

Business Plan 2011–2015

Home Office

November 2010

This plan will be refreshed annually

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A) Vision

The Home Office will defend the country against terrorism, secure our borders and control immigration, and enable the police and local communities to step up the fight against crime and anti-social behaviour. We will take the Government's values of freedom, fairness and responsibility as our guiding principles. The Home Office will be smaller, ensure the best value for money for the taxpayer and reflect our new approach of devolving decisions, funding and accountability, and intervening less.

We will empower the public to hold the police to account for crime in their area. Directly elected Police and Crime Commissioners will give the public a real say in how their streets are policed. We want the public to trust the police and know that they will be there for them when they need them, so police forces will publish local crime data and hold 'beat meetings' to strengthen the bond between the police and local people.

Alongside this radical shift in power, we want the police to be able to get on with their jobs out and about in local communities fighting crime and not tied up by paperwork or meetings. We will end national targets and simplify institutional structures, removing bureaucratic accountability, improving efficiency and returning professional responsibility.

We will reverse state intrusion into people's lives, returning freedoms lost through ID cards and the disproportionate use of surveillance powers, the DNA database and the Vetting and Barring Scheme. Citizens will not be subjected to unnecessary or disproportionate state intrusion into their lives.

Net migration will be reduced to sustainable levels, in the tens of thousands a year, and the system will be more efficient and less open to abuse.

The Government's approach to counter-terrorism will continue to keep people safe under powers that are proportionate, focused and transparent.

Theresa May, Home Secretary

B) Coalition Priorities

Structural Reform Priorities

- 1. Empower the public to hold the police to account for their role in cutting crime**
 - Introduce directly elected Police and Crime Commissioners and make police actions to tackle crime and anti-social behaviour more transparent
- 2. Free up the police to fight crime more effectively and efficiently**
 - Cut police bureaucracy, end unnecessary central interference and overhaul police powers in order to cut crime, reduce costs and improve police value for money. Simplify national institutional structures and establish a National Crime Agency to strengthen the fight against organised crime
- 3. Create a more integrated criminal justice system**
 - Help the police and other public services work together across the criminal justice system
- 4. Secure our borders and reduce immigration**
 - Control net migration to sustainable levels, in the tens of thousands a year. Limit non-EU economic migrants, and introduce new measures to reduce inflow and minimise abuse of all migration routes, for example the student route. Process asylum applications more quickly, and end the detention of children for immigration purposes

B) Coalition Priorities

Structural Reform Priorities (continued)

5. Protect people's freedoms and civil liberties

- Reverse state interference to ensure there is not disproportionate intrusion into people's lives

6. Protect our citizens from terrorism

- Keep people safe through the Government's approach to counter-terrorism

B) Coalition Priorities

Other major responsibilities

1. Civil registration in England and Wales

- The Home Office, via the Registrar General who is also the Chief Executive of the Identity and Passport Service, is responsible for the administration of the policy and legislation relating to civil registration in England and Wales. This is operationally discharged in partnership with local authorities
- The Identity and Passport Service also provides passport services to UK nationals at home and will provide them to UK nationals abroad from April 2011

2. Counter-terrorism

- The Home Secretary is the lead Minister for counter-terrorism. The Home Office develops, directs and oversees implementation of the UK's cross-government strategy countering international terrorism (CONTEST)

B) Coalition Priorities

The Department will no longer...

...impose unnecessary burdens and bureaucracy on the police through top-down targets, the Policing Pledge and a confusing set of national policing bodies and ring-fenced grants

...impose unnecessary bureaucracy on local partners responsible for community safety and criminal justice

...intrude disproportionately on civil liberties and freedoms through ID cards and the National Identity Register, DNA records, powers of entry, counter-terrorism and security legislation and the Vetting and Barring Scheme

C) Structural Reform Plan

The Coalition is committed to a programme of reform that will turn government on its head. We want to bring about a power shift, taking power away from Whitehall and putting it into the hands of people and communities, and a horizon shift, making the decisions that will equip Britain for long term success. For too long citizens have been treated as passive recipients of centralised, standardised services. This Government is putting citizens back in charge, and Structural Reform Plans are part of this shift of power from government to people.

This section sets out how, and when, the Department will achieve the reforms that are needed to make this happen. Structural Reform Plans are key tools for holding departments to account for the implementation of Programme for Government commitments, replacing the old top-down systems of targets and central micromanagement.

Each month, the Department publishes a simple report on its progress in meeting these commitments. These reports are available on our departmental website and on the Number 10 website.

All legislative timings and subsequent actions are subject to Parliamentary timetable and approval.

1. Empower the public to hold the police to account for their role in cutting crime (p.1 of 3)

Introduce directly elected Police and Crime Commissioners and make police actions to tackle crime and anti-social behaviour more transparent

ACTIONS	Start	End
1.1 Make the police more accountable through oversight by a directly elected Police and Crime Commissioner, who will be subject to strict checks and balances through Police and Crime Panels formed by elected members of local authorities and independent members		
i. Develop proposals to replace Police Authorities with directly elected Police and Crime Commissioners for each force area within England and Wales. Police and Crime Commissioners will be responsible for the totality of policing within a force area, and accountable to the public rather than to central government	Completed	-
ii. Consult on introduction of directly elected Police and Crime Commissioners	Completed	-
iii. Analyse consultation responses and draft legislation to abolish Police Authorities and introduce directly elected Police and Crime Commissioners	Started	Nov 2010
iv. Introduce a Police Reform and Social Responsibility Bill to create directly elected Police and Crime Commissioners	Dec 2010	Dec 2010
v. Prepare for elections of Police and Crime Commissioners working with the Electoral Commission, including introduction of any secondary legislation required	Dec 2010	May 2012
vi. Hold elections of Police and Crime Commissioners	May 2012	May 2012

MILESTONES	
A. <i>Policing in the 21st Century: Reconnecting police and the public</i> consultation paper published	Complete
B. Police Reform and Social Responsibility Bill introduced	Dec 2010
C. First elections of Police and Crime Commissioners	May 2012
D. Police and Crime Panels established within each force area	May 2012

1. Empower the public to hold the police to account for their role in cutting crime (p.2 of 3)

Introduce directly elected Police and Crime Commissioners and make police actions to tackle crime and anti-social behaviour more transparent

ACTIONS	Start	End
1.2 Make the actions of the police more transparent		
i. Provide guidance on the holding of regular community 'beat meetings' alongside the Police Reform and Social Responsibility Bill, which will require Police and Crime Commissioners to hold Chief Constables to account for the effectiveness and efficiency of their arrangements for engaging with people in the police area	Started	Jan 2011
ii. Prepare for publication of 'street-level' crime data, produced every month in an open, standardised and reusable format to provide the public with detailed information about crime in their neighbourhoods	Started	Jan 2011
iii. Improve the recording of hate crime, enabling a consolidated dataset of hate-related offences to be published in an open and standardised format	Started	Apr 2011
iv. Cooperate with the Ministry of Justice to provide Police and Crime Commissioners, with as much information as possible on crime levels, sentencing and rehabilitation of offenders	Nov 2010	May 2012

MILESTONES		
E. First release of annual data on the number of public complaints by police force		Dec 2010
F. Monthly 'street-level' crime data published in an open, standardised and reusable format		Jan 2011
G. Police officers required to hold community meetings on a regular basis		Jan 2011
H. Recording of hate crime offences improved		Apr 2011

2. Free up the police to fight crime more effectively and efficiently

(p.1 of 5)

Cut police bureaucracy, end unnecessary central interference and overhaul police powers in order to cut crime, reduce costs and improve police value for money. Simplify national institutional structures and establish a National Crime Agency to strengthen the fight against organised crime

ACTIONS	Start	End
2.1 Reduce bureaucracy for front-line police officers		
i. Remove national Stop and Account recording and reduce certain Stop and Search procedures	Started	Dec 2010
ii. Trial the use of powers for the police to charge directly for more routine offences	Started	Nov 2010
iii. Develop guidance making clear that the duty of the police to the public takes precedence over any concerns about the health and safety of police officers in cases of significant threat to the public, working with the police and the Health and Safety Executive	Started	Mar 2011
iv. Implement powers for the police to charge directly for more routine offences	Nov 2010	Jun 2011

MILESTONES		
A. Powers in place for the police to charge directly for more routine offences		Nov 2010
B. Stop and Account recording removed and Stop and Search procedures reduced		Dec 2010
C. Guidance published on police health and safety		Mar 2011
D. Implementation completed of powers to allow the police to charge directly		Jun 2011

2. Free up the police to fight crime more effectively and efficiently

(p.2 of 5)

Cut police bureaucracy, end unnecessary central interference and overhaul police powers in order to cut crime, reduce costs and improve police value for money. Simplify national institutional structures and establish a National Crime Agency to strengthen the fight against organised crime

ACTIONS	Start	End
2.2 End unnecessary interference from the centre in local policing, paring back the police inspection and targets regime		
i. Develop proposals, working with the police and HM Inspectorate of Constabulary (HMIC), to end targets and unnecessary data collection and to introduce spot checks to audit the accuracy of police reports	Oct 2010	(Overdue)
ii. Develop and implement a plan to reduce interference from the centre, working with the police and HMIC	Dec 2010	Apr 2011
MILESTONES		
E. Proposals published on reducing interference from the centre, as part of the Government's response to the <i>Policing in the 21st Century</i> consultation	Nov 2010	

2. Free up the police to fight crime more effectively and efficiently

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Cut police bureaucracy, end unnecessary central interference and overhaul police powers in order to cut crime, reduce costs and improve police value for money. Simplify national institutional structures and establish a National Crime Agency to strengthen the fight against organised crime

ACTIONS	Start	End
2.3 Simplify institutional structures for the police, phasing out the National Policing Improvement Agency (NPIA) and establishing a National Crime Agency (NCA) and Border Police Command		
i. Consult on proposals to establish the NCA and phase out the NPIA	Completed	-
ii. Draft an organised crime strategy	Started	Mar 2011
iii. Determine the functions and structure of the NCA, including proposals for a Border Police Command responsible for better connecting the police, UK Border Agency, HM Revenue & Customs and others in protecting and policing the border	Started	Mar 2011
iv. Develop proposals for functions currently performed by the NPIA	Started	Dec 2010
v. Establish a shadow NCA to ensure a smooth transition	Jan 2011	Apr 2012
vi. Introduce legislation to establish the NCA and phase out the NPIA	Spring 2012	Spring 2012
vii. Introduce further operational changes to make the NCA fully operational, incorporating the Border Police Command	Spring 2012	Dec 2013

MILESTONES

F. <i>Policing in the 21st Century</i> consultation paper published	Complete	
G. Organised crime strategy published	Mar 2011	
H. First release of data on the size, value and nature of organised crime and our success in diminishing it and its profitability	Oct 2011	
I. Legislation introduced to establish the NCA and phase out the NPIA	Spring 2012	
J. NCA fully operational	Dec 2013	

2. Free up the police to fight crime more effectively and efficiently

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Cut police bureaucracy, end unnecessary central interference and overhaul police powers in order to cut crime, reduce costs and improve police value for money. Simplify national institutional structures and establish a National Crime Agency to strengthen the fight against organised crime

ACTIONS	Start	End
2.4 Improve the efficiency of local policing		
i. Develop plans to extend the collaboration between police forces and reform police procurement, finding efficiencies by sharing functions at national level	Started	Nov 2010
ii. As part of a full review of the remuneration and conditions of service for police officers and staff, the first part will make recommendations on short-term improvements to the service	Started	Feb 2011
iii. Further to the initial report on remuneration and conditions of service, continue the review and make recommendations on matters of longer term reform	Feb 2011	Jun 2011
2.5 Simplify and improve anti-social behaviour powers so that the police, local authorities and others have powers and tools that are effective and easy to use and provide a real deterrent		
i. Develop proposals for a new, simplified set of anti-social behaviour powers and tools	Oct 2010 (Overdue)	
ii. Consult on proposals for anti-social behaviour powers and tools	Jan 2011	Apr 2011
iii. Analyse consultation responses and prepare for legislation	May 2011	Dec 2011
iv. Introduce legislation to simplify and improve new anti-social behaviour powers and tools	Spring 2012	Spring 2012

MILESTONES	
K. Proposals published on police force collaboration and procurement as part of the Government's response to the <i>Policing in the 21st Century</i> consultation	Nov 2010
L. Consultation paper published on anti-social behaviour tools and powers	Jan 2011
M. Initial report on police remuneration and conditions of service	Feb 2011
N. Final report on police remuneration and conditions of service	Jun 2011
O. New anti-social behaviour legislation introduced	Spring 2012

2. Free up the police to fight crime more effectively and efficiently

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Cut police bureaucracy, end unnecessary central interference and overhaul police powers in order to cut crime, reduce costs and improve police value for money. Simplify national institutional structures and establish a National Crime Agency to strengthen the fight against organised crime

ACTIONS	Start	End
2.6 Overhaul alcohol licensing to give more power to police and local authorities to meet the concerns of local communities		
i. Develop proposals to overhaul the Licensing Act 2003 to strengthen local authority and police powers to remove licences from, or refuse to grant licenses to, any premises that are causing problems. Allow councils and the police to shut down permanently any shop or bar found to be persistently selling alcohol to children. Double the maximum fine for under-age alcohol sales to £20,000. Permit local councils to charge more for late-night licences to pay for additional policing	Started	Nov 2010
ii. Develop proposals to change alcohol pricing to ensure that it tackles binge drinking, including options to ban below-cost sale of alcohol, working with other government departments. Pricing options must be enforceable, compatible with EU trade law and easily implemented by business	Started	Apr 2011
iii. Consult on proposals to overhaul alcohol licensing	Completed	-
iv. Analyse consultation responses and draft legislation	Completed	-
v. Introduce Police Reform and Social Responsibility Bill to overhaul alcohol licensing	Dec 2010	Dec 2010
vi. Introduce legislation, if necessary, in the second session of Parliament to implement changes to alcohol pricing	May 2012	May 2012
MILESTONES		
P. Police Reform and Social Responsibility Bill introduced	Dec 2010	
Q. Proposals published to change alcohol pricing	Apr 2011	
R. Legislation introduced, if necessary, to implement changes to alcohol pricing	May 2012	

3. Create a more integrated Criminal Justice System

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Help the police and other public services work together across the Criminal Justice System

ACTIONS	Start	End
3.1 Support the Ministry of Justice to develop a strategy for reducing reoffending, ensuring more effective rehabilitation, especially for drug users, and to conduct a full examination of sentencing policy		
i. Support the Ministry of Justice in developing a rehabilitation Green Paper, including options for sentencing reform	Started	Dec 2010
ii. Support the implementation of rehabilitation reforms by promoting tools and approaches such as Integrated Offender Management to help the police, probation, local authorities and other partners to work together with the most damaging offenders, including drug users	Nov 2010	Mar 2011
3.2 Develop a comprehensive approach to drug misuse, working with other government departments		
i. Develop a drugs strategy to tackle drugs misuse, covering prevention, enforcement, treatment and reintegration (including rehabilitation)	Started	Dec 2010
ii. Introduce a Police Reform and Social Responsibility Bill to establish a system of temporary bans on new legal highs while health issues are considered by independent experts	Dec 2010	Dec 2010
iii. Determine implementation plans for the drugs strategy	Jan 2011	Mar 2011
MILESTONES		
A. Police Reform and Social Responsibility Bill introduced	Dec 2010	
B. Rehabilitation Green Paper published by the Ministry of Justice	Dec 2010	
C. Strategy published on the Government's approach to tackling drugs misuse	Dec 2010	
D. Tools in place to help the police and other services work together	Mar 2011	

3. Create a more integrated Criminal Justice System

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Help the police and other public services work together across the Criminal Justice System

ACTIONS	Start	End
3.3 Support collaboration between the police and other public services, working with the Ministry of Justice and other government departments		
i. Remove regulations in order to free up local community safety partnerships from unnecessary bureaucracy	Started	Jun 2011
ii. Develop and publish plans to spread best practice and information on which techniques are most effective for use by communities, police, their partners and sentencers at preventing and cutting crime, working with the Ministry of Justice	Started	Jun 2011
iii. Ensure that hospitals share non-confidential information with the police on knife and gun crime and other serious violence, supporting the Department of Health	Started	Apr 2011
iv. Support the Ministry of Justice to develop options to provide people with greater protection to prevent crime and apprehend criminals, including defending themselves against intruders	Started	Dec 2010
3.4 Help the police, voluntary organisations and local communities to reduce violence against women		
i. Develop and publish a strategic narrative on violence against women and girls	Started	Nov 2010
ii. Develop and publish supporting actions and policies to prevent violence against women and girls	Started	Apr 2011
MILESTONES		
E. Strategic narrative published on violence against women and girls	Nov 2010	
F. Proposals published to spread information on policing techniques and sentences	Dec 2010	
G. Measures in place to ensure that hospitals share non-confidential information	Apr 2011	
H. Detailed actions agreed in order to prevent violence against women and girls	Apr 2011	

4. Secure our borders and reduce immigration

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Control net migration to sustainable levels, in the tens of thousands a year. Limit non-EU economic migrants, and introduce new measures to reduce inflow and minimise abuse of all migration routes, for example the student route. Process asylum applications more quickly, and end the detention of children for immigration purposes

ACTIONS	Start	End
4.1 Establish a Border Police Command to secure our borders, as part of the new National Crime Agency		
i. See action 2.3		See action 2.3
4.2 Strengthen the system of granting student visas to reduce abuse and net migration		
i. Review the student visa system and bring forward proposals to prevent abuse and reduce numbers	Started	Apr 2011
4.3 Strengthen the system of granting spouse visas to reduce abuse and support the integration of long term migrants in local communities		
i. Make changes to visa systems regarding English language requirements for spouses	Started	Nov 2010
4.4 Set an annual limit on the number of non-EU economic migrants admitted to the UK, reducing annual net migration to the tens of thousands		
i. Set an interim limit on non-EU economic migrants	Completed	-
ii. Consult on how best to operate an annual limit, taking into account the economic, social and public service impacts of migration	Completed	-
iii. Set a new annual limit on non-EU economic migrants, following the outcome of the consultation exercise	Nov 2010	Apr 2011
iv. Implement new arrangements for the operation of the annual limit	Apr 2011	May 2015

MILESTONES

A. Interim limit established for non-EU economic migrants	Complete
B. New tighter English language requirements for spouses introduced	Nov 2010
C. Tighter system for granting student visas in place	Apr 2011
D. Annual limit established for non-EU economic migrants	Apr 2011
E. Border Police Command in operation as part of the National Crime Agency	Dec 2013

4. Secure our borders and reduce immigration

(p.2 of 3)

Control net migration to sustainable levels, in the tens of thousands a year. Limit non-EU economic migrants, and introduce new measures to reduce inflow and minimise abuse of all migration routes, for example the student route. Process asylum applications more quickly, and end the detention of children for immigration purposes

ACTIONS	Start	End
4.5 Speed up the processing of asylum applications		
i. Review and develop options for improving the processing of applications, including comparison with EU countries	Started	Dec 2010
ii. Implement changes to UK Border Agency processes and systems, as recommended by the review of asylum processing	Jan 2011	Dec 2011
4.6 End the detention of children for immigration purposes		
i. Review current measures for the detention of children for immigration purposes	Aug 2010 (Overdue)	
ii. Identify ways of removing non-compliant families without resorting to detention, by working with voluntary organisations on how they might provide support	Started	Dec 2010
iii. Conduct two pilots with voluntary organisations working with families while they are still in the community and exploring with them available options. Seek to give the family every opportunity to comply and make their own preparations for departure	Started	Dec 2010
iv. Make changes to existing border and removals operations, including through work with voluntary organisations, after the end of detention of children for immigration purposes	Jan 2011	Mar 2011
MILESTONES		
F. Implementation of changes to border and removals operations completed following the end of child detention for immigration purposes	Mar 2011	
G. Legacy of old asylum cases cleared	Jul 2011	
H. Changes made to speed up processing of asylum applications	Dec 2011	

5. Protect people's freedoms and civil liberties

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Reverse state interference to ensure there is not disproportionate intrusion into people's lives

ACTIONS	Start	End
5.1 Scrap ID cards and the National Identity Register		
i. Shut down the issuance of new cards and halt work to incorporate fingerprint information on passports	Completed	-
ii. Introduce an Identity Documents Bill to scrap ID cards and the National Identity Register	Completed	-
5.2 Introduce safeguards against the misuse of counter-terrorism and security legislation		
i. Undertake and publish a review of counter-terrorism and security legislation, working with the Department for Communities and Local Government on the Regulation of Investigatory Powers Act	Started	Dec 2010
ii. Implement key recommendations	Jan 2011	Nov 2011
5.3 End the storage of internet and email records without good reason		
i. Develop and publish proposals for the storage and acquisition of internet and e-mail records	Started	Dec 2010
ii. Implement key proposals, including introducing legislation if necessary	Dec 2010	Jun 2015
MILESTONES		
A. Review published of counter-terrorism and security legislation	Dec 2010	
B. Proposals published for the storage and acquisition of internet and e-mail records	Dec 2010	
C. ID cards and the National Identity Register scrapped	Dec 2010	
D. Freedom Bill introduced	Feb 2011	
E. Key proposals implemented for the storage and acquisition of internet and e-mail records	Jun 2015	

5. Protect people's freedoms and civil liberties

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Reverse state interference to ensure there is not disproportionate intrusion into people's lives

ACTIONS	Start	End
5.4 Introduce a Freedom Bill		
<ul style="list-style-type: none"> i. Introduce a Freedom Bill to reverse state intrusion, including: <ul style="list-style-type: none"> a. Further regulating CCTV b. Outlawing finger-printing of children at school without parental permission, working with the Department for Education c. Changing criminal record checks and the Vetting and Barring Scheme, including ensuring that historical convictions for consensual gay sex with over-16s will be treated as spent and will not show up on criminal record checks d. Adopting the protections of the Scottish model for the DNA database and publishing guidance on the application of rights to remove DNA from the database e. Tackling rogue private sector wheel clampers by prohibiting the wheel clamping or towing away of vehicles on private land 	Feb 2011	Feb 2011
5.5 Review the operation of the Extradition Act – and the US/UK extradition treaty – to make sure that it is even-handed		
<ul style="list-style-type: none"> i. Appoint an independent panel to take evidence ii. Extradition panel develops final report 	Started May 2011	Apr 2011 Sep 2011
MILESTONES		
F. Freedom Bill introduced	Feb 2011	
G. Review published of the Extradition Act and the US/UK extradition treaty	Sep 2011	

6. Protect our citizens from terrorism

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Keep people safe through the Government's approach to counter-terrorism

ACTIONS	Start	End
6.1 Change security and counter-terrorism policies and systems as part of the Strategic Defence and Security Review under the direction of the National Security Council		
i. Determine options for changes to security and counter-terrorism policies and systems, working with the Cabinet Office	Completed	-
ii. Implement the key recommendations of the Strategic Defence and Security Review	Nov 2010	Jun 2011
6.2 Extend the UK's ability to deport foreign nationals who threaten our national security		
i. Determine policy changes to extend the UK's ability to deport foreign nationals, as part of the review of counter-terrorism and security legislation (see action 5.2)	Started	Dec 2010
ii. Implement key recommendations, including any required operational changes	Jan 2011	Jun 2011
6.3 Review the 'Prevent' strand of the counter-terrorism strategy aimed at stopping people from becoming terrorists or supporting violent extremism, with a clear separation between 'prevent' work (Home Office lead) and 'participation' work (Department for Communities and Local Government lead)		
i. Review the 'Prevent' strand of the counter-terrorism strategy	Started	Dec 2010
ii. Develop and publish a revised 'Prevent' strategy	Dec 2010	Jan 2011

MILESTONES	
A. National Security Strategy and Strategic Defence and Security Review published	Complete
B. Revised strategy published for the 'prevent' strand of the counter-terrorism strategy	Jan 2011
C. Changes made to extend the UK's ability to deport foreign nationals	Jun 2011
D. Key recommendations implemented from the Strategic Defence and Security Review	Jun 2011

6. Protect our citizens from terrorism

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Keep people safe through the Government's approach to counter-terrorism

ACTIONS	Start	End
6.4 Revise the 'CONTEST' counter-terrorism strategy to set out a clear policy direction following on from the Strategic Defence and Security Review and the 2010 Spending Review	Nov 2010	Apr 2011
6.5 Make changes to pre-departure checks to better identify people who pose a terrorist threat and prevent them flying to or from the UK	Started	Mar 2015
6.6 Strengthen the UK's protection against and ability to respond to a terrorist attack, including enhancing the nation's resilience	Started	Oct 2012
6.7 Help to ensure a safe and successful Olympic and Paralympic Games in 2012 and legislate as necessary to support this		
i. As a first step, undertake a review of Olympic security preparations and agree with the Home Affairs (Olympic and Paralympic) Committee	Completed	-
ii. Decide whether further legislation will be required to ensure a safe and secure Games	Started	Dec 2010
iii. Work with the Mayor of London and other partners to ensure that effective plans and capabilities are in place	Nov 2010	Jul 2012
MILESTONES		
E. Review of Olympic security preparations completed	Complete	
F. Revised CONTEST counter-terrorism strategy published	Apr 2011	
G. Effective plans and capabilities in place for the Olympic and Paralympic Games	Jul 2012	
H. Strengthen the UK's protection against and ability to respond to a terrorist attack	Oct 2012	
I. Strengthen pre-flight checks and ban from flying those who pose a terrorist threat	Mar 2015	

D) Departmental expenditure

This section sets out how the Department is spending taxpayers' money as clearly and transparently as possible.

We have included a table to show the Department's planned expenditure over the Spending Review period, as agreed with the Treasury. It is split into money spent on administration (including the cost of running departments themselves), programmes (including the frontline), and capital (for instance new buildings and equipment). As soon as possible, we will include the proportion of this expenditure that goes to the voluntary and community sector and to small businesses.

By April 2011, each department will also publish a bubble chart setting out in detail how its settlement will be allocated for the 2011/12 financial year, across its key programmes and activities.

Table of spending for 2011/12 to 2014/15

This section sets out the department's planned expenditure over the Spending Review period, as agreed with the Treasury.

£bn ^{1 2 3}	Baseline 2010/11	2011/12	2012/13	2013/14	2014/15
Total departmental expenditure allocation	10.1	9.4	9.0	8.4	8.3
<i>Administration spending⁴</i>	0.7	0.7	0.6	0.6	0.5
<i>Programme spending⁴</i>	8.6	8.3	7.9	7.5	7.3
<i>Capital spending</i>	0.8	0.5	0.5	0.4	0.5
<i>Spend on voluntary and community sector (%)⁵</i>	Data to be confirmed				
<i>Value of contracts to small and medium sized enterprises (%)⁵</i>	Data to be confirmed				

1. Detailed breakdown of these budgets will be published by April 2011

2. Excludes departmental Annually Managed Expenditure

3. Numbers may not sum due to rounding

4. Excludes depreciation

5. To be confirmed at the end of each financial year

Common areas of spend

The indicators below will help the public to judge whether the Department is being run efficiently, and can be compared across departments.

Indicators
Overall:
Cost of operating the Department (including procurement, employment cost and property) over time and against projected cost
Number of employees, including breakdown by job type, seniority and their contract type (full time/part time)
Cost of corporate services (including human resources, finance, information and communications technology, communications, procurement) as a percentage of the cost of operating the department
On 3rd party spend:
Property cost per square metre and per employee
Cost of standard desktop computer per employee and number of electronic devices (laptops, desktops, mobile phones etc.) per employee
Value of major areas of spending (office products, travel etc.)
Number and value of major government projects and whether they will be delivered on time and to budget

E) Transparency

Greater transparency across government is at the heart of our commitment to enable the public to hold politicians and public bodies to account, to reduce the deficit and deliver better value for money in public spending.

This section will set out the information that will enable users of public services to choose between providers, and taxpayers to assess the efficiency and productivity of public services, holding them more effectively to account. By publishing a wide range of indicators, we will enable the public to make up their own minds about how departments are performing. We will use transparency to facilitate the choice and democratic accountability which will replace top-down targets and micromanagement.

All the data in this section will be made available free of charge, and we will regularly review whether our published data meets the needs of the public.

This section is published in draft until April 2011 to allow for further consultation.

Information Strategy (p.1 of 2)

The Transparency Programme fundamentally changes the way in which we consider the data we hold – it is no longer ‘our data’ but should be viewed as ‘public data’ which we as a department hold and maintain for all. As such data will be made available for all, with certain exemptions on grounds of personal privacy and national security: there is a presumption in favour of transparency and opening up government data.

The Transparency Programme in the Home Office and its arms length bodies will be championed by Helen Kilpatrick, Director General of the Financial & Commercial Group (transparency@homeoffice.gsi.gov.uk). The principle of transparency applies to the Home Office and its arms length bodies, and in future will form a condition of funding such as grants. We will also work with the police and associated bodies to ensure greater transparency and accountability, as outlined in the consultation paper ‘Policing in the 21st Century’.

The Prime Minister’s transparency commitments, detailed in his letter of 29 May 2010, will be met in full by both the core Home Office and its arms length bodies. In addition, these arms length bodies have contributed where appropriate to the input and impact indicators identified in the Transparency section of the Business Plan.

Data will be published in line with the Public Data Principles and registered on data.gov.uk. Data will be made available at the lowest level of aggregation appropriate for the dataset. In particular, data relating to crime and anti-social behaviour will be made available in a way that enables the public to understand what is happening on their streets.

Whilst the Home Office and its arms length bodies are committed to proactively releasing as much data as possible, we recognise that gaps may exist. Therefore, pending the introduction of the proposed right to data legislation in the Freedom Bill, requests by the public for the release of additional datasets can be made in several ways, via data.gov.uk, the OPSI Public Sector Information unlocking service and the Home Office website.

Information Strategy (p.2 of 2)

The initial response to such requests, and the provision of relevant data will be made to the individual or organisation making the request. Subsequently this will be published in open and re-usable format on the website, and linked to data.gov.uk

To further support this agenda, we will make data on the following topics available:

- Central government spending transparency, including details of contracts over £10k and new items of spend over £25k
- Certificate fees – cost of different General Register Office certificate types by delivery mechanisms
- Crime data, plus data relating to anti-social behaviour, at a level at which the public can see what is happening on their streets
- Crime levels – indicator that reflects violent and property crime reported to the police
- Passport applications data, including the number of days to complete and deliver passports following receipt of application
- Data on core projects, with their real-time status

We will continue to engage with the ‘civic minded developer’ community, such as Rewired State and MySociety, to maximise value derived from this data, and obtain their feedback on this. This will comprise a range of activities, including involvement in further ‘hackdays’ such as ‘Justice & Home Affairs Rewired’, and technical solutions using the Home Office website and social media, in line with the Home Office digital engagement strategy.

The Home Office has certain responsibilities for national security issues. As far as possible, information on these activities has been transparent as part of this business plan, although national security concerns prevent some information from being published. Where this is the case, we are working with HM Treasury and Cabinet Office to achieve oversight, building on internal systems of accountability for ensuring efficient and effective use of public money.

Input indicators

The indicators set out in this section are just a subset of the data gathered by the Department which will be made transparently available as outlined in the Information Strategy.

The Department will adopt the following input indicators:

Input indicator	When will publication start?	How often will it be published?	How will this be broken down?
Cost per head of population of total police force cost, as part of HM Inspectorate of Constabulary value for money profiles for the police	2009/10 currently published	Annual- next update Jan 2011 /Feb 2011 (to be confirmed)	By police force
Cost per case of managing a drug misusing offender into treatment and recovery	By Apr 2011 (to be confirmed)	Dependent on underlying data	By police force
Cost per passenger processed at the UK border	Jun 2011 (to be confirmed)	Dependent on underlying data	Nationally
Cost per decision for all permanent and temporary migration applications	Jun 2011 (to be confirmed)	Dependent on underlying data	Nationally
The cost of producing and issuing a passport	Currently published	As fees revised	Nationally

Impact Indicators

Our impact indicators are designed to help the public to judge whether our policies and reforms are having the effect they want. Further detail on these indicators can be found in our full list of datasets. The Department will adopt the following indicators:

Impact indicator	When will publication start?	How often will it be published?	How will this be broken down?
Crime rates - violent and property crime reported to the police	Apr 2011	Quarterly	Nationally
The size, value and nature of organised crime and our success in diminishing it and its profitability	By Oct 2011 (to be confirmed)	Annually	Nationally
Net migration to the UK	Currently published	Varies by data type	Nationally
Annual level of tax revenue that is protected through detecting goods where excise duty has not been declared	Jun 2011	Varies by data type	Nationally
Clearance of passengers at the border within published standards	Jun 2011	Varies by data type	Nationally
Percentage of migration applications decided within published standards	Jun 2011	Varies by data type	Nationally
Percentage of asylum applications concluded in one year	Jun 2011	Varies by data type	Nationally
Passport applications delivered on time	Oct 2010	Monthly	Nationally

Other data (p.1 of 2)

We will publish a full range of datasets and our departmental organogram on our website www.homeoffice.gov.uk/about-us/our-organisation/our-structure/structure-salary/

We have highlighted key data, which will be particularly useful to help people to judge the progress of structural reforms, and help people to make informed choices, under three headings:

1. Data which will help people to judge the progress of structural reforms:

- Number of complaints, by police force
- The size, value and nature of organised crime and our success in diminishing it and its profitability

2. Data which will help people make informed choices:

- Street level crime data
- Anti-social behaviour, by type of behaviour and criminal justice area
- Details of police arrests, stop and search, fixed penalty notices and breath tests
- The number of applications for British citizenship received and decided
- Details all outcomes of all visa applications, issues, and appeals worldwide
- Passport fees

Other data (p.2 of 2)

3. Other key data:

- Number of terrorism arrests, outcomes of terrorist arrests, principal offences for which terrorism suspects charged and time (in days) from arrest to charge or release of terrorism suspect
- Number of arrests and banning orders issued during the football season, by club and by offence
- Crimes where a gun or a knife has been used to commit the offence
- Detailed circumstances around instances of homicide
- Police officer strength and officers per 100,000 population by Base Command Unit
- Number of drug seizures, and quantity of drugs seized, by class of drug and police force