

 Home Office



CIVIL SERVICE

Capability Reviews

Home Office Capability Action Plan

Foreword



Dame Helen Ghosh, Permanent Secretary of the Home Office

The Home Office works in a very challenging and fast-moving environment. As a department, we need to hold ourselves to a high standard as we have responsibility for critical issues relating to public safety. I took up my post a year ago and have been impressed by the commitment of its staff to protecting the public. The Department has reacted well to fast-moving events. For example, it came together to tackle the summer's riots and public disorder quickly.

The Home Office is improving. At the 2006 Capability Review, very serious problems were identified. A major effort across the department followed, and the 2008 Capability Review recognised significant improvement. This Capability Assessment demonstrates continued improvement in a number of areas, including in the way we manage our budgets and prioritise our resources. We have also shown a strong commitment to delivering the Coalition Government's agenda, including abolishing ID cards and introducing elected Police and Crime Commissioners.

However, the environment around us is changing. Budgets are being reduced to tackle the deficit, and the Government has set out an ambitious reform programme. The events of 2011 demonstrated that the Home Office has to be ready to respond to the unexpected and have a relentless focus on delivering its day to day role competently and effectively.

Engaging our staff, making sure they have the right skills and looking for opportunities for continuous improvement are essential. A key lesson for me is that the Home Office must do more to embed effective performance management systems to ensure high performance in every part of our business.

I am confident that, as we take the steps set out in the Action Plan, the Home Office will rise to these challenges and build the capability to provide the best possible service to the public.

A handwritten signature in black ink that reads "Helen Ghosh". The signature is written in a cursive, flowing style.

13 February 2012

Foreword

Independent reviewers



**John Allan, Non-Executive
Member of the Home Office
Supervisory Board**



**Rudy Markham, Non-
Executive Member of the
Foreign and Commonwealth
Office Management Board**

As independent reviewers we were impressed by the rigour and thoroughness of the process and believe the conclusions are balanced and healthily self critical. Although the Home Office faces major challenges ahead, successful execution of the Action Plan should enable the department to be an extremely effective organisation.

John Allan and Rudy Markham

13 February 2012

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Challenges for the Department

The Home Office faces major challenges. It must manage a 33% real terms reduction in spend on administrative functions and implement the Coalition Government's ambitious reform agenda whilst simultaneously adapting to its new approach of devolving decisions, funding and accountability, and intervening less. As the Department restructures and fewer resources are available it has to become more flexible and innovative in order to support the Government's reform programme as effectively as possible. Poor performance must be tackled more actively so that all staff make a difference. Leaders face the challenge of inspiring staff against a backdrop of restructuring and changes to pay and pensions.

The Department

A critical duty of any government is to keep the British public safe. It is the responsibility of the Home Office to fulfil that duty and tackle issues that matter to the public: cutting crime, controlling immigration, and stopping terrorism. With the incorporation of the Government Equalities Office, the Home Office also acts as a champion for equalities and women. These issues are at the heart of the Home Office 2011-2015 Business Plan priorities:

- Empower the public to hold the police to account for their role in cutting crime;
- Free up the police to fight crime more effectively and efficiently;
- Create a more integrated criminal justice system;
- Secure our borders and reduce immigration;
- Protect people's freedoms and civil liberties;
- Protect our citizens from terrorism; and
- Build a fairer and more equal society.

To deliver these priorities and the wider business of the Home Office in 2011-12 the Home Office has a gross resource budget of £11 billion (including income). The Department and its agencies employ 25,549 people (Full Time Equivalents as at 30 September 2011).

Challenges for the Department

Key challenges

The Home Office faces three key challenges.

Firstly, the Home Office must achieve “better for less”. The core Home Office will be smaller but it must also be highly effective at setting the strategic direction, allocating resources and ensuring value for money for the taxpayer. Home Office agencies, such as the UK Border Agency and the Identity and Passport Service, are directly responsible for providing services to the public. These agencies must make savings while delivering new priorities and maintaining, or improving performance.

Secondly, the Home Office must adapt to its new role. Increasingly decisions and funding will be devolved to the most appropriate level. Accountability for the quality of local services will be to the public rather than to Whitehall. Intervention by the Home Office will be more limited and more focused on areas which are best dealt with at a national level. This change involves a strong commitment by the Home Office to putting in place new structures, and a culture shift once power has been devolved. For example, giving communities the power to elect Police and Crime Commissioners will radically shift decision-making on policing away from government to communities.

Finally, the Home Office must ensure that it has the capability in place to deliver the Government’s national priorities over the next 3 to 5 years.

The most critical national priorities are:

- Preparing for the London 2012 Olympics. We will work with partners to ensure effective plans and capabilities are in place for a safe and successful Olympics and Paralympics Games;
- Establishing the new National Crime Agency. This powerful body of operational crime fighters will secure our borders, tackle organised crime, fight fraud and cyber crime and protect children and young people;
- Strengthening protection of the public and our ability to respond to terrorist threats. We will implement the recommendations from our reviews of counter-terrorism and security powers; and
- Delivering an improved migration system that commands public confidence and serves our economic interests.

Challenges for the Department

Home Office capability

This is the Home Office's third Capability Review. The Department has a good record of improvement since the first Capability Review in 2006. The Department must now take further steps to ensure that improvement continues and that we meet the challenge of the Government's ambitious reform agenda despite the difficult financial context.

The first Capability Review in 2006 found significant weaknesses around leadership, strategy and delivery. The Review recognised that the Home Office had one of the most challenging briefs in Whitehall but highlighted that urgent action was needed to strengthen capability.

The second Capability Review in 2008 highlighted that the Home Office had made very substantial progress. The Home Office had developed a strong leadership team and clear strategic direction. The Review highlighted areas for further work to sustain and embed positive changes, to build confidence among our staff and stakeholders and to develop our skills and workforce strategy.

Since the second Capability Review, the Home Office has built on this progress. Further improvements to the organisation have included embedding talent management, and enhancing development opportunities. There have been key successes around delivering Ministerial priorities. Examples include identifying and delivering substantial Spending Review savings and reacting quickly and flexibly to this summer's public disorder.

The Permanent Secretary recognises that in a challenging new context there needs to be renewed energy and focus on improving the department. She has set out a clear reform programme; the *Home Office We Want To Be*. This programme adds focus to work the department had in train (for example to introduce a new performance management system) and identifies new steps that allow the department to meet its objectives with substantially fewer resources.

Implementation of the *Home Office We Want To Be* programme started in July 2011. This forms the most critical element of the Home Office Action Plan to tackle the areas for development identified by the Capability Assessment. Its focus is on:

- Getting high performance from everyone in the department;
- Becoming more flexible in the way staff work; and
- Working better in partnership with stakeholders and others across the department.

Assessment of Capability

The Home Office is operating in a tighter financial environment than in the last Capability Review, where the need to plan and prioritise is greater. Achievements include identifying and delivering substantial Spending Review savings, reacting quickly and flexibly to this summer's public disorder and strengthening its approach to talent management; the Staff Survey records a slightly improved engagement score, even at a time of reductions to the workforce. Nonetheless, the report identifies room for improvement on managing performance and building common purpose.

The Home Office knows it needs to implement further changes quickly in order to deliver Ministers' ambitious reform agenda with substantially fewer resources. This is being addressed through the *Home Office we want to be* programme, which will ensure the Department has the capability and flexibility it needs.

Leadership

RAG Value

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

Strategy

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

Delivery

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

Assessment of Capability

Leadership

Set Direction

Communicating the department's vision

The Home Office priorities are set out in the Home Office Business Plan. The Structural Reform Plan, found in the Business Plan, outlines the critical steps to deliver these priorities. The *Home Office We Want To Be* programme supports the Business Plan, demonstrating how the department will further develop the capabilities it needs for the future.

The Executive Management Board (EMB, formerly the Home Office Board) has had some success in communicating that vision. The 2011 staff survey results suggest that a high and increasing number of staff understand how their work contributes to the Home Office's objectives.

Interviews with EMB members identified that the Board needs to do more to communicate the department's vision simply and clearly to staff. In addition, staff need to understand how the reform agenda set out in *Home Office We Want To Be* programme will support delivery of the department's priorities and have a practical influence on individuals' and teams' work.

How effective are the department's Boards?

Interviews with EMB members have highlighted that EMB is developing a good corporate culture of teamwork. There has been a substantial change in personnel over the last year. The new team needs to build its collaborative approach further by devoting time to building a shared understanding of each other's business areas and how they inter-relate.

The Supervisory Board is an important new leadership body within the Home Office. Chaired by the Home Secretary, the Supervisory Board includes Ministers and Non Executive Board members. The Department needs to make better use of this Board and to give it greater visibility. The Department needs to communicate across the organisation how the new governance structure works. The Department needs to make more use of Non-Executive Board Members' expertise. The Department also needs to be more focused on using Supervisory Board meetings to help shape and drive delivery on strategic priorities and cross-cutting issues.

Taking tough decisions and managing change

The EMB has taken a series of tough decisions – including around reducing budgets, restructuring and substantially reducing the workforce – and seen them through. The Board has shown commitment to delivering continuous improvement in the delivery of public services.

Assessment of Capability

An area for improvement is managing difficult changes. Workshops with staff suggest an appetite for more open and proactive communication and consultation around change. The 2011 staff survey showed a slight improvement in the perception among staff that the Home Office leadership is managing change well, but from a comparatively low base.

Ignite passion, pace and drive

In the context of restructuring and changes to pay and pensions, igniting passion, pace and drive is a challenge. Staff have remained resilient and manifest pride in their role in delivering to the public. The 2011 staff survey results show an overall increase in staff engagement levels as compared to 2010. This demonstrates progress in a challenging environment, but there is still more to do to improve engagement, and it will take time for changes across the department to impact on this.

Interviews with EMB members highlighted that pace and passion are strengths in a crisis. The Department showed pace and drive in reacting to the public disorder in the summer and tackled the emerging issues. This included working quickly across government to develop the strategy for Ending Gang and Youth Violence. Pace and commitment were demonstrated in the policy delivery of emergency legislation on police bail and the policy of Police and Crime Commissioners.

There are a range of examples of good practice in day to day work that the Home Office should build on. In IPS specific efforts have been made by the leadership to be more visible and to do more to inspire staff. Signs in survey evidence indicate that this may have underpinned success in communicating the Identity and Passport Service Board's vision for the future.

The main challenge for the department is to build on its success in times of crisis by ensuring that there is a more consistent sense of pace throughout the department at all levels. The *Home Office We Want To Be* programme will increase staff engagement and effectiveness. It will support all staff to be high performing, flexible and work in a cross-cutting way. It will improve partnership working and encourage staff to learn more about the wider organisation and partners.

Assessment of Capability

Develop people

The Home Office is taking forward a comprehensive programme to develop its people. It is addressing issues such as improving succession planning and strengthening performance management, particularly tackling poor performance and ensuring that managers have the skills to drive improvements in operational performance.

The Home Office has recognised that if it is to support the Government's ambitious agenda with fewer resources, it is essential that every member of staff contributes fully. Effective performance management is crucial to this ambition and this is an area that the department has plans in place to improve. A new performance management system is being put in place and this work now forms part of the *Home Office We Want To Be* programme. It is being enhanced by the development of a new behavioural competency framework and a suite of tools to support people in managing performance effectively.

The Department is also looking to improve the processes by which it develops talented members of staff at all levels within the organisation. Major progress has been made in putting the necessary structures in place to identify talent. For example, a senior talent board, chaired by the Permanent Secretary meets monthly to consider SCS talent, succession planning, managed moves and overseas recruitment. The Supervisory Board has recently established a Nominations and Governance Committee that will meet bi-annually to support the Board in identifying and developing leadership and high potential, and succession planning. The grade 6 and 7 talent management process is now established across the department. There are successful programmes in place for talent management below this level, including the New Leaders programme in headquarters and the UK Border Agency. However the Department must effectively implement the *Home Office We Want To Be* programme and ensure that those identified through our talent processes are effectively developed and have the necessary capabilities to fill key posts.

The staff survey reflects the challenges around development, with a relatively low percentage of staff feeling that they have the opportunities for promotion and access to learning and development activities to develop their careers. These scores have however improved slightly since last year, despite a reduction in classroom training and a recruitment freeze.

Work has been taken forward to reduce skills shortages and to replace consultancy and contingent labour with in-house resource. The Department has reduced its spend on consultancy and contingent labour by more than half. However gaps in programme and project management (PPM) and IT skills remain a challenge despite recent progress on developing these in-house.

Assessment of Capability

Strategy

Set strategy and focus on outcomes

The Home Office Business Plan sets out the vision and priorities for the department up to 2015. This plan is reviewed annually to ensure that priorities remain focused on the key challenges in keeping the public safe. Surveys have shown that the core purpose of keeping the public safe is understood by staff and that staff understand how their work contributes to it.

The Home Office Business Plan is underpinned by strategies in key areas of Home Office work. This includes the CONTEST counter-terrorism strategy and the organised crime strategy (*Local to Global: Reducing the Risk from Organised Crime*).

The Home Office Business Plan is supported by the Department's reform programme, the *Home Office We Want To Be*. This sets out how the department will improve to enable it to deliver the strategy set out in the Business Plan.

The main challenges (highlighted under **Set Direction** above) are for the leadership to communicate the department's overall strategy more clearly to staff and to ensure that staff understand how it will be delivered and how they can contribute to this.

Base choices on evidence and customer insight

The Department undertook good work as part of the Spending Review to base choices on evidence, focusing limited resources on policies and services which represent value for money. There are good examples of where evidence plays a part in development of policy - identifying future trends and emerging challenges- and in decision-making including Impact Assessments for new policies and legislation. For example, the development of the policy to reduce migration to sustainable levels was underpinned by a large amount of evidence gathering and modelling, including using new methods to provide a greater understanding of migrant behaviour.

The Department has improved its customer insight, in particular in key operational areas that engage most with the public at the border and in issuing passports. For example, customer insight work in UK Border Agency and Identity and Passport Service is helping to successfully transition from primarily paper-based application processes to a more internet-based approach.

The Department needs to do more to ensure the consistent application of good practice, with evidence playing a critical role in policy development across all Home Office functions. Discussions at the Executive Management and Supervisory Boards must be consistently informed by the strategic evidence available, particularly work from horizon scanning. The Department is taking action to improve its Impact Assessments of new policies. This action flowed from a report published by the Regulatory Policy Committee which suggested that the department's analysis supporting regulatory proposals was below average.

Assessment of Capability

Collaborate and build common purpose

The Home Office faces significant challenges around collaboration with partners and building common purpose. For example, major reform of the police landscape, pay and pensions is controversial with the Police Service. Interviews with partners and EMB members highlighted the difficult policy development challenges involved in fitting Home Office objectives with wider Government policies. For example, we need to reduce net migration while also supporting the growth agenda. It is also inherently challenging to ensure that Home Office and Ministry of Justice aims and policies are fully aligned. This is a relationship which the department will focus on.

Despite this challenging environment, interviews with EMB members and stakeholders highlighted that the department does develop good relationships with important partners. Progress has been made in improving the Home Office's coordination within government, including developing strong relationships with Treasury and Cabinet Office. The Home Office has worked with other departments to put in place structures to enable better joint working. This is exemplified by the Crime and Criminal Justice Strategy Board which brings together Ministry of Justice, the Attorney-General's Office, the Crown Prosecution Service and the Home Office. The Home Office also effectively leads cross-departmental work such as the drugs strategy and equalities agenda. On equalities, the Government Equalities Office has led work to improve partnerships, particularly with representatives of the business community to improve diversity on FTSE Boards, and reporting on equality by all organisations employing more than 150.

To improve its relationships further with other departments, the Home Office will do more to engage with other government departments at an early stage in policy development, build alliances where possible and ensure it understands where it can contribute to wider Government objectives such as promoting economic growth.

Assessment of Capability

Delivery

Innovate and improve delivery

The Home Office has a good record of empowering staff to improve delivery through continuous improvement work, with productivity gains of 20% flowing from recent work in the North East region of the UK Border Agency for example. New policy has been influenced by innovation – for example we have introduced online crime maps, which have received more than 430m hits since their launch in January 2011.

There are also specific examples of good practice in encouraging innovation, such as the Identity and Passport Service scheme accredited by Ideas UK. The UK Border Agency is increasingly engaged with making a difference through customer insight and customer focus work. Examples include the consideration of the customer in the review of children in detention.

The Home Office Centre for Applied Science and Technology (CAST) has a reputation for using technology in novel ways to address frontline problems encountered by the Home Office, its agencies and the police. Recently, CAST has developed digital forensic triage tools which improve the efficiency and effectiveness of computer crime investigations. It is developing (with industry) new “one box” electronic equipment architecture for police vehicles.

More needs to be done to embed encouragement of innovation right across the organisation. Staff workshops highlighted that in some parts of the organisation there were insufficient mechanisms to ensure good ideas to solve problems were acted on. The Department is focusing its leadership and capability work on making it easy for staff to see and act on these ideas.

Plan, resource and prioritise

The Department has a strong grip on its resources and effective business planning processes. There are effective controls in place to manage expenditure and EMB have acted quickly to manage staff reductions and align resources with key ministerial priorities. The Home Office finance function is recognised as one of the highest performers across Whitehall. This has been reflected in its ability to make substantial budget reductions whilst managing the impact on performance and to react quickly to unexpected events such as the summer’s public disorder. The Department’s effective management of change programmes means we have been able to act quickly to prioritise programmes with the greatest impact.

The National Audit Office has given positive feedback in management letters and published reports about Home Office project, programme, risk and financial management. Aspects of these Home Office activities are recognised as examples of good practice in central Government.

Assessment of Capability

Develop clear roles, responsibilities and delivery models

The Department is dependant on having strong and clear models in place for delivering its priorities with and through delivery agents and partners. Whilst progress has been made to establish new governance and accountability frameworks, more needs to be done to ensure that delivery models are driving efficiency and effectiveness in operational performance and local delivery.

Examples of good practice include the CONTEST counter-terrorism strategy and the report *Ending Gang and Youth Violence*, which establish very clear responsibilities for key partners and require a new and ambitious way of working in and with local communities. The Department has worked quickly to re-shape its relationship with the police and other criminal justice partners and to vest responsibility at a more effective and local level. There is also strong evidence of developing new approaches to delivery such as Payment by Results for drug and alcohol recovery systems.

The Department has sought to improve governance of the UK Border Agency by moving its policy responsibilities to the newly created Strategy Immigration and International Group (SIIG) within the Home Office centre. This means that the UK Border Agency is becoming a more operationally focused delivery agency. The UK Border Agency's key challenge is to ensure that the effectiveness and efficiency of its operations are driven by having the right capabilities in place backed up by clear accountabilities and working processes. A combination of clearer accountability for operational delivery and improved performance management has the potential to drive the improvements that are needed, but there is still some way to go before these changes are effectively bedded in.

The Department faces a particularly radical change to its role with the introduction of Police and Crime Commissioners. The Department has worked well to support Ministers in developing this policy, supporting Ministers through the legislative process and working quickly to prepare for implementation. As implementation approaches, the Department (in particular Crime and Policing Group) will focus on the practical implications for its role once greater power has been devolved to the local level, and ensure it fully prepares staff to behave in an effective and appropriate way in the new landscape.

Manage performance and value for money

The Department has a good record of delivering value for money and managing performance.

The Department has strong performance and risk management processes in place to ensure it delivers against Business Plan priorities, including through regular discussion and reporting to the EMB and the Supervisory Board. The Department's Operating Reviews are a systematic and rigorous approach to focusing attention on key performance risks.

Assessment of Capability

A significant proportion of the department's priorities are delivered through our partners and commissioning models. IPS continues to set standards across Whitehall for quality and timeliness, crime is reducing, and a challenging legislative framework has been set out quickly for police reform and delivery.

The challenge faced by the department is to consistently manage performance across all business areas throughout the period of the Spending Review. Further work is also needed to ensure that performance management translates into a consistent focus on high quality operational delivery, especially on critical issues. Staff told the review that there were sometimes too many conflicting targets and insufficient focus on end-to-end processes in operational areas.

The UK Border Agency is the Home Office's largest operational delivery agency, and driving up operational performance is a particular priority there. Ministerial input to the Capability Assessment highlighted that the asylum system is improving and that frontline UKBA staff show real commitment to doing a good job.

There is Ministerial concern that UKBA performance is not as consistent as it needs to be and some targets are not challenging enough. This is being addressed through cultural change to embed better awareness, performance metrics and consideration of risks.

Action Plan

Departmental Action Plan

The *Home Office We Want To Be* programme forms a crucial element in the Action Plan. It focuses on getting high performance from everyone in the department, becoming more flexible in how we work and working better in partnership both within the department and with stakeholders.

The programme brings together the programme of work the department had in train to improve capability (such as a new performance management system), and brings an extra focus on areas identified as critical by the Permanent Secretary, the Executive Management Board and staff across the business.

Departmental action to become the *Home Office We Want To Be* is managed through six project streams. Many of the areas for development identified in the Capability Assessment are aligned to these projects.

The project streams focus on:

- Identifying existing organisational capability and planning future needs;
- Developing a stronger performance management culture and supporting processes;
- Identifying ways of working which enable flexibility;
- Exploring opportunities to improve internal and external relationships;
- Developing the leadership behaviours to drive the change we want to achieve;
- Being as lean as we can.

Approach to capability management




The Home Office is driving improvements in capability through the *Home Office We Want To Be* programme. Each workstream has a Director General champion, project lead and project manager in place. Each workstream is supported by a project team made up of volunteers from across the organisation. Programme governance is provided through a programme board chaired by Jonathan Sedgwick. The board reports bi-monthly to the Director General group, chaired by Helen Ghosh.

The additional actions set out in this Action Plan will be monitored through the *Home Office We Want To Be* programme.




There will be an annual light touch but rigorous assessment of the Home Office's position against the model of capability and an analysis of progress against the actions set out in the Action Plan. This will be discussed by the Home Office Executive Management Board and Supervisory Board. This Board will decide on any further actions needed to improve the department's capability.

Action Plan





The Capability Assessment has provided the department with a helpful opportunity to identify areas where capability could be stronger, and to tackle those areas through specific actions to drive improvement. The highest priority is for the department to further improve performance. Stronger performance and further improvements in staff engagement must be underpinned by staff gaining a clearer understanding of Home Office priorities. This agenda is reflected in the further actions set out below:

Area for development	Key Actions	Model Element	Date Due
Leadership			
<p><u>Set direction:</u></p> <p>Communicating the Home Office strategy.</p>	<p>The Home Office Executive Management Board will:</p> <ul style="list-style-type: none"> • Ensure that the department’s strategy is set out to staff through clear, easily understandable messages. • Ensure that these messages are communicated consistently to staff over time to strengthen understanding of Home Office strategy and priorities at all levels of the organisation. • Review how it engages with staff around change, to ensure staff understand the rationale for change and have opportunities to influence and shape it. 	<p>L1 </p>	<p>End March 2012, in line with refresh of Home Office Business Plan. To be reviewed through regular pulse check surveys and the annual staff survey</p>
<p><u>Set direction:</u></p> <p>Improving our governance by developing the role of the Supervisory Board.</p>	<p>The Department will:</p> <ul style="list-style-type: none"> • Focus meeting agendas on areas where the Supervisory Board can best offer strategic direction and advice. • Make more use of Non-Executive Board Members, utilising their expertise more outside formal Supervisory Board meetings, as well as ensuring we support Ministers to be fully engaged with the Board. 	<p>L1 </p>	<p>From the next meeting of the Supervisory Board in March 2012</p>
<p><u>Ignite passion, pace and drive:</u></p> <p>Visible leadership</p>	<p>The Home Office Executive Management Board will:</p> <ul style="list-style-type: none"> • Tackle the staff survey findings in visible leadership and management of change, where despite improvements we have more to do to build engagement and confidence in Home Office leadership. 	<p>L2 </p>	<p>From January 2012. To be reviewed through regular pulse check surveys and the annual staff survey</p>

Action Plan

Area for development	Key Actions	Model Element	Date Due
Leadership			
<p><u>Develop people:</u></p> <p>Getting high performance from everyone</p> <p>Getting the right people in the right place</p>	<p>The <i>Home Office We Want To Be</i> programme involves:</p> <ul style="list-style-type: none"> Developing a culture of individual, team and organisational performance improvement through a new performance management framework, alongside enhanced learning and development support. Defining and enhancing core skills, including the improvement of line management capability. Improving the process for ‘managed moves’ to ensure our best talent is used to focus on business priorities as they change. Instigating a skills database to support more flexible deployment of resources across the department. 	<p>L3 </p>	<p>New framework in place from April 2012</p> <p>Work on culture and core skills to commence January 2012</p> <p>Commencing February 2012</p> <p>Database available end March 2012</p>
Strategy			
<p><u>Collaborate and build common purpose:</u></p> <p>Improving relationships across Whitehall</p>	<p>The Home Office Executive Management Board:</p> <ul style="list-style-type: none"> Has commissioned work to take a coordinated view of the Home Office relationship with other government departments. Will lead work to assess how we can best work alongside departments to deliver cross-Governmental priorities (e.g. the growth agenda) and a more efficient Criminal Justice System (CJS), while continuing to act as a strong proponent for Home Office Ministers’ priorities. <p>The Department will:</p> <ul style="list-style-type: none"> Continue regular Secretary of State bilateral meetings with the Ministry of Justice to effectively develop core policies. Hold Executive Board to Executive Board sessions with the Ministry of Justice to discuss key strategy and resource challenges which have crucial interdependencies. Develop stronger accountability at the Crime and Criminal Justice Strategy Board. 	<p>S3 </p> <p>S3 </p>	<p>Improvements to be completed during 2012</p>

Action Plan

Area for development	Key Actions	Model Element	Date Due
Delivery			
<p><u>Develop clear roles, responsibilities and delivery models:</u></p> <p>Ensuring the effectiveness and efficiency of delivery agents.</p> <p><u>Manage Performance and Value for Money:</u></p> <p>Further improving performance.</p>	<p>The Department will further improve performance and clarify roles and responsibilities by:</p> <ul style="list-style-type: none"> Developing performance management arrangements to ensure there is an even stronger focus on monitoring the desired outcomes from policy and programmes. Ensuring performance management arrangements reflect our relationship with delivery partners as the role of the Home Office changes. <p>The Department will prioritise performance improvement in UK Border Agency (UKBA) by:</p> <ul style="list-style-type: none"> Focusing on consistency and compliance. Enhancing Management Information Systems (MIS) to ensure the availability of better performance metrics. Holding regular deep-dive performance reviews into specific areas of UKBA activity in Operating Reviews and the Supervisory Board. Ensuring the right indicators are in place to drive the Agency's renewed focus on intelligence and law enforcement. Considering partnership approaches and benchmarking and outsourcing opportunities alongside other performance improvement activities. 	<p>D3 </p> <p>D4 </p> <p>D3 </p> <p>D4 </p>	<p>End December 2012</p> <p>End December 2012</p>

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?

Annex A. The model of capability

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

L2: 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?

L3: 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?

Annex A. The model of capability

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?

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

 <p>Green</p>	<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.
 <p>Amber/ Green</p>	<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.
 <p>Amber/ Red</p>	<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.
 <p>Red</p>	<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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