



HM Passport Office

Business Plan 2013-2014



Foreword



Her Majesty's Passport Office touches the lives of British nationals all over the world. We are proud to deliver these essential public services and we are also proud of our work in protecting the integrity of our services, protecting the security of the personal data we hold on British nationals and contributing to law enforcement and public protection.

This is our first publication since we changed our name from the Identity and Passport Service to Her Majesty's Passport Office and adopted common branding being introduced across Government. Our new name is more recognisable as an official Government service and, as we become the sole provider of passports for British citizens across the world, it is important that we have a name that more simply describes the services we provide.

In 2012/13, we launched our "trusted operator" vision and five year aims. We offered for the first time a reduction in the passport fee for the majority of our customers, entirely as a result of our efficiency measures since 2010. We started processing passport applications received from UK nationals abroad, previously the responsibility of the Foreign and Commonwealth Office. Applying a global approach to counter-fraud and passport application processing strengthens the integrity of the UK passport. We supported the

consultation and introduction of legislation on marriage of same sex couples. This will have a substantial impact on the registration service, as we update our systems and processes to support the change.

Looking forward to 2013/14 and beyond, in partnership with the Foreign and Commonwealth Office we will complete the transfer of responsibility for passport applications from British nationals overseas, serving an additional 350,000 customers annually from 2014. We will launch a new passport application system which will take us closer to an online channel through which customers can pay for and track applications online.

While we constantly seek to improve, we never lose sight of the importance of ensuring that our workforce is highly capable, expert and professional and that ultimately it is the quality and integrity of the judgments made by our people that underpin the trust that the public has in us, and which enable us to provide excellent customer service.

Paul Pugh
Interim Chief Executive

May 2013

Her Majesty's Passport Office

Our purpose is: 'to provide accurate and secure records of key events and trusted passport services'. We support the Home Office's priorities to promote growth by keeping the UK safe, cut crime, reduce immigration and prevent terrorism.

How we are funded

The majority of our funding comes from the fees we charge for passport and certificate services. In addition, Her Majesty's Passport Office receives funding from the Home Office for capital investments, infrastructure renewals and for the statutory work of the General Register Office.

Our organisational structure

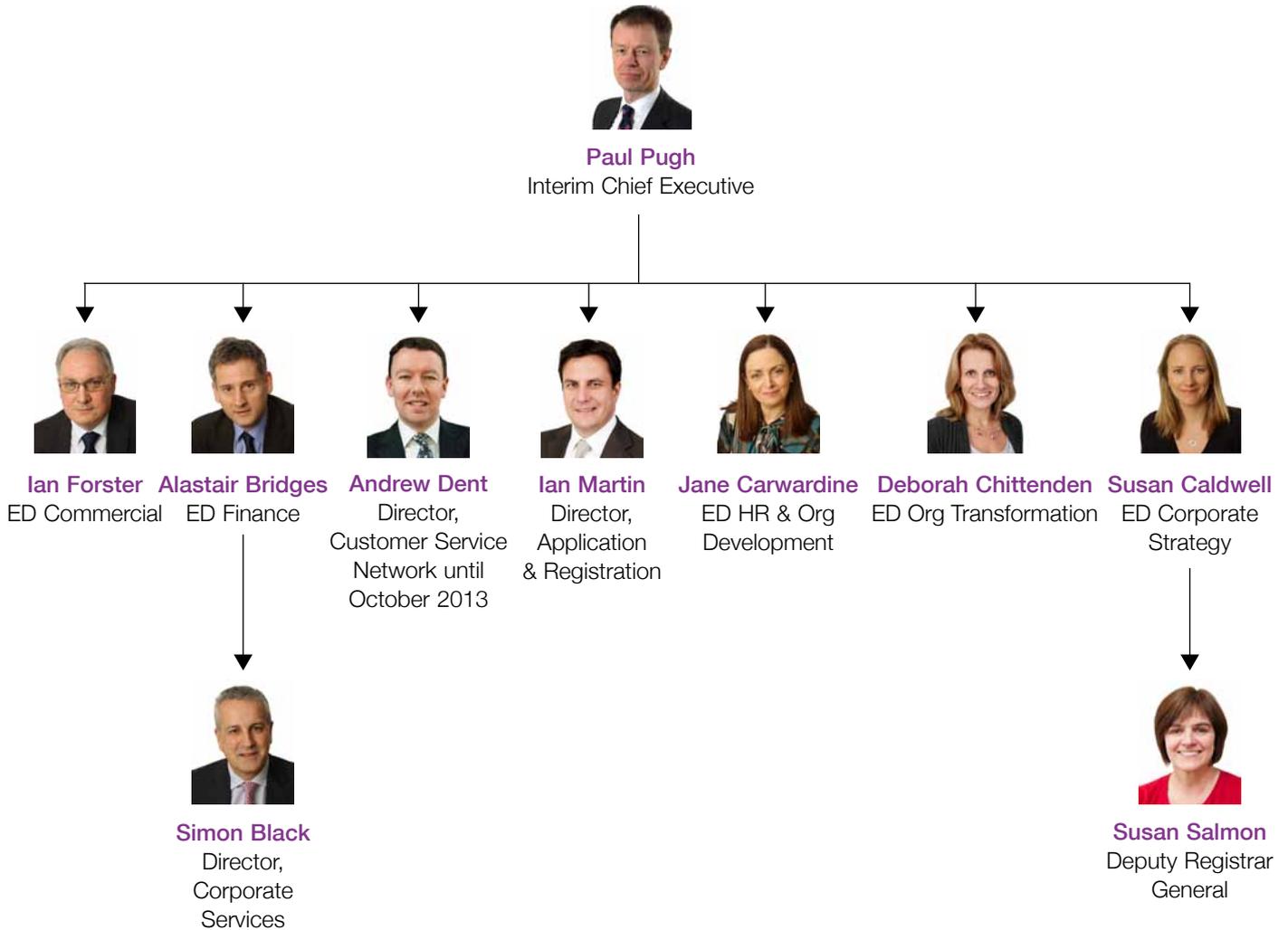
Her Majesty's Passport Office's Interim Chief Executive, Paul Pugh, is supported by the Senior Leadership Team which consists of five Executive Directors, three Directors and the Deputy Registrar General. Three Non-Executive Directors provide an external view and challenge to executive thinking as members of Her Majesty's Passport Office Steering Board. In April 2013, our Chief Executive, Sarah Rapson, was appointed interim Director General for UK Visas and Immigration in the Home Office, but remains Registrar General for England and Wales.

“We would never have imagined we would receive such excellent customer service at what must be the busiest time.”

Passport counter service customer, London



The senior leadership team



Non Executive Directors





About Her Majesty's Passport Office

We are a global organisation, operating from almost 70 locations across the UK with 3,180 staff delivering our passport and civil registration services.

Each year we:

- Issue about 5.5 million passports and 1 million birth, death and marriage certificates.
- Receive approximately 1.5 million birth, death and marriage registrations from our partners in the Local Registration Service.
- Handle over 70,000 adoption, birth, marriage and death registration cases.
- Respond to over 6 million passport validation service requests.

We deliver our services guided by our five principles and are inspired by our Vision as a “trusted operator”; we are trusted to deliver, open and transparent about our performance and determined to maintain our excellent reputation for both our integrity and our customer service standards. This motivates us to be forward-looking and innovative, delivering both major change and continuous improvement while never putting at risk our core purpose to deliver passports and registration services to our customers. Our 2013/14 priorities show the steps we will take towards achieving our vision.

We work collaboratively with partners across Government and are at the forefront of changes in the way in which Government works and

interacts with its citizens. We published our data-sharing principles in 2012 and are supporting Home Office priorities by improving the way in which we share data on criminal activity. In line with wider Government policy we will make better use of Small and Medium Enterprises, procure more services using ‘Government Cloud’ (G-Cloud) resources and make use of other rapid procurement routes.

We listen to our customers and always seek to improve our services, for example by looking for ways to introduce new digital channels. While awaiting our full online channel launch, in 2013/14 we will start sending SMS confirmations to our passport customers on receipt of their application form and will introduce online appointment booking for customers requiring certain passport services. These new features will provide greater assurance and convenience to our customers and reduce the number of calls made to us.

“I can feel proud about the products we deliver to customers”

Chris Hopewell,
Operations Manager, General Register
Office, Southport

Our priorities for 2013/14

Underpinned by our purpose and principles are our five priorities for 2013/14. These show our need to focus on operational delivery while replacing systems and improving the way we operate.



Priority - Deliver efficient and effective passport and civil registration services to our customers while maintaining integrity and security

- Continue to aim for customer service excellence by providing a quality, consistent, efficient and responsive service.
- Develop robust capacity plans supported by effective and responsive management oversight to deliver to operational targets.
- Support the Local Registration Service to maintain excellence in the delivery of registration services in the community.
- Strengthen our counter-fraud efforts through the introduction of technology.

Key aspects of our overall performance (including operational productivity, cost and fraud detection) are monitored by our Key Performance Indicators (KPIs) which are reported on the GOV.UK website.

Priority - Improve customer service, integrity and resilience during 2013/14

Customer-facing:

- Launch a new, modern online application and payment channel for passports.
- Procure a new customer contact centre service and transition safely.
- Introduce an online appointment booking system for our passport counter services.
- Complete the transfer of all applications from the overseas Regional Passport Printing Centres to our UK-based Application Processing Centres.
- Progress proposals for data storage and access to civil registration information.
- Be at the heart of delivering Government priorities through changes to civil registration such as the marriage of same sex couples.

Modernisation of systems, processes and working environment:

- Complete the roll-out of the new passport application system.
- Relocate all our staff based in the Newport customer service centre to new premises in Newport.

We will implement several strategic business changes already planned and underway while managing continuous improvement in the business.

“Other customer service industries could benefit from visiting this office.”

Passport counter customer, Her Majesty's Passport Office, Scotland



Priority - Prepare ourselves for future years

- Finalise the plan for the Durham office relocation and commence procurement of our preferred option.
- Procure a facial recognition solution.
- Complete procurement activity to upgrade business critical systems and the Public Key Infrastructure (PKI) service.
- Put in place a programme of development work for the Customer Service Network.
- Decide on the future of the systems used for recording of civil registration events at national level.
- Continuously improve the way we use our data to make most effective use of our counter-fraud capabilities.
- Complete the review of all transactional services and set out our digital ambition.

This priority is supported by the customer-facing changes and modernisation which will be delivered in 2013/14.

Priority - Demonstrate improved value for money

- Maintain services while living within our reduced means following the September 2012 passport fee decrease and assure the long-term cost viability of the certificate issuance process.
- Maximise the effectiveness of our shared service arrangements.
- Deliver savings through the procurement process, by challenging requirements and cost assumptions at all stages of the process.

Relative to previous years, 2013/14 will be a year of high procurement activity for Her Majesty's Passport Office. We have prepared ourselves for this challenge and will aim to deliver new capabilities on time balancing value for money and the provision of a quality service to our customers. This will ensure we maintain our position within the top quartile of the public sector for customer service performance.

Priority - Ensure all our people have the skills, knowledge and capability to do their jobs well

- Build on our improved 2012 Staff Engagement Survey results.
- Modernise our employment terms and conditions in line with Civil Service reform plans.
- Promote the Home Office and Her Majesty's Passport Office talent development programmes for our people.
- Develop our professional finance, operational policy, commercial, project management, digital and commissioning skills.
- Use the Home Office Equality and Diversity Strategy to continue to build an inclusive organisation.
- Continue to embed the new performance management process.

We will help develop further our common sense of pride and engagement and formalise our expectations around skills requirements, learning and development through our People Plan. We will also endeavour to get the best out of our people through training and mentoring schemes and by encouraging leadership at all levels of Her Majesty's Passport Office.

Our people

The Civil Service People Survey provides a consistent measure of employee engagement and staff attitudes across the Civil Service and gives our staff the opportunity to tell us about the things we are doing well and areas for improvement.

The engagement index for Her Majesty's Passport Office increased by 5% to 55% in the 2012 survey, surpassing our target. We are proud of this achievement, especially in the context of public sector pay freezes which have constrained how we reward our people. When benchmarked against engagement scores from twenty other operational departments and agencies with 2,500+ staff, Her Majesty's Passport Office ranked third and had the greatest increase in engagement scores.

We will endeavour to inspire everyone to improve their performance, take pride in their achievements and work together to make Her Majesty's Passport Office not only a place where great work is done, but also a great place to work. Through our People Plan, we will create a modern employment offer for staff that encourages and rewards a productive, professional and engaged workforce.

Her Majesty's Passport Office supports flexible working arrangements affording our people the opportunity to pursue other interests outside of work. In 2012, individual employees from our organisation were awarded the Queen's Diamond Jubilee Medal, an OBE and received recognition through our own staff recognition schemes.

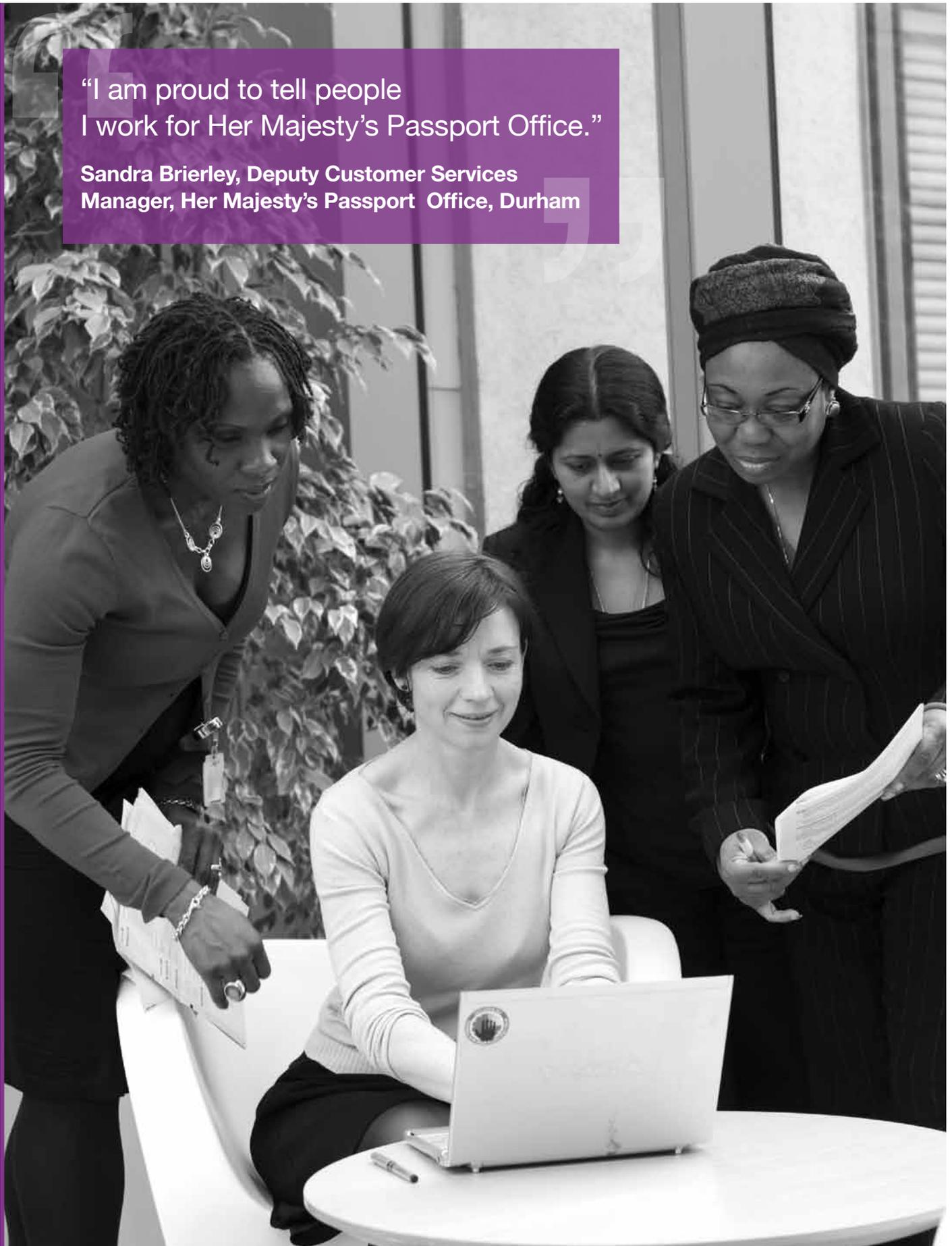


Tony Dean
Head of Product Design

Tony was awarded an OBE in the Queen's Birthday Honours List on 12 October 2012, in recognition of his work on the design of the UK passport. The UK passport is for many a symbol of the UK and at the same time needs to incorporate the most advanced security features to prevent forgery or tampering. Tony's work has contributed to a secure passport we can be proud of.

"I am proud to tell people
I work for Her Majesty's Passport Office."

**Sandra Brierley, Deputy Customer Services
Manager, Her Majesty's Passport Office, Durham**





Certificate Production Team Leaders

Peter Kavanagh, Anthony Birkett and Susan Fisher were recognised through our 2012 People Awards for their role in introducing a highly successful indexing host site in the Newcastle upon Tyne City Library to meet customer needs in Northern England. This initiative has significantly enhanced customer experience and strengthens Her Majesty's Passport Office's position as an organisation that listens to its customers and delivers services to meet the needs of today's society.

We continue to invest in our people and measure ourselves against the recognised Investors in People (IIP) standard. We aim to achieve and maintain Silver IIP accreditation in 2013/14 and are aiming for Gold IIP recognition by 2015.

We will use the Home Office Equality and Diversity Strategy to guide us as we continue to build an inclusive organisation. We are seeking to obtain the prestigious Action on Hearing Loss 'Louder than Words' charter mark across the whole of

our organisation in 2013/14. We have entered for the 2013 Royal Society for the Prevention of Accidents (RoSPA) Health and Safety award which recognises our work in this area.

Our resource plans through 2013/14 will focus on employee flexibility and on our people having the right skills, in the right place and at the right time to match our seasonal operational requirements. We are currently welcoming some new staff into our area operations to accommodate the additional processing of applications from customers overseas. We still plan for our headcount at the end of March 2014 to be below that of the April 2010 spending review baseline.



Gary Akehurst, Operations (Peterborough)

Gary was awarded the Queen's Diamond Jubilee medal on 23 May 2012 for having completed five years of service with the Air Training Corps. Gary regularly gives up his weekends and annual leave for this cause.

Finance

Our forecast for fee-generated income for 2013/14 is £446 million. We will receive £6.5 million Home Office funding to cover the statutory work of the General Register Office. We have forecast expenditure of £452.5 million in 2013/14 and will receive £34 million capital funding from the Home Office to take forward a number of initiatives including finalising the work to replace our passport application processing system, upgrading our core operational IT systems and infrastructure, procuring a facial recognition solution to support our counter-fraud work and modernising our corporate IT services.

“We’re designing better public services by enhancing our policy capability through the Home Office policy profession.”

**Colin Foley, Head of Policy Development,
Her Majesty's Passport Office, London**

Suppliers, stakeholders and delivery partners

We work with partners across Government to support the development of policies such as with the Government Equalities Office on the marriage of same sex couples, with other parts of the Home Office on the prevention of sham marriages, and with the Foreign and Commonwealth Office on assisting UK nationals abroad. We also work closely with local authorities who, through the Local Registration Service, are responsible for the delivery of local registration.

We will engage with our stakeholders, including the travel industry, to understand how we can improve our products and services. We engage with the genealogical community and those with an interest in family history via Civil Registration Forums to drive improvements in how we give access to registration information in England and Wales.

Her Majesty's Passport Office maintains a positive collaborative working relationship with groups of suppliers to bring improvements to our products and services and ensure robust performance management and governance is maintained. Our twelve leading commercial suppliers are trusted to carry out some of our internal business processes and deliver high quality services to our customers.

Performance

We are open and transparent about the performance of our organisation. Each of our Key Performance Indicators (KPIs) is directly aligned to our principles.

In 2012/13 we met six of our eight KPIs. In partnership with our suppliers, we were able to ensure that the vast majority (99%) of our customers received their passport in line with our published advice to allow three weeks for delivery. We experienced delays in processing passport applications within our internal 10 day productivity target in the busy summer period of 2012 and saw a lowering of customer satisfaction during this period.

We were disappointed not to achieve all our KPIs, but are using the lessons learnt from 2012/13 to improve our performance in 2013/14.

Her Majesty's Passport Office 2012/13 KPIs

| | | | |
|--|--|--|--|
| KPI 1 To deliver 90% of certificates within target | KPI 2 To process 99.5% of straightforward passport applications within 10 working days | KPI 3 Where additional information is required from customers, process 93% of passport applications within 29 working days | KPI 4 99.5% of Premium and Fast Track passport applications processed within 4 hours or 7 days |
| Achieved (97.5%) | Not achieved (85%) | Achieved (97.5%) | Achieved (99.8%) |
| KPI 5 Achieve a customer satisfaction rating of at least 90% | KPI 6 Achieve a minimum standard of 53% on the staff engagement index | KPI 7 Demonstrate year-on-year reductions in unit cost | KPI 8 Increase the amount of passport fraud detected |
| Not achieved (88%) | Achieved (55%) | Achieved | Achieved (9112 detected) |

Every year we review and refresh the KPIs. In the year ahead we will stretch the staff engagement target to 58% to match our expectation as a leading operational employer in this area.

In addition, as Her Majesty's Passport Office assumes responsibility for the examination of UK passport applications from overseas, we will be monitoring this new business through internal performance indicators to inform the targets that we set for overseas applications in future.

Products and services

Her Majesty's Passport Office and the General Register Office's main certificate and passport products are listed below. In addition, we support our passport and registration services customers in making changes and corrections, as their circumstances may require.

| Passport service levels | Certificate service levels |
|--|--|
| Standard service Allow at least three weeks to receive your passport via post, Check & Send from the Post Office and online (from 2013). | Standard service Certificate despatched within 4 working days if GRO index reference is quoted, or within 15 working days if no GRO index reference is quoted. |
| Fast Track service Your passport is delivered to your home address within one week of your application being accepted using our counter service. | Priority service Certificate despatched next working day if order received by 4pm. |
| Premium service You can collect your passport within four hours of your application being accepted using our counter service. | |
| Passport type | Certificate type |
| First Adult (10 year validity) | Short and Full Birth Certificate |
| Adult renewal | Marriage Certificate |
| Adult Jumbo (48 pages) | Death Certificate |
| First Child (5 year validity) | Short and Full Adoption Certificate |
| Child renewal | Civil Partnership Certificate |
| Veteran ¹ | Overseas Certificates |
| Collective ² | Commemorative Certificate |
| | Still Birth Certificate |
| | Parental Order Certificate |
| | Gender Recognition Certificate |

Notes:

- 1 Free passport for those born on or before 2nd September 1929.
- 2 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 must be under 18 years old by the end of the planned trip. They must all be British nationals.

Global passport network



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

-  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
-  Regional Passport Processing Centre (FCO)
-  Passport Processing Centre (FCO)



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The Government Standard