buying a life event certificate and promote the unique and useful information only available on certificates.

During 2012/13 the Government Digital Service (GDS) plans to transition from the current Directgov website to a new single domain. IPS is working with the GDS to ensure information about our products, services and policies are available on the new gov.uk website.

People – we value the contribution of all our people, treat them with respect and will support them through change.

Redundancy swapping

IPS took the Home Office lead in implementing a pilot redundancy-swapping scheme. This enabled staff whose roles were at risk of redundancy to apply for the jobs of those opting for voluntary early severance, which helped to minimise the need for compulsory redundancy measures.

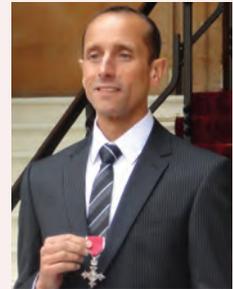
Priority 5
Achieve high performance by inspiring our people.

IPS will achieve its business outcomes if it gets the best out of its people. This requires leadership at all levels and not necessarily only from those we might usually think of as leaders. Our challenge is to mine the rich seam of intelligence, insight and ideas that surround us, whilst finding ways to bring forward our leaders to help them develop their diverse talent as they support and encourage their colleagues.

In 2012/13 we will work hard to instill in all our staff a greater sense of belonging at IPS and will give everyone the opportunity to have their say.

New Year Honours List 2012

Ian Crampton, Operational Change Coordinator, Durham Office



Ian was awarded an MBE in the New Year Honours List¹ in recognition of his services to national and local charities. Since June 2000, Ian has led the Durham Regional Office Charities Committee to raise over £50,000 for local and major charities, including Children In Need, Comic Relief and Sports Relief.

We encourage the use of staff survey action plans, and will continue to celebrate and reward outstanding effort and achievement through our annual People Awards and other recognition schemes.

In 2012/13 we will introduce a new Civil Service-wide performance management system which, through the associated Competency Framework, brings consistency of performance standards across the Civil Service. Our leaders are encouraged to have regular conversations with their staff centred on performance, and to coach, develop and support all of our people to fulfill their potential.

Priority 6
Work in partnership to share skills, capabilities and understanding.

In 2011/12 we integrated some of our Human Resource functions into the Home Office Human Resources team and worked to adopt revised Civil Service-wide HR policies. Similarly we transferred to Home Office shared services in areas such as digital communications, procurement and financial systems support. In the year ahead we will, wherever practical, consider further opportunities for building shared service models which will improve the way we work together, reduce costs and avoid duplication of effort.

We will develop an IPS People Plan to identify the skills and capabilities that we need for the future and the balance of our resources. We will describe our succession plans, and identify ways to retain and develop the skills to take our organisation forward by investing in, and encouraging, our most talented staff.

¹ Directgov Newsroom - New Year Honours List 2012

Cost – we will deliver demonstrable value for fee-payers and reduce our burden on the tax payer.

Priority 7

Demonstrate improved value-for-money, achieving better for less.

Through proactive measures, and restructuring of staff and estates, IPS achieved significant cost savings during 2011/12. Changes in the year ahead include the relocation of our Newport Customer Service Centre to provide more modern facilities for our customers and staff whilst driving down our ongoing estates costs. Furthermore, by integrating overseas and domestic passport application processing in the UK we aim to streamline processes and reduce the overseas footprint to deliver overall cost reductions for government in future years.

In 2012/13 we will introduce an electronic civil registration casework management system to replace our current paper-based system. This will ensure caseworking operations are more efficient and it is expected to deliver cost savings in the future against our statutory funding needs.

We will realise improved value for money on our desktop service and will begin to transform it in line with Government ICT Strategy.

The ‘Scenic Britain’ passport

The ‘Scenic Britain’ passport book, which holds more than 50 security enhancements, has been in circulation since October 2010. At the end of March 2012 over 6.2 million of these books had been issued to our customers.

Trusted and Secure – we will maintain our high standards of integrity and reliability across all our products, services and the data we hold.

The UK passport is one of the most trusted and secure documents in the world, and IPS is committed to maintaining its position at the forefront of rigorous international standards, and complying with visa waiver requirements. In establishing entitlement to a passport or registering a life event, IPS is entrusted with many millions of our customers’ personal details. We take our role as guardians of personal data seriously and continuously seek to improve the integrity and security of the data we process and hold. Any sharing of personal data is lawful, proportionate, is done with strict controls, and fits within a limited set of principles primarily for prevention of criminal activity. In 2013 we intend to publish the set of principles by which we may consider sharing data.

Priority 8

Implement our renewed Counter-Fraud Strategy

In 2011, impressive progress was made in our approach to countering fraud and this galvanised the spirit of the organisation. We will continue to progress the implementation of our renewed Counter-Fraud Strategy through its three major contributing factors: building an embedded counter-fraud culture, taking a risk-based approach to interventions, and deploying best available resources (technology and skills). We have already made changes to the way we conduct our face-to-face interviews for passport applicants. An improved data analytics capability will enable us to better track patterns of fraud and assess the benefits of new technologies and detection techniques. In the year ahead we will continue to refine and evaluate the potential for usage of facial recognition within our processes, for the prevention of fraud.

Resources

We are primarily funded through the fees we charge for our products and services.

How we are funded

Our fees are set in agreement with Her Majesty's Treasury on a cost recovery basis by product service level (excluding the child passport with its lower five year validity period). IPS receives its capital funding for investments and infrastructure renewal from the Home Office and its requests are prioritised within the overall Home Office portfolio. IPS receives taxpayer funding from the Home Office for the statutory work of the General Register Office. Our statutory services include activities such as maintaining the Adopted Children Register, correcting registration records and undertaking complex caseworking aiming to assist people at often difficult and stressful times in their lives. Year-on-year reductions will be applied to this statutory funding and by the end of 2014/15 we need to reduce our dependence on central funding by approximately 30% in real terms. We are on track to meet this goal.

Income and expenditure

Forecast income and expenditure are contingent on product demand. We forecast passport demand to increase slightly in 2012/13 due to increased passport renewal rates and an increase in the number of child passports that are purchased. We anticipate flat demand for certificates next year with longer term decline as we recognise that family history researchers are finding other ways to get the ancestry information they seek.

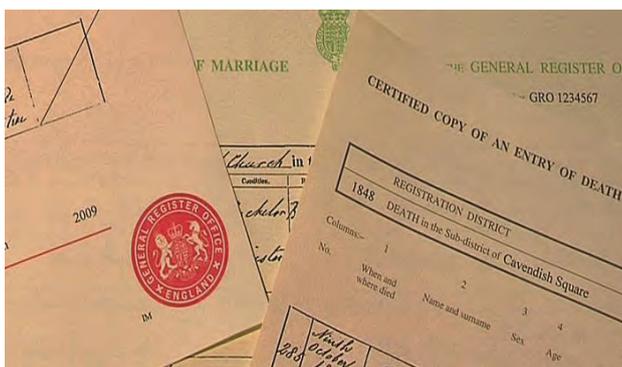
Our forecast income and expenditure for 2012/13 are set out below against those achieved in 2011/12.

	2011/12 (£'m)	2012/13 (£'m)
Fees and other charges	446.20	456.40
Central funding	-27.10 ²	7.00
Total	419.10	463.40
Total expenditure	403.80	459.40
Cost of capital	4.00	4.00
Surplus/(Deficit)	11.30	0.00

² IPS realised efficiency savings and end-year volume related income to support Home Office funding from its domestic passport account in 2011/12

Table 1: IPS Income and Expenditure

IPS recently worked with local government to review the statutory fees they charge locally for certain civil registration services, with amendments made on 1 April 2012. We have kept General Register Office fees at their current levels, and in September 2012 will confirm passport fees for the two years ahead.



Workforce

Year End FTEs	2011/12	Forecast		2014/15
		2012/13	2013/14	
Paid in post & redeployment staff	3,046	3,202 ³	3,202	3,191

Table 2: Four-year Workforce Projections

Due to the early progress made in our restructure, IPS ended the 2011/12 financial year with some 700 fewer full-time equivalents (FTEs), including vacant posts, than we had in April 2010. Over the coming years, we shall be maintaining a stable workforce as depicted in the table above.

Nevertheless, the changing balance of Whitehall to frontline staff, from 22% in April 2010 to 17.5% by 2014/15, represents IPS's commitment to increasing the value for money of its services. It also means that the forecast bill for pay and associated costs reduces significantly over the remainder of the Comprehensive Spending Review period. As IPS revises its priorities over the coming year we will need to periodically review our resourcing requirements.

In 2012/13, expenditure will be allocated as follows:

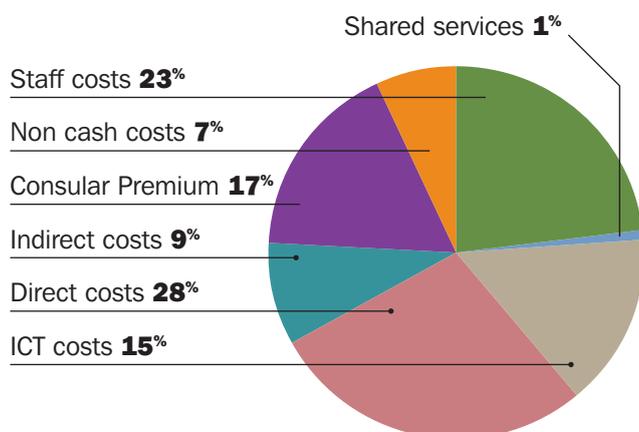


Figure 1: IPS 2012/13 Expenditure Split

- **Staff costs** include all frontline staff as well as staff in supporting functions classified as 'administration' or 'Whitehall' staff.
- **Shared services** include costs of Finance, Procurement and HR systems that we share with the Home Office. In addition we fund some estate costs through the Home Office Property Group, which are included within the direct costs in the pie chart.
- **ICT costs** include the cost of maintaining our passport database and providing support for our ICT systems and to our people.
- **Direct costs** include costs incurred under long term contracts to supply passport and certificate stationery, to securely print and deliver passport books, and to operate customer contact centres.
- **Indirect costs** include estates (rent, rates, maintenance, cleaning and security), professional and consultancy fees and 'other admin costs' such as stationery. Estate costs represent almost three quarters of this category.
- **Consular premium** includes the element of the passport fee that is passed to the Foreign & Commonwealth Office to provide consular assistance to British nationals overseas. At present this is £15.62 of the adult and £4.28 of the child passport fee.
- **Non cash costs** cover depreciation charges.

³ IPS is carrying 200 vacant posts.

Capital

	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Capital funding	19,000	20,000	8,000	8,000

Table 3: 2012/13 Capital Expenditure

Our four-year capital funding from the Home Office is set out above.

Capital funding is necessary to make upgrades to our business critical systems, and to ensure that our estate is fit for purpose.

How we will spend our capital

The capital will be used to deliver the following initiatives in 2012/13:

- Finalising the work to replace our passport application processing system
- Maintaining and upgrading our core systems
- Relocating or renovating some of our offices
- Procuring new local passport printing equipment for our counter services
- Introducing new technology to further enhance our counter-fraud capabilities



Performance management

We aim to be open and transparent about the overall performance of our organisation. Our Key Performance Indicators focus on excellence aligned to the IPS Principles, ensuring that we continue to deliver our Purpose.

Key Performance Indicators

In 2011/12 we met all four public facing Key Performance Indicators (KPIs) for the first time in five years.



Figure 2: IPS 2011/12 KPIs

In the year ahead we will move from five to eight KPIs to expand our measures of internal operational throughput by product/service type.

It is imperative that we only issue passports to those who are entitled. Whilst speed of service is important to us, it cannot be to the detriment of the high standard of integrity of the UK passport. We continuously reinforce the message to customers not to book their overseas travel before they have received their passport from us, and we advise that for a standard passport renewal a customer should expect to wait at least three

weeks and a first-time adult applicant around six weeks. Demand for passports is highly seasonal. To meet our customers' expectations we set challenging internal productivity targets and this year have built greater clarity into those operational targets depending on the type of application.

We were disappointed not to achieve our Key Performance Indicator on staff engagement last year, and have set a realistic target for the year ahead and placed renewed emphasis in this area.

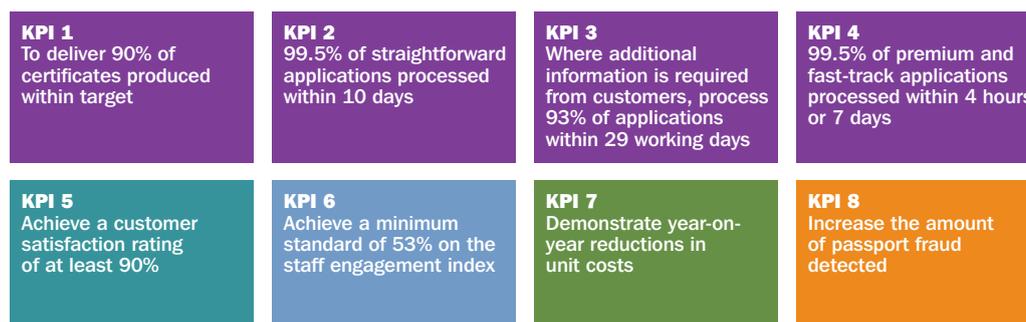


Figure 3: IPS 2012/13 KPIs

Transparency

Where appropriate we are committed to opening up access to our data whilst ensuring that suitable safeguards are in place to protect individual's personal information. To this end IPS has set out a number of transparency indicators as shown in the table below. These indicators will ensure that we are open and transparent about the quality and efficiency of our service.



Her Majesty's Treasury has standardised the way in which the transparency agenda will be measured: input indicators define how public money is being spent and impact indicators address outcomes that reflect priorities for public service quality.

IPS' transparency indicators for 2012/13 are:

Category	Measure	Updated
Input indicator	The cost of producing and issuing a passport	Quarterly
Impact indicator	Passport applications processed within target	Monthly
Other key data	Produce key life events certificates within target	Monthly
Other key data	Customer satisfaction ratings for passports and key life events certificates	Quarterly / biannual

Table 4: IPS 2012/13 Transparency Indicators and Other Key Data

In the year ahead IPS will seek to identify additional datasets and information to publish openly and proactively, in line with our departmental direction.

“All staff were extremely friendly and professional. They helped me at every stage. Well done to all staff.”

IPS Customer, Glasgow

Our people

Over the past two years we have restructured our organisation, reducing headcount by 23% in order to deliver our services more efficiently. We now employ 3,046 FTE working across all regions of the UK.

Our Civil Service People Survey in October 2011 provided an opportunity for us to listen to the positive thoughts, and concerns, of our staff. The survey highlighted that we had made significant improvements in key areas; staff felt that our senior leaders were more visible, that they had a clear understanding of the organisation's purpose and priorities, and that they were treated respectfully by their colleagues. However, our staff also said that they would like to feel more motivated to achieve their objectives, and that concerns around the pay freeze and pensions presented a difficult context. Despite significant levels of change and restructure, including seeing valued colleagues departing due to office closures, our staff engagement index in 2011 stayed the same as engagement in 2010 at 50%. With restructuring complete and greater stability for our staff, we are working hard to increase the level of pride our people feel in working for IPS.

IPS is recognised as an Investor in People (IiP) and we are committed to improving the way we lead, manage and develop our staff. During 2012/13 we have set ourselves the target of achieving and maintaining the Silver accreditation, having held and maintained the Bronze award since November 2009. Furthermore, it is our aim to achieve Gold by 2015.

We are committed to developing the skills that our people need to do their job better both now and in the future. We have maintained our level of investment in training, and increased our array of development activity through coaching programmes, work placements, and action learning sets. IPS has supported a pilot of the cross-government Operational Delivery Profession which will enable our operational staff to secure formal recognition for their skills.

Both our Aspiring and Executive Talent schemes will continue to provide an excellent development opportunity for our current leaders and our leaders of the future. The schemes give members the opportunity to stretch themselves, and to have an impact across the organisation as well as helping to increase their confidence and self-awareness. During 2012/13 our Executive Talent scheme will be integrated into a single Home Office scheme which will provide an exciting opportunity for this group to develop their leadership skills more broadly across the Department. Our aim is to ensure that our most talented staff are deployed on the initiatives and challenges of greatest priority.

“Excellent service received from start to finish. All staff very helpful.”

IPS Customer, Glasgow

“You all seem so hard working, diligent and efficient. The experience has left us all with an excellent lasting impression.”

GRO Customer

In 2012/13 we will support the goals of the Home Office Diversity Strategy through the delivery of the IPS Equality and Diversity Action Plan. The IPS Senior Leadership Team will continue to play a prominent role with the active sponsorship of equality groups and staff support networks. The sponsored groups are shown in the table below:



RNID Action on Hearing Loss Award

Belfast Office

IPS Belfast was awarded the RNID Action on Hearing Loss ‘Louder than Words’ charter mark on 25 May 2011. The award was presented to IPS for its commitment to maintaining and improving accessibility to services for customers and staff who are deaf or hard of hearing. To achieve the charter mark the Belfast office had to show: trained staff were available to communicate with customers, deaf-aware policies were clear and visible, appropriate equipment was available and well-maintained, staff were familiar with the service RNID Typetalk provides, and staff and customers were consulted in relation to requirements and potential service improvements. This initiative is now being rolled out across the whole of the IPS network.

Senior Leader	Name of Group	Demographic
Paul Pugh	The Network	Representing Black and Minority Ethnic (BME) staff
Susan Caldwell	Home Office Women (HOW)	Representing women
Simon Black	Home Office Disability Support (HODS)	Representing disabled staff
Alastair Bridges	SPECTRUM	Representing gay, lesbian, bi-sexual and transsexual staff
Shane Bryans	a:gender	Representing transsexual, transgender and intersex staff (Sarah Rapson represents this group on behalf of the Home Office)
Ian Martin	Carers	Representing staff with carer responsibilities

Table 5: IPS Diversity Group Sponsorship

Our customers and stakeholders

We engage with a broad range of customers and stakeholders and we are renowned for our excellent customer service.

Our customers

Our key customer groups include: individuals renewing their passport to enable them to travel, individuals buying their passport either because they have not yet travelled overseas or because they are new British nationals, customers buying copies of their own birth or marriage certificate, and individuals buying copies of historic birth, death and marriage certificates to help them research their family history.

In addition to achieving Customer Service Excellence (CSE) accreditation, IPS has consistently been ranked amongst the top public bodies for customer satisfaction by the independent UK Customer Service Index⁶. Our most recent customer satisfaction surveys indicate that 93% of our passport customers and 81% of certificate customers were satisfied with the level of service they received from IPS.



Gaining insight into our customers' needs is integral to our success. In 2011/12 we ran a number of 'customer immersion' workshops to bring to life our customers' issues. One of the outputs from this work was the revision of our passport application guidance notes for launch in 2012/13. Clearer guidance will make it easier for customers to fill in the form correctly and avoid errors. In the year ahead we will undertake a comprehensive review of how we interact with our customers in anticipation of the future re-tender of our contact centre contract. The outcome will ensure that IPS continues to provide a fast, convenient and accessible service to all of our customers in the way that they prefer to contact and communicate with us.

Veterans

Over 700,000 IPS customers benefit from the scheme that waives the passport fee for British nationals born on or before 2 September 1929. It is right that those who gave up so much to guarantee our security should be given the privilege of free passports.

⁶ <http://www.instituteofcustomerservice.com>

Stakeholder engagement

We try to maintain positive and collaborative relationships for the benefit of passport and civil registration customers, and to support the policy direction of both the Home Office and other government departments.

The Home Office

As an executive agency of the Home Office, IPS supports the development of strategic policy in areas where we have expertise to contribute, and are active in deploying any policy changes into operational delivery. The UK passport is recognised as a secure government issued document which people use to assert their identity, as well as its prime purpose to facilitate travel across borders. In the year ahead we will engage with our Department, where it is requested, on any central policy developments such as the work of the Cabinet Office Identity Assurance Programme.

The UK Border Agency and Border Force are departmental colleagues to IPS and we work closely with them. In our passport operations, IPS works closely with the Border Force to support use of UK passports at e-borders and improving border security. We will continue to consult with the UK Border Agency in areas such as counter-fraud; reviewing opportunities to align our processes and policies, and exploring ways to leverage common functions such as overseas network capabilities. IPS will also continue to engage with the UK Border Agency on processes and regulations to help prevent sham marriages within the civil registration system.

“I consider that this was the most fantastic service by people who were polite and efficient from the first phone call to the final collection. You are an example to all other government offices.”

IPS Customer, London

The travel industry

IPS maintains regular engagement with senior leaders in the travel industry via a series of IPS hosted Travel Forums, one-to-one meetings, regular newsletters and through an IPS presence at trade shows. We are keen to listen to the needs of this sector, to understand the changes we can make to passport issuance or products and services that will have a positive impact for our customers and the industry. Over the next 12 months we will be engaging with travel industry leaders on the new online passport application channel, the Olympics and the commencement of IPS receiving applications for UK passports from customers worldwide.

The Registration Panel

The Registration Panel represents the views of Local Government on civil registration matters at a national level, and is the key consultative body with which IPS meets formally on a quarterly basis to inform policy and service development and to discuss key strategic and operational issues. This supplements the regular operationally-focused engagement with individual local authorities and regional groups.

International groups

IPS maintains close relations with foreign government departments and international bodies entrusted with setting passport standards and issuing travel documents globally. We are an active participant in working groups within the International Civil Aviation Organisation (ICAO), through which IPS has led on the development of standards for emergency travel documents. Our close relations with the ‘5 Nations Passport Group’ that includes Australia, Canada, New Zealand and USA Passport Authorities, helps us to benchmark processes and performance, and to share development ideas. For example we are able to assess the usage, efficacy and benefits of the introduction of facial recognition into our own evaluations.

Key delivery partners

We rely on a number of partner organisations to deliver our services.

Commercial partners

IPS launched a new Supplier Relationship Management Framework in February 2012 that sets out our ongoing commitment to maintaining effective relationships with our delivery partners. IPS has embraced the Government initiative of optimising the use of cross-government shared services to drive value for money in each contract negotiation, and for engagement with Small and Medium size Enterprise organisations (SMEs). Our Supplier Relationship Management Framework provides a structured approach to supplier management, including our new 'Pipeline for Procurement'. This approach will give suppliers an indication of what capability is needed, and when, enabling them to better manage their resources.

Strategic suppliers

IPS has two strategic suppliers: De La Rue, who produce the UK passport, and CSC, who are developing a new passport application system and provide ongoing IT support services. Both of these suppliers were awarded long-term contracts in 2009 and they are integral to maintaining our trusted passport services. A dedicated supplier management team ensures that services delivered by our strategic suppliers meet performance objectives and identify opportunities to drive value over the term of the contract.

Key suppliers

Our key suppliers provide essential business support services as well as many customer-facing and back-office functions. The Post Office provides a high street service to the public through the distribution of passport application packs and the provision of the Check & Send service for an additional fee. DHL provides IPS with the capability to deliver passports securely across the globe, and

DX Secure ensures delivery of all passports in the UK. Other key suppliers include Teleperformance who provide call centre expertise, and Steria who provide back office processing support.

Shared procurement

In 2011/12 IPS transitioned 20 areas of common goods and services spend to the Procurement Centre of Excellence (PCoE) which was formed to take advantage of the Home Office's considerable consolidated buying power. To identify other innovative ways to drive down costs, IPS will work across Government to develop a joined up approach to procurement and the provision of public services.

Local authorities

IPS oversees the administration of civil registration in England and Wales through the General Register Office, whilst local operational delivery is the responsibility of local authorities. Front line activity delivered through the local authorities includes the registration of key life events, conducting ceremonies and the issue of certificates recording such events.

Foreign & Commonwealth Office (FCO)

In 2012/13 IPS will continue with the transfer of responsibility from the FCO for delivery of the full end-to-end process from passport application to issuance. Until that transfer is complete, the FCO will provide the operational delivery to IPS for application receipt and examination via its network of Regional Passport Processing Centres (RPPCs), under the terms of an 'Accord'.

Annex A – Risk management

IPS will be undertaking a number of substantive changes this year that will have an impact primarily on our passport operations. We have taken steps to ensure that any risks associated with these changes are carefully managed to ensure that we continue to deliver our core purpose.

As outlined in our 'Priorities', IPS will be replacing the passport processing system and introducing a new online channel during 2012/13. As with any large IT change there is an inherent level of risk. IPS has actively managed this risk and has taken steps to ensure that this change is delivered successfully with minimal impact on customer service levels, and that the risk is shared with our delivery partners. We have made a commitment in this Business Plan to deliver the final phase of the project to return passport application processing back to the UK. We will manage the successful delivery of this project through rigorous assessment and project management, coupled with regular engagement with the FCO.

The summer is traditionally the peak season for passport applications and this year may see some unusual patterns in demand. The London 2012 Games will see a large influx of people to London and the UK this summer, and we expect disruption in central London where our busiest counter service is based, alongside a large increase in border checks accessed via our passport services. We are carefully considering the difficulties that our staff and customers may encounter when trying to get to our London office. IPS is developing contingency plans to mitigate and manage the impact of disruptions to the delivery of our services.

Whilst we encourage our customers to plan ahead and apply via post or Check & Send at the Post Office, we remain committed to offering a Premium service throughout the 2012 Games, and will always look after our customers who find themselves in a genuine emergency or family distress.

It is essential that our estate and operational requirements remain aligned to ensure continuity of service for our customers and to provide a suitable place of work for our staff. Through the contingency plans we have in place, alongside sound external stakeholder management, we are confident that we will be able to secure suitable premises for both our Customer Service Centres that have leases expiring within two years.

IPS is continuously improving its processes; aligning planning, resourcing and other management activity to mitigate key risks. At IPS we apply best practice from across Government to monitor our risks in line with the Home Office's Risk Management Policy. Our governance arrangements, available at <http://www.homeoffice.gov.uk>, set out how our Board and Ministers maintain oversight and review all risks on a regular basis.

The IPS Board, Permanent Secretary and Ministers are fully informed of progress through our governance framework and performance reports. Rigorous contingency plans are in place to mitigate the risk of IPS failing to deliver on its core purpose.

Annex B – Corporate roles and responsibilities

The relationship, responsibilities and governance arrangements between IPS, the Home Office and Ministers are contained within the **IPS Framework Agreement**⁷ which is available on our website. A summary of the current Senior Leadership Team structure is presented below.

The internal governance arrangements within IPS are contained within the **IPS Governance Framework**, which is also available on our website.

Current organisation

The IPS Senior Leadership Team has been organised to consist of the Chief Executive, six Executive Directors, three Directors and the Deputy Registrar General. The allocation of high-level tasks and overall responsibilities is as follows:

Chief Executive & Registrar General is directly responsible for the management of IPS. As the Accounting Officer, she is accountable to the Home Secretary for the performance of IPS. She is accountable to the Permanent Secretary of the Home Office for the effective and efficient delivery of the objectives and responsibilities assigned to IPS. She has also been appointed by HM The Queen, on the advice of the Prime Minister, as Registrar General (RG) for England and Wales. In this role, she has powers and duties that are independent of IPS and Government.

Executive Director, Finance & Corporate Services has overall responsibility for IPS' financial management and reporting, as well as providing the core corporate services required to ensure that IPS delivers its strategies and operational priorities in a way that is safe, secure and affordable, and which represents value for money. The management of all IT operational activity and estates management is the responsibility of the **Director of Corporate Services**.

Executive Director, Operations has overall responsibility for the delivery of civil registration and passport operations. The **Director of the Customer Service Network** is responsible for delivering accessible services to our customers, whilst the **Director of Application & Registration Services** is responsible for managing our passport and certificate processing activities.

Executive Director, HR & Organisational Development is responsible for ensuring that IPS Line Managers and employees receive a professional HR service through ensuring that the IPS people policies, processes and tools support line managers in delivering their leadership responsibilities to ensure that organisational objectives are achieved, that IPS has the right people with the right skills in the right place and the right time, and employees feel engaged and proud to be working for IPS.

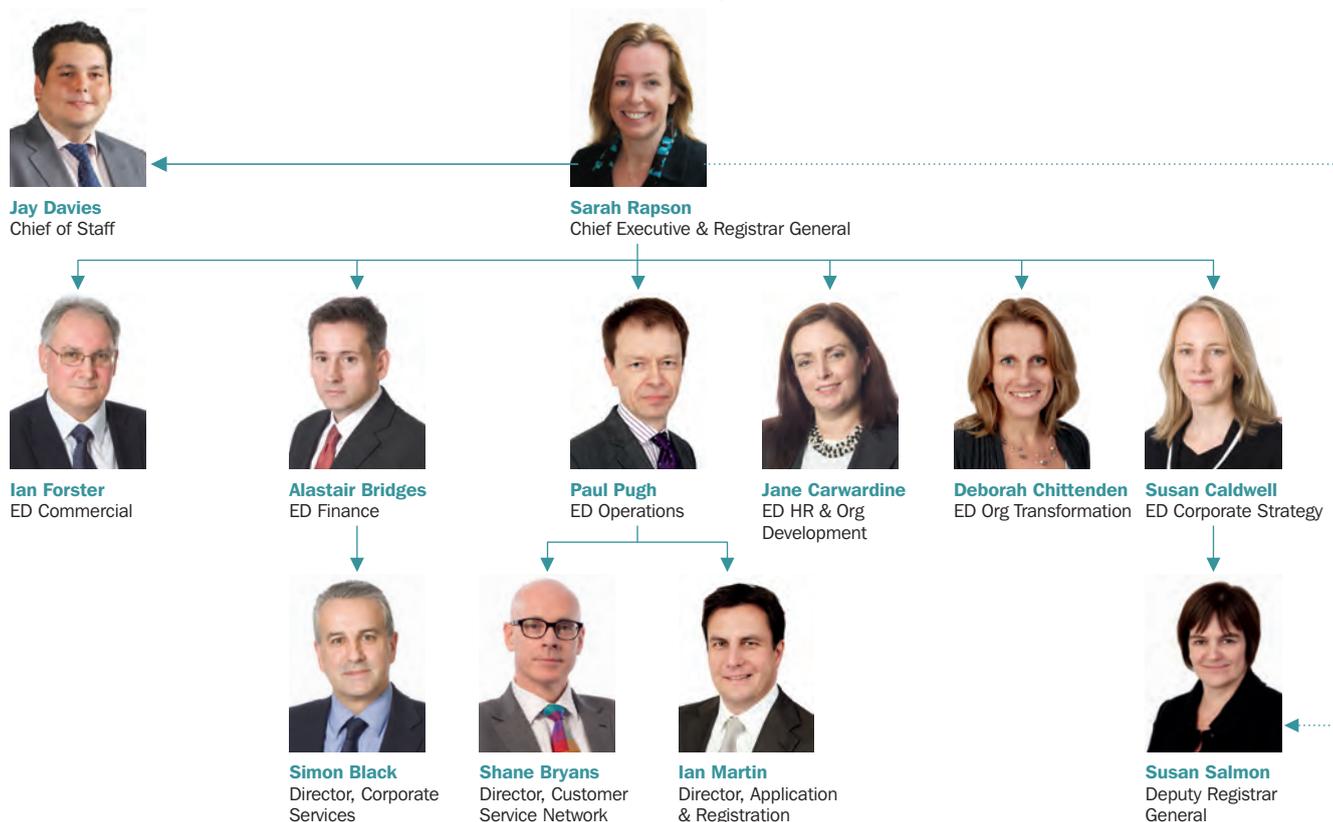
Executive Director, Organisational Transformation is responsible for delivering the projects and programmes that underpin IPS' change agenda; implementing new systems, processes and operational changes in a controlled and consistent manner, and working with stakeholders across the business and the wider Home Office.

Executive Director, Corporate Strategy holds responsibility for strategy, business planning and performance, policy, and customer demand management across all IPS products and services.

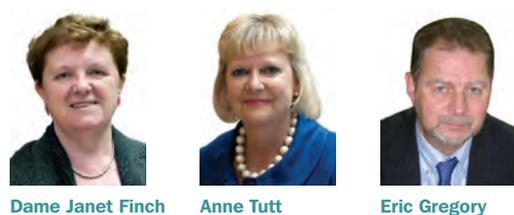
Executive Director, Commercial is responsible for developing commercial and procurement strategies that enable the procurement of required capabilities, ensuring value for money from suppliers, and maintaining continuity of supply.

⁷ <http://www.homeoffice.gov.uk/publications/agencies-public-bodies/ips/ips-corporate-publications/ips-framework-agreement>

The Senior Leadership Team



Non Executive Directors



Dame Janet Finch

Anne Tutt

Eric Gregory

1. The ED Operations will act as deputy in the absence of the Chief Executive.
2. The ED commercial is also a member of the Home Office Commercial Senior Leadership Team.

Deputy Registrar General can carry out all of the statutory duties of the RG, including the signing of regulations, and advises the RG on all matters relating to civil registration.

Chief Executive's Chief of Staff is responsible for internal governance arrangements, the Chief Executive's private office, and IPS parliamentary matters.

The Non-Executive Directors, also known as Non-Executive Board Members, are appointed by the Chief Executive to provide an external view and challenge to executive thinking. They also provide support and advice to the Chief Executive, especially around the management of risk, internal controls, and finance. One of the Non-Executive Directors also acts as chair of the Steering Board. IPS has three Non-Executive Directors:

Dame Janet Finch has had an academic career as a social scientist, and has held senior leadership roles in Universities. She was Vice-Chancellor of Keele University for fifteen years. Since retiring from that position in 2010 she has taken up a variety of non-executive positions in public bodies and not-for-profit companies.

Anne Tutt joined IPS in September 2006 as the independent member of the Audit Committee and became a Non-Executive Director in January 2008. She now also Chairs the Audit Committee and is a member of the Home Office Audit Committee. She is a chartered accountant (FCA) and has been an executive member of private sector boards for over 20 years. She has a portfolio of non-executive directorships and financial consultancy roles across the public, private and social enterprise sectors.

Eric Gregory worked for the John Lewis Partnership for 25 years, where he worked in IT and Personnel and was a Board Director for 7 years. His portfolio of non-executive directorships also includes roles with the Cabinet Office and the Crown Prosecution Service London.

Annex C – Global network



- | | |
|------------------|----------------------------|
| 1 Lerwick | 43 Derby |
| 2 Kirkwall | 44 Aberystwyth |
| 3 Stornoway | 45 Newtown |
| 4 Balivanich | 46 Birmingham |
| 5 Barra | 47 Leicester |
| 6 Portree | 48 Peterborough |
| 7 Lochinver | 49 Norwich |
| 8 Ullapool | 50 Warwick |
| 9 Lochcarron | 51 Luton |
| 10 Inverness | 52 Haverfordwest |
| 11 Elgin | 53 Swansea |
| 12 Kingussie | 54 Newport |
| 13 Tiree | 55 Bristol |
| 14 Tobermory | 56 Reading |
| 15 Fort William | 57 London (Globe House) |
| 16 Oban | 58 London (Marsham Street) |
| 17 Dundee | 59 Chelmsford |
| 18 Lochgilphead | 60 Yeovil |
| 19 Bowmore | 61 Portsmouth |
| 20 Dunoon | 62 Crawley |
| 21 Glasgow | 63 Maidstone |
| 22 Edinburgh | 64 Newport, Isle of Wight |
| 23 Rothesay | 65 Plymouth |
| 24 Campbeltown | 66 St Mary's |
| 25 Lamlash | 67 Düsseldorf |
| 26 Cumnock | 68 Paris |
| 27 Girvan | 69 Washington |
| 28 Dalmellington | 70 Madrid |
| 29 Stranraer | 71 Hong Kong |
| 30 Coleraine | 72 Pretoria |
| 31 Belfast | 73 Wellington |
| 32 Carlisle | 74 Dublin |
| 33 Durham | 75 New Delhi |
| 34 Southport | 76 Accra |
| 35 Blackburn | 77 Pretoria |
| 36 Leeds | 78 Amman |
| 37 Hull | 79 Kingston |
| 38 Manchester | 80 Nairobi |
| 39 Liverpool | 81 Islamabad |
| 40 Sheffield | 82 Dhaka |
| 41 Caernarfon | 83 Hong Kong |
| 42 Wrexham | |

- Corporate Functions
- General Register Office
- Application Processing Centre / Customer Service Centre
- Customer Service Centre and Counter Fraud Unit
- Customer Service Centre
- Customer Service Office
- Flexible team
- Video Interview Office
- Overseas Counter Fraud Network†
- Regional Passport Processing Centre (FCO)
- Passport Processing Centre (FCO)



† IPS staff based in FCO offices

Annex D – Products and services

Passport types	Certificate types	Other civil registration services
First child	Short Birth Certificate England & Wales	GRO Microfiche Indexes ²
Child renewal	Full Birth Certificate England & Wales	Details of approved premises ³
First adult	Marriage Certificate England & Wales	Microfiche Checking Service ⁴
Adult renewal	Death Certificate England & Wales	Article 7 Marriage Deposits and Article 15 Civil Partnership Deposits from British Consuls overseas ⁵
Veteran ¹	Short Adoption Certificate	Registrar General's Licence for Marriage and Civil Partnership ⁶
Jumbo (48-page)	Full Adoption Certificate	Noting and recording the appointment of authorised persons at buildings registered for marriage
Collective ⁷	Civil Partnership Certificate	Access to birth records for adopted adults
Lost, stolen or damaged	Civil Partnership Extract	Access to the Adoption Contact Register
Change to existing – adult	Overseas Birth Certificate	Information to adopted adults and birth relatives to enable contact through intermediary agencies
Change to existing – child	Overseas Marriage Certificate	Authorisation of a correction to a birth/death/marriage/civil partnership entry
Extension – child	Overseas Civil Partnership Certificate	Authorisation of complex re-registration of birth entries
Extension – adult	Overseas Death Certificate	Authorisation of a late birth registration
	Commemorative Certificate	Authorisation of a late death registration
	Still Birth Certificate	Certification of religious buildings for worship
	Abandoned Children Certificate	Registration of religious buildings for religious marriage
	Parental Order Certificate	Clearing of foreign divorces and civil partnership dissolutions
	Gender Recognition Certificate	Processing Adoption Orders and providing a new birth certificate to adoptive parents
		Processing Parental Orders and providing a new birth certificate to the parents of the child
		Providing a new birth certificate for people who have obtained a Gender Recognition Certificate
		The disclosure of death registration information to assist in the prevention, detection, investigation or prosecution of offences

¹ Free passport for those born on or before 2nd September 1929.

² GRO provides a public index that lists basic details of every event (birth, marriage, death, adoption and civil partnership) recorded in England and Wales as well as an overseas index containing details of events for some British citizens that have taken place abroad. These records are available to view free of charge at a number of record offices and libraries across England and Wales.

³ A civil marriage or civil partnership can take place in any register office in England or Wales, or at any venue approved by the local authority. These venues are known as approved premises and include stately homes, hotels, restaurants and other buildings.

⁴ If a customer is unable to decipher part of the GRO index reference number in the publicly available birth, death, marriage or death index of events they can use the Microfiche Checking Service. GRO will provide clarification of the full reference number. The service is free of charge.

⁵ It is not possible to register an overseas ceremony in the UK. However, couples can apply through the British Consulate in the relevant country, to have their documents deposited with the General Register Office. Application can be made via the Foreign and Commonwealth Office who will forward the documents to the British Consulate. Once deposited with the General Register Office couples can then get copies of the marriage or civil partnership certificate more easily.

⁶ The Registrar General can authorise a marriage or civil partnership to take place in circumstances where one of the parties is seriously ill and not expected to recover and cannot be moved to a place where marriages / civil partnerships would normally take place.

⁷ A collective passport can be issued to approved groups of students, scouts, guides or other recognised youth organisations planning to travel together overseas. There can be between five and fifty children and young people on a collective passport. Everyone on the collective passport must be under 18 years old by the end of the planned trip. They must also be a British national.

Glossary

Term	Definition
Capital	A resource which will be used by the Agency for more than one year and whose value is above a set threshold. These resources are known as fixed assets. These can include tangible assets such as buildings, land, IT Hardware or intangible assets such as IT Software.
Civil registration casework	This area of casework relates primarily to the correction of registration entries, the re-registration of birth entries, and preliminaries to marriage or civil partnerships.
Competency framework	A competency framework, in this context, is a structure which sets out and defines the knowledge, skills and behaviours required of staff and managers in the Civil Service to be successful. They are applicable to all staff, regardless of their profession.
Comprehensive Spending Review	Sets out the overall funds that the Home Office and its agencies has to spend on its priorities over the next spending review period which runs from Apr'11 to Mar'15.
Counter-fraud	IPS has a dedicated Counter Fraud Unit which aims to: prevent and detect passport application fraud, detect and revoke fraudulently obtained genuine passports, support the Home Office priority of public protection and support Law Enforcement Agencies (LEAs) and Other Government Departments (OGDs) in the wider prevention and detection of crime.
Customer Service Centre	IPS has seven locations around the country which provide face-to-face passport services for customers, as well as interviews for first-time adult passport applicants.
Customer Service Office	Locations where IPS conducts interviews for first-time adult passport applicants.
Depreciation	A non-cash expense that reduces the value of an asset as a result of wear and tear, age or obsolescence. Most assets lose their value over time, hence they depreciate.
Directgov	Is the UK Government's digital service for people in England and Wales. It delivers information and practical advice about public services, bringing them all together in one place. For more information please visit: http://www.direct.gov.uk/en/SiteInformation/DG_4004497
Flexible Teams	Teams which carry out interviews for first-time adult passport applicants in locations where there is no Customer Service Centre or Customer Service Office within reasonable travelling distance of the customer.

Term	Definition
FTE	Full-time equivalent.
Government Digital Service (GDS)	The GDS is a new team within Cabinet Office tasked with transforming government digital services. For more information please visit: http://digital.cabinetoffice.gov.uk/about/
ICT	Information and Communications Technology.
Investors in People (IiP)	Investors in People is a tailored and easy to use people management standard designed to help organisations achieve their business objectives by developing and harnessing the skills of their people.
KPI	Key Performance Indicators are used by IPS to measure and manage performance of the organisation.
Operational Delivery Profession	Is a learning and development initiative designed to create a recognised profession based on the core skills shared by operational staff across the Civil Service.
Passport Validation Service (PVS)	A service used by public, private and limited sector organisations to validate identity where UK passports are presented as proof.
Premium service	The Premium service is a guaranteed service where a correctly completed passport application form accompanied by all supporting documentation is handed in by an applicant and subsequently collected on the same day from an IPS Customer Service Centre.
Staff engagement index	This relates to the five headline engagement questions which staff are asked to respond to as part of the annual Civil Service People Survey. For more information please visit: http://www.civilservice.gov.uk/about/improving/employee-engagement-in-the-civil-service/people-survey-2011
Transparency agenda	The transparency agenda relates to making government open and accountable to everyone. Departmental business plans now include a section on transparency that sets out the indicators and datasets the Department will publish to define the quality and productivity of the public services and public bodies for which it is responsible.

