



CIVILSERVICE

Capability Reviews

Ministry of Justice 2012 Capability Action Plan

Foreword



We are publishing this Capability Review in a context of unprecedented change within the Ministry and across government as a whole. This year the Ministry is on track to deliver nearly £700m savings, we have balanced our budget having managed some £400m of additional pressures and we are on track to deliver over £2 billion of savings over this Spending Review period. This has required wholesale restructuring of the Ministry as we move to a better, more efficient, Operating Model, delivering radical change and taking complex legislation through Parliament. The Ministry of Justice's front line services have maintained very high levels of performance, while undergoing major restructures and collaboratively managing the impact of the public disturbances of summer 2011. These achievements are down to the efforts of colleagues throughout the Ministry and I am immensely proud of their passion, pace and determination to deliver.

There remain immense challenges as we aim to deliver significant further efficiencies whilst ensuring that we also deliver the best possible services for the public. This Review gives us the opportunity to assess our capacity and capability to do this. The Review confirms that we have made considerable progress since our last review in 2008. The top management team is working closely and collaboratively to ensure that the Ministry as a whole delivers. We have developed a strong vision for the future in Justice Transformed and we have some fantastic examples of innovation in a great number of areas, for example our Payment by Results programme, the use of Lean, our approach to Transparency and the Live Links programme. Additionally, the National Audit Office has recognised that we have made substantial improvements to financial management across the Ministry, including our relationship with the Ministry's Arm's Length Bodies. I continue to be impressed by our ability to maintain high levels of staff engagement in a time of unprecedented change. Staff tell us that, despite the huge changes, they are committed to delivering better services for the public and, indeed, this is what motivates them the most.

However, the report does identify areas where our agenda has grown to such an extent that we need to raise our game. It reinforces the need for us to focus on the principle of our Transforming Justice programme, the "better" in "better for less". It highlights that, the "better" is better delivered in collaboration, not by one department working in isolation, and we need to improve our ability to work collaboratively across government and beyond. And it rightly points out that the Ministry's biggest assets are its people and we need to make sure we invest further in developing their capacity to deliver particularly through developing their commercial acumen. We will publish a People Plan in by May 2012 to drive improvements in this and other areas of people capability.

Foreword

We need to build on our Transforming Justice 2015 programme to ensure we build a Justice System that remains sustainable and fit for purpose in the long term. Work on the next phase of Transforming Justice is already underway, and will build on the significant achievements we are already delivering through Transforming Justice. This work will engage more with those outside of the Ministry, stakeholders and delivery partners will be asked for their ideas on areas for further reform, to ensure that we get the widest possible bank of ideas. Importantly we will focus on ensuring that our plans for transformation are linked in to those of the rest of Whitehall so that Government gets optimum value from its resources, and collectively, we achieve the best possible outcomes.

Sir Suma Chakrabarti
March 2012

Foreword



David MacLeod, Lead Non-Executive Member of the Departmental Board

In overseeing this review as an independent, non-executive Board member, I am pleased that such a thorough and rigorous appraisal of the Ministry was carried out. The review report identified the strengths that I see in my visits throughout the Ministry, its delivery agencies and its Arm's Length Bodies, in particular, the commitment of the people on the frontline to deliver excellence.

I am also pleased that it clearly shows areas where the Ministry needs to make more progress. There is a huge challenge facing the Ministry as it delivers on its Spending Review commitments but the report highlights the need to focus on the "better" in "better for less". The report recognises the importance of engaged, capable employees and only by working collaboratively with others can the Ministry achieve the goals that Ministers have set for it.

I am confident that this report will be used to build on the success the Ministry has achieved already to ensure it has the right capability to deliver in the future. Only by putting action in place – through the next stages of Transforming Justice – can we be sure of success for the future.

David MacLeod
March 2012

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Challenges for the Department

The Ministry of Justice has embarked on a major reform to create a transformed justice system and a transformed department that is more effective, less costly and more responsive. Ministers have set new strategic priorities: introducing a rehabilitation revolution, reforming sentencing and penalties, better law, reform of Courts, Tribunals and Legal Aid, as well as working with others to improve the criminal justice system and substantially reform how we deliver services.

At the same time the prevailing economic climate means a real terms reduction in its budget of 23% with a 40% reduction in the amount of resources available to the corporate centre. This requires a transformational rather than incremental change to our organisation and the way we work. The Ministry has made a good start through our Transforming Justice programme but the size of the challenge means that it needs to improve its capability to deliver further.

The Department

The Ministry of Justice is one of the largest government departments, employing around 73,000 people directly (excluding those in the Probation Service and other Arm's Length Bodies), with a budget of approximately £9 billion (gross). We additionally sponsor some 250 Arm's Length Bodies (some of which are multiples), performing a wide range of functions.

The Ministry of Justice has responsibility for a number of different parts of the justice system – the courts, tribunals, prisons, probation services and attendance centres. Our work spans criminal, civil, family and administrative justice and we are also responsible for making new laws and safeguarding human rights. We work in partnership with other government departments and agencies to protect the public and reduce reoffending, and to provide a more effective, transparent and responsive criminal justice system for victims and the public. It also provides fair and simple routes to civil and family justice

Each year these services deliver for the public:

- Almost 2 million defendants are involved in criminal proceedings, and 1.3 million offenders sentenced in around 400 criminal courts.
- Over 1 million victims of crime referred to victim support.
- Over 1.5 million cases start within the civil courts, around 800,000 received in the administrative courts and around 150,000 children involved in matters in the family courts.
- Almost 3 million acts of assistance in support for people with justice issues funded through legal aid.
- Over 200,000 offenders are managed in the community and a population of almost 90,000 offenders are managed in 139 prisons.

Challenges for the Department

Key challenges

The Ministry is a relatively new department, founded in 2007, but has moved quickly to meet the challenges posed by the previous Capability Review in 2008. There have been some key areas of significant improvement in relation to the top team working collaboratively together to set strategic direction, drive, pace, passion and delivery. The Ministry's staff engagement score this year, of 53%, was the joint highest of the four largest government departments (Ministry of Defence, the Department for Work and Pensions and HM Revenue & Customs). These improvements have placed the Ministry in a good position to face the substantial challenges moving forward.

The Ministry of Justice's Business Plan 2011-2015, establishes a clear set of reform priorities for the Ministry:

1. Introduce a rehabilitation revolution;
2. Reform sentencing and penalties;
3. Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice;
4. Assure better law; and
5. Reform how we deliver our services.

The plan commits the Ministry to over 130 time bound 'actions', setting out the individual programmes of work that the Ministry will undertake to deliver these priorities. The plan, and the processes that have been in place in the Ministry to support it, have contributed to the Ministry having a clearer collective focus on our critical reform priorities, the work that is needed to deliver these, and how we are progressing. The Ministry is currently on course to deliver over 90% of these public delivery commitments on schedule, and has this year already delivered an integrated HM Courts Service and Tribunal Service to form HM Courts & Tribunals Service; introduced a new Operating Model blueprint, restructuring the Ministry at SCS level (and below in many areas); moved to a shared service approach for corporate services; introduced a programme of court closures (142 courts will close, 112 of them have closed already); started an ambitious programme of prison competitions (4 prisons competed with plans to compete 9 more); introduced Payment by Results Pilots; reduced the administrative estate from 183 properties to 143 with plans to reduce to 94 saving around £47m in resource costs; and conducted the '*Breaking the Cycle*' Green Paper and introduced the Legal Aid, Sentencing and Punishment of Offenders Bill.

The Ministry faces a significant reduction in its budget (reducing by 23% in real terms over the Spending Review period) and a need to downsize its corporate centre by 40%, requiring the adoption of new and different ways of working. This has required wholesale restructuring of the Ministry as we move to a better, more efficient, Operating Model, delivering radical policy changes and taking complex legislation through Parliament. The Ministry of Justice front line services have maintained very high levels of performance, while undergoing major organisational change and collaboratively managing the impact of the public disturbances of summer 2011.

The Transforming Justice programme started in February 2009 with the express objective of creating a transformed justice system and a transformed department that is more effective, less costly and more responsive. The Transforming Justice work is brigaded into three key areas:

- Increasing the responsibility and power of the citizen.
- Changing how we provide services to the public.
- Working differently, saving money and focusing on the frontline.

Challenges for the Department

This programme has set a clear direction and overarching narrative for the whole of the Ministry. 30% of the staff engagement survey respondents agreed with the statement that the board has a clear vision of the future. This is significantly higher than the median for the big four delivery departments in government of 21%. The Ministry also has over 1400 “Transformers” across all areas who have signed up as local “change advocates”.

The Institute for Government (IfG) are providing real-time evaluation of how the Ministry is progressing with delivering the Transforming Justice agenda. To date the IfG have published two interim evaluation reports¹. The July 2011 report noted the Ministry’s progress on the way in which it has built a sense of urgency, formed a guiding coalition, created a vision and strategy, communicated the vision, empowered others to act on the vision, and planned for and created short-term wins. The report also noted areas for future focus, most of which are reflected in the recommendations of this review.

Our success depends on many things and many people, including those in our Arm’s Length Bodies (ALBs). We have made significant progress but the review has identified three key themes that stand out as areas where we need to improve in the future, and it is on these three themes that our action plan is based:

- 1) The Ministry needs to focus and communicate more on the **“better” in “better for less”**. The next stage of Transforming Justice needs a strong emphasis on defining and communicating the strategy for improving outcomes in the medium to longer term.
- 2) The Ministry needs to **look outwards** more and work better with others in order to achieve its objectives. Few of our reform objectives can be achieved by the Ministry working in isolation and it needs to do more to collaborate effectively.
- 3) The Ministry needs to improve **its capability to deliver** the reform programme through building capacity in the key specialists skills areas that are needed to support change and to improve the performance of some key operational systems.




¹ <http://www.instituteforgovernment.org.uk/publications/>

Assessment of Capability




The Ministry of Justice is now firmly established as an effective department. The governance and Operating Model is now significantly more effective than it was in 2008 and the top team have set and communicated a clear direction for the Ministry. The Ministry has acted with considerable pace and drive to meet the challenges of the spending review settlement and achieve Ministers' priorities. The Ministry has a strong, engaged workforce committed to delivering for the public.

Nevertheless the Ministry needs to go further to improve its capability to deliver in the future. It needs to reinvigorate its Transforming Justice programme and move it to the next phase. The next phase needs to build an overarching strategy that encompasses the full range of transformation being undertaken in the Ministry and its Arm's Length Bodies. This overarching strategy should be communicated effectively throughout the organisation and to all levels. The Ministry needs to ensure that it has the strength and depth in capability in key skills areas that it will need to deliver the reform programme underway. It needs a renewed effort to work collaboratively with others across government and externally.

Leadership





L1	Set Direction		Green
L2	Ignite passion, pace and drive		Green
L3	Develop people		Amber Red

Strategy

S1	Set strategy and focus on outcomes		Green
S2	Base choices on evidence and customer insight		Amber Green
S3	Collaborate and build common purpose		Amber Red

Assessment of Capability

Delivery

D1	Innovate and improve delivery		Amber Green
D2	Plan, resource and prioritise		Amber Green
D3	Develop, clear roles, responsibilities and delivery models		Amber Green
D4	Manage performance and value for money		Amber Green

Assessment of Capability

Leadership

There is a clear direction for the Ministry and the senior leadership team inspire their people to be passionate about what they do:

- The Transforming Justice programme has set a clear direction and overarching narrative which is communicated coherently and consistently by the top leadership team and Ministers.
- The top leadership team is working in a collaborative manner and modelling positive values and behaviours. This top leadership team worked effectively in managing the transition to a new administration and implemented plans to deliver the Spending Review settlement.
- The Executive Management Committee of the Board is perceived as a visible and effective way of managing the Ministry and there is increasing clarity about the governance structure of the Department.
- Considerable progress has been made in establishing the Ministry's Operating Model and there is much more clarity about roles and responsibilities with a consequential reduction in duplication. The Ministry has come together as a department and is increasingly taking a joined up approach to tackling challenges.
- The pace of change within the organisation is generally perceived as quick with both policy and delivery change progressing at speed. Major policy reviews have been completed in under a year which in the past would have taken considerably longer.
- The Ministry undertook an early review of its ALBs identifying a number for significant reform, including abolition.

But the Ministry should move to better communicate the Transforming Justice vision to all staff and to those in the Department's ALBs and address some key capability gaps that will be crucial for delivering the reform programme

- Transforming Justice is ready to move to the next stage, with a strong emphasis on the "better" in "better for less". The next stage needs to build on the current strategy and encompass the full range of transformation being undertaken in the Ministry, including its ALBs. This overarching strategy should be communicated effectively throughout the organisation and to all levels.
- The Ministry should develop and implement an overarching People Plan that covers building people capability, linked to improving performance, a future reward strategy, and people culture.
- Our successful outcomes are sometimes harder won than need be with an over reliance on relatively small numbers of staff. This needs addressing through improved talent management, development and succession planning to ensure a greater depth of people capability.
- As the Ministry is undergoing a considerable period of change, the People Plan needs to give particular attention to acquiring and retaining key specialist skills such as procurement, ICT, finance, human resources, analysts, lawyers and programme and project management.
- There is a need to develop commercial awareness "savvy" particularly amongst all middle managers.

Strategy

The Ministry is clear about its objectives and has a well defined strategy to get to them:

- Transforming Justice has become a strong unifying force. It has set the "Big Picture" on overall priorities and has been used to drive a strong agenda for change and for communicating with staff about major reform and restructuring. Strategy development was seen as collaborative with appropriate levels of challenge from colleagues. Good progress has been made in achieving Business Plan commitments and the development of a single policy plan has ensured that we make progress. The establishment of an ALB Governance Division has enabled good progress to be made on developing a consistent, proportionate approach to the sponsorship of the Ministry's ALBs.

Assessment of Capability

- Considerable progress has been made in developing the Ministry's use of evidence and analysis. Policy appraisal and decision making is now based on a much stronger evidence base than in the past. The Ministry is seen as at the forefront in improving transparency with the publication of court, prison and probation trust level sentencing and reoffending data and its analysis of the Public Disorder events of summer 2011.
- There are good examples of evidence being used to support innovative approaches to delivery issues such as court closures, prison competition policy and Payment by Results pilots.
- There are some good examples of collaboration and engagement with external partners as part of the formal process of policy development and delivery. This includes involving stakeholders and other government departments in delivering the Ministry's aims e.g. with the Department for Work and Pensions on the Work programmes and Tribunals reform, working with the Department of Health on Health, Drugs and Alcohol issues, and with the Cabinet Office in relation to ALBs and in particular the leadership of the cross Whitehall network for department sponsorship teams.
- Evidence from the external sector, both private and voluntary, suggests good engagement using new and innovative techniques on new policy projects, and strengths in procurement with those sectors.

But the Ministry could do more to look outwards and work collaboratively with others to achieve its objectives:

- The first stage of Transforming Justice covers an ambitious reform and efficiency programme. The efficiency aspects are necessarily focused on the need to identify savings. The second stage of Transforming Justice should have a greater emphasis on key outcomes for customers and how to align the work of staff to achieve them and consider the potential for investment and innovation that impact into the next Spending Review.
- The second stage of Transforming Justice needs to be underpinned by stronger analysis and there should be renewed efforts to align work with other government departments to build a better understanding of the evidence base. The Ministry needs to do more to understand the behavioural reactions of our customers and "what works" and ensure that we are using and spreading Best Practice effectively.
- The Ministry should be more strategic and proactive in developing policy and delivery options with others across Whitehall and externally. In particular to deliver long term reform and efficiency across the Criminal Justice System.
- There was a tendency for the Ministry to be perceived as reacting to, rather than leading on cross government reforms. The Ministry should consider how it is communicating its work externally to redress this. The Ministry should also look at whether it can engage with externals at an earlier stage of the policy development process and make greater use of informal and interactive methods of working across government and with key stakeholders.

Delivery

The Ministry continues to perform, is developing key areas of innovation and has significantly improved its planning function and Operating Model.

- Performance has remained strong across delivery agencies despite major restructuring and reductions in budget and innovative ways of working have been driven by the need for financial savings.
- There are good examples of significant areas of innovation e.g. Payment by Results, Lean approaches in HMCTS, Live Links within courts, the development of crime and justice mapping, and the testing of an electronic hub for Parole Board hearings. Systematic processes for innovation have been established in delivery agencies which have built on ideas and suggestions from front line staff.
- As the National Audit Office has concluded, the Ministry has improved its financial planning and governance has improved as has its oversight of ALBs. The Financial Improvement Programme has made significant inroads into improving financial capability and the Financial Management Committee is working well with good oversight of value for money issues.

Assessment of Capability

- The Ministry has managed its money more effectively allowing it to redeploy funds to meet long term liabilities and other spending priorities. The financial planning and allocation process was more transparent and evidence based. The National Audit Office concluded that there was a much stronger understanding during the 2010 Spending Review of the cost of key policy choices and external cost drivers. Overall, departmental understanding of Unit Costs and value for money has improved.
- There is strong support for the new Operating Model which has made roles and responsibilities clearer. There is much better clarity in the respective roles of policy and delivery in the development of new policy. The development of the Ministry's corporate services and the overall shared service model is seen as a positive way of driving out inefficiencies.

But the Ministry needs to do more to combine innovation with major change and reform in a complex inter-related programme of policy and delivery. More needs to be done to improve performance with better operational systems and management information.

- There are some areas where capability and capacity for innovation is too dependent on informal networks of staff and there is less evidence that innovation is systemically meshed with change programmes. The second stage of Transforming Justice should reinforce how innovation, improved knowledge management and best practice are means to improve delivery and embed this within key change programs.
- Financial skills need to continue to improve across the organisation through continued progress against the Financial Improvement Plan. Commercial skills and awareness should be strengthened throughout the organisation.
- In the last year, the Ministry has delivered a huge change in its Operating Model (including the approach to Sponsorship), and the time is now right to refresh this model and communicate it throughout the organisation. Further work needs to be done to embed the corporate services and shared service model in delivery bodies and clarify what is on offer and its associated governance structure.
- Further work is needed to continue to embed good practice in relation to the handover between policy and delivery including ensuring that good feedback loops exist. The role of the Transforming Justice committee needs to be redefined with a focus on the medium to long term and to continue to cover key enablers such as Information Technology and estates.
- The performance of some operational systems is still a break on performance with the existence in some instances of paper based systems leading to inefficiency and difficulties in monitoring performance effectively. As a result Management Information remains poor in some areas.

Action Plan

Area for development	Milestone	Date
1) Focus and communicate on the “better” in “better for less” as part of the next phase of Transforming Justice	Transforming Justice should move to the next stage with a strong emphasis on the “better” in “better for less”. The next stage needs to: <ul style="list-style-type: none"> • build an overarching strategy encompassing the full range of transformation being undertaken; • provide renewed support for innovation and ensure the Ministry capitalises on the full range of innovative examples identified as part of the review; • communicate this strategy effectively throughout the organisation; and • redefine the focus of the Transforming Justice committee to concentrate on the medium to long term. 	March 2013
	The Ministry should build its understanding of customers and use behavioural insight to support the “better” in “better for less” and ensure that it builds its knowledge about “What Works” and spreads effective practice.	July 2013
2) The department needs to <u>look outwards</u> more and work better with others in order to achieve its objectives	The Ministry should become more strategic and proactive when working with its stakeholders and the rest of government and in developing with them new and innovative solutions to policy and delivery problems.	September 2013
	Renewed effort should be given to developing long term reform and efficiency across the Criminal Justice System.	November 2012
3) The department needs to <u>improve its capability to deliver</u> the reform programme	The Ministry should develop and implement a comprehensive People Plan as part of the next phase of Transforming Justice that covers people capability. There should be a particular focus on building capacity and capability in specialist skills to support change.	May 2012
	The role of the corporate centre, and the service that it offers to its ALBs, should be further clarified and clearer governance adopted for the shared services model.	July 2013
	Financial skills and commercial awareness should continue to be improved across the organisation through the implementation of the Financial Improvement Plan.	April 2013
	Renewed effort should be made to improve performance of some operational systems at the front line and integrate these with the forward Information Technology strategy.	September 2012

Action Plan

Approach to capability management

The next phase of Transforming Justice will be the over arching programme that will take forward our capability review work.

Over the next few months we will work across the Ministry, with others across Whitehall and with our stakeholders and delivery partners to take a radical look at what more we should do to transform justice and the Ministry. In particular we will look at our business model, demand on our services, the channels we use, our infrastructure and our capability.

The capability workstream will encompass our capability action plan and our staff engagement survey action plan. It will track delivery of action plans and ensure they are at the core of, and remain relevant to the next phase of Transforming Justice. One of the major vehicles for this will be the People Plan.

People Plan

Following publication of the Capability Action Plan we will launch an SCS team led consultation on a draft MoJ People Plan.

The People Plan will focus on the people related priorities identified through the Capability Review; those evident from the results of our annual Staff Engagement Surveys and other analysis. It will set out a programme of actions and measures over the next 3 years to:

- **Build and develop our people capability to meet the challenges ahead** – particularly in terms of leadership and managing change, in financial management and in more specific and increasingly important areas for MoJ such procurement and business acumen, “savvy” and commercial awareness
- **Raise our game on performance management at all levels including with our ALBs** - with managers managing effectively to get the very best from people /organisations
- **Deliver a future reward strategy for MoJ** – this is not simply about pay but what the “total reward” package on offer from MoJ to its staff – pay, recognition for achievement; career development opportunities, etc – should be going forward alongside the reforms already underway in NOMS under its Fair and Sustainable programme
- **Embed a strong people culture** - our values and behaviours towards each other and how we embed these; the enthusiasm and drive to continually look at how we can improve; how we engage and collaborate to deliver better – and less labour intensive – outcomes

Successfully delivering what we commit to in the People Plan will be an essential part of delivering the “people” element of Transforming Justice.

We aim to publish the People Plan by May 2012. In the run up to publication we are keen that a draft of the People Plan is positioned more widely with staff so that it is clearly understood and so that we can take on board views prior to final publication.

Annex A: The Model of Capability



Annex A: The Model of Capability

L1

Set direction

- Do you have and communicate a clear, compelling and coherent vision for the future of the organisation?
- Does the Board work effectively in a corporate culture of teamwork, including working across internal boundaries and making effective use of non-executive directors?
- Does the Board take tough decisions, see them through and show commitment to continuous improvement of delivery outcomes?
- Does the Board lead and manage change effectively, addressing and overcoming resistance when it occurs?

L2

Ignite passion, pace and drive

- Do you create and sustain a unifying culture and set of values and behaviours which promote energy, enthusiasm and pride in the organisation and its vision?
- Are the leadership visible, outward looking role models communicating effectively and inspiring the respect, trust, loyalty and confidence of staff and stakeholders?
- Do you display integrity, confidence and self-awareness in your engagement with staff and stakeholders, actively encouraging, listening to and acting on feedback?
- Do you display passion about achieving ambitious results for customers, focussing on impact and outcomes, celebrating achievement and challenging the organisation to improve?

L3

Develop people

- Do you have people with the right skills and leadership across the organisation to deliver your vision and strategy? Do you demonstrate commitment to diversity and equality?
- Do you manage individuals' performance transparently and consistently, rewarding good performance and tackling poor performance? Are individuals' performance objectives aligned with those of the organisation?
- Do you identify and nurture leadership and management talent in individuals and teams to get the best from everyone? How do you plan effectively for succession in key posts?
- Do you plan to fill key capability gaps in the organisation and in the delivery system?

S1

Set strategy and focus on outcomes

- Do you have a clear, coherent and achievable strategy with a single, overarching set of challenging outcomes, aims, objectives and success measures?
- Is your strategy clear what success looks like and focused on improving the overall quality of life for customers and benefiting the nation?
- Do you keep the strategy up to date, seizing opportunities when circumstances change?

Annex A: The Model of Capability

- How do you work with your political leadership to develop strategy and ensure appropriate trade offs between priority outcomes?



S2

Base choices on evidence & customer insight

- Are your policies and programmes customer focused and developed with customer involvement and insight from the earliest stages? Do you understand and respond to your customers' needs and opinions?
- Do you ensure that your vision and strategy are informed by sound use of timely evidence and analysis?
- Do you identify future trends, plan for them and choose among the range of options available?
- Do you evaluate and measure outcomes and ensure that lessons learned are fed back through the strategy process?



S3

Collaborate and build common purpose

- Do you work with others in government and beyond to develop strategy and policy collectively to address cross-cutting issues?
- Do you involve partners and stakeholders from the earliest stages of policy development and learn from their experience?
- Do you ensure your department's strategies and policies are consistent with those of other departments?
- Do you develop and generate common ownership of the strategy with your political leadership, the board, the organisation, delivery partners and customers?



D1

Innovate and improve delivery

- Do you have the structures, people capacity and enabling systems required to support appropriate innovation and manage it effectively?
- Do leaders empower and incentivise the organisation and its partners to innovate and learn from each other, and the front line, to improve delivery?
- Is innovation explicitly linked to core business, underpinned by a coherent innovation strategy and an effective approach towards risk management?
- Do you evaluate the success and added value of innovation, using the results to make resource prioritisation decisions and inform future innovation?

Annex A: The Model of Capability

D2

Plan, resource and prioritise

- Do your business planning processes effectively prioritise and sequence deliverables to focus on delivery of your strategic outcomes, and do you make tough decisions on trade-offs between priority outcomes when appropriate?
- Are your delivery plans robust, consistent and aligned with the strategy? Taken together will they effectively deliver all of your strategic outcomes?
- Do you maintain effective control of the organisation's resources? Do your delivery plans include key drivers of cost, with financial implications clearly considered and suitable levels of financial flexibility within the organisation?
- Are your delivery plans and programmes effectively managed and regularly reviewed?

D3

Develop clear roles, responsibilities and delivery models





- Do you have clear and well understood delivery models which will deliver your strategic outcomes across boundaries?
- Do you identify and agree roles, responsibilities and accountabilities for delivery within those models including among arm's length bodies? Are these well understood and supported by appropriate rewards, incentives and governance arrangements?
- Do you engage, align and enthuse partners in other departments and across the delivery model to work together to deliver? Is there shared commitment among them to remove obstacles to effective joint working?
- Do you ensure the effectiveness and efficiency of your delivery agents?

D4

Manage performance and value for money

- Are you delivering on the priorities set out in your strategy and business plans?
- Does the need to ensure efficiency and value for money underpin everything that you do?
- Do you drive performance and strive for excellence across the organisation and delivery system in pursuit of your strategic outcomes?
- Do you have high-quality, timely and well-understood performance information, supported by analytical capability, which allows you to track and manage performance and risk across the delivery system? Do you take action when you are not meeting (or are not on track to meet) all of your key delivery objectives?

Annex B: Assessment Criteria

 Green	<ul style="list-style-type: none"> • Outstanding capability for future delivery in line with the model of capability. • Clear approach to monitoring and sustaining future capability with supporting evidence and metrics. • Evidence of learning and benchmarking against peers and other comparators which confirms progress towards world class.
 Amber/ Green	<ul style="list-style-type: none"> • Has identified capability gaps, is already making improvements in capability for current and future delivery and is well placed to do so. • Is expected to improve further in the short term through practical actions that are planned or already underway and has clear metrics to support progress.
 Amber/ Red	<ul style="list-style-type: none"> • Has weaknesses in capability for current and future delivery and/or has not identified all weaknesses and has no clear mechanism for doing so. • More action is required to close current capability gaps and deliver improvement over the medium term.
 Red	<ul style="list-style-type: none"> • Significant weaknesses in capability for current and future delivery that require urgent action. • Not well placed to address weaknesses in the short or medium term and needs additional action and support to secure effective delivery.

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Publication date: March 2012
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Prepared for the Cabinet Office by Ministry of Justice