



Department for Transport: Capability Action Plan

Foreword



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The Capability Reviews have become an important tool in helping our department achieve improvement in our performance, helping us serve the public better, but also hopefully get more reward out of working here. This year we've conducted a self-assessment, and this has been carried out under the leadership of Sally Davis, one of our NEDs with help from Ed Smith (DfT NED), Stephen Waring (Department of Health), Mark Carroll (Department Communities and Local Government), David Roe (Department for Business, Innovation & Skills) and Vicky Bawa (DfT Human Resources) and her team who have provided support. We are really grateful to all of them and to the many colleagues who contributed time and opinions.

We have sought to make this self-assessment as rigorous and challenging as we can. This will give us the best chance to chart a route to even better achievement in the future. Alongside the feedback from the staff survey it gives us a rich and helpful insight into our organisation. There's much to be proud of and satisfied about. The review team records:

- Our strong track record on delivery, generating ideas and providing value for money;
- Our ability to deliver large infrastructure projects to time and budget;
- Our careful management of the organisational downsizing;

and many other examples that have impressed them and others.

But the important focus needs to be on where we can improve and the report gives us excellent pointers:

- Doing more to develop new ways of working;
- Improving our business planning and forecasting;
- Improving the quality and depth of our stakeholder management.

DfT is already a very competent and well respected department, and what we have seen gives us absolute confidence it could be one of the best departments in Whitehall. To be that we need to be bolder about recognising and celebrating our current strengths and even more obsessed with challenging ourselves and improving our performance.

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Foreword



Sally Davis, Non-Executive Member of the Departmental Board

The Department has undergone significant change over the last eighteen months and is still in the process of embedding new ways of working. This review has been timely in enabling the Department to assess the progress made and to highlight the areas for further work. As the Non-Executive Director involved in this review, I can attest to the rigour of the process and the strong focus placed on developing a thorough and stretching action plan. It rightly recognises the Department's significant strengths, particularly in the areas of delivery and evidence-based planning and the progress made in engagement but also recognises the importance of developing a more flexible and innovative culture, based on customer and stakeholder insight, to continue to deliver transport solutions for the future.

A handwritten signature in black ink, appearing to read 'Sally Davis', written in a cursive style.

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1. Challenges for the Department

The Department's vision is for a transport system that is an engine for economic growth – one that is sustainable and safer and improves quality of life in our communities. By improving the links that help to move goods and people around and by targeting investment in new projects that promote sustainable growth, we will play a significant role in building the balanced, dynamic and low-carbon economy essential for our future prosperity.

To do that we will focus on the users of the networks and work with delivery chains to improve journey times, reliability, reduce congestion and crowding across transport modes and meet carbon reduction targets. This will require a fundamental shift in the development and deployment of technologies, including green technologies.

The Department for Transport provides leadership across the transport sector working with regional, local and private sector partners. The role of the central Department is to set strategy and policy context and establish and manage relationships with the organisations responsible for delivery. The Department's seven Executive Agencies are responsible for delivering a range of services, such as driving tests and the HM Coastguard. The Department also sponsors a number of other transport bodies, Non Departmental Public Bodies (NDPBs)¹ and other organisations that are responsible for delivery.

The central Department, excluding Executive Agencies, employs circa 1,639 Full Time Equivalent (FTE) staff (1,681 headcount). The Executive Agencies employ circa 15,114 FTE staff (headcount 16,111)². In 2010/11, the Department managed gross expenditure of some £11.3 billion³, with administration costs of £277 million⁴. The central Department comprises five Groups: Domestic; International, Strategy and Environment; Major Projects and London; Corporate; and Permanent Secretary's central group.

Key challenges

There is a delivery challenge in such an ambitious agenda and the Capability Review has also shown that the Department has a significant challenge in communicating effectively how our policies and programmes will contribute to economic growth and the benefits to transport users.

Our vision⁵ is for a transport system that is an engine for economic growth, but one that is also more sustainable, safer, and improves the quality of life in our communities. These overarching objectives provide context for all the Department's activities. They frame the clear programme contained in the Business Plan⁶ for delivering the Coalition's priorities for transport set out at the start of the Parliament:

1. Deliver commitments on high speed rail.
2. Secure railways for the future.
3. Encourage sustainable local travel.
4. Tackle carbon and congestion on the roads.
5. Promote sustainable aviation.

¹ <http://www.dft.gov.uk/transport-bodies/ndpb/>

² Figures as at February 2012, provided by the Human Resources Management Information team

³ Figure provided by DfT Financial Control and Governance team

⁴ Figure provided by DfT Financial Control and Governance team

⁵ <http://www.dft.gov.uk/about/vision/>

⁶ <http://www.dft.gov.uk/publications/dft-business-plan-2011-2015/>

1. Challenges for the Department

These represent the key deliverables, with the Business Plan also setting out other major responsibilities to

- Develop DfT and its agencies to modernise and improve service to the public.
- Contribute to a successful 2012 Olympics.
- Sustain the maritime sector.
- Ensure the security of transport industries.

Linked into the Capability Review, a Board away day in summer 2011 considered the major strategic challenges ahead. It kicked off development of a Corporate Plan that will guide the delivery of this demanding programme as well as responding to the changing needs and expectations of transport users for reliable, efficient and safe transport systems. This will provide us with a framework for managing our existing programme; responding to new developments and new pressures that may arise; and starting to develop our plans for the longer term.

Our vision also captures the approaches that we intend to take. It incorporates three key principles for how we will work as a department:




1. **One team** – focusing collectively and collaboratively on our priorities as a Department.
2. **Best we can be** – making the best use of our resources.
3. **Rewarding jobs** – each of us carrying a balanced workload which use our skills and make us feel valued.




And it sets out how we will deliver policy, using the Corporate Planning process to allocate future available resource capacity in a context of devolving control, deregulating where possible and empowering others. And it will mean being prepared to do things differently and more efficiently, reprioritising and even stopping some existing activities in order to focus our available resource on the highest priorities.

2. Assessment of Capability





Secretaries of State have commented on our strong reputation for delivering sound, evidence-based policies to challenging timescales and budget. We completed the restructuring of the central Department in early summer 2011, retaining a considerable degree of resilience and capability. Our core strengths remain in relation to setting a clear sense of direction, with the capability to produce robust evidence and a relatively strong customer focus (e.g. through consultations, stakeholder groups etc).

Since the 2009 Capability Review we have continued to sustain and make progress towards building our capability in commercial awareness; staff development; customer insight; stakeholder communications; working better with the public, profit, and not for profit sectors; and horizon scanning and planning imaginatively for future trends. Our assessment reflects the progress made to date and the areas we will be focusing on in the future.

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

Strategy		Assessment
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/Green

Delivery

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

3. Capability Action Plan: Findings

Leadership

The DfT Board has clarified the role and purpose of the Department following its recent restructuring and has recognised the importance of acting as a cohesive and visible leadership team; it will be carrying that mindset forward through the first half of 2012 when the Department will see in a new Permanent Secretary, along with changes at Director General level.

- Regular and open engagement with staff characterised our restructuring, which was completed in early summer 2011. The Business Plan and our vision for transport have given the Department a clearer sense of purpose.
- The Permanent Secretary and Secretary of State have been highly visible to all staff. The success of our change programme has been underpinned by a Corporate Planning programme to embed a process that examines what we're doing, why and how we plan and prioritise our resources.
- The Department now has a good mix of skills and talent and is focussed on a programme to develop people, attract and retain talent, and drive performance.
- A series of Better Performance Workshops aimed at bringing our organisational principles to life have helped staff to focus on the importance of managing their own and others' performance.
- We are one of only three Departments who improved their overall engagement score between 2010 and 2011. We also saw the greatest increase in our Leadership and managing change theme score among Whitehall departments.
- We have made good progress on increasing the visibility of our leaders and on accountability for diversity issues. Our Equality/Diversity Champions have supported diversity initiatives; regularly met with staff networking groups (where these existed); and participated in cross-Whitehall diversity events.

The leadership team will continue to work with staff to embed the skills, behaviours and culture needed to meet our future challenges.

- Our 'one team' approach is widely supported but requires sustained and conscious attention in order to generate the flexibility we need to balance priorities and resources, without perpetual structural reorganisation, building on the approaches we developed through our change programme and used subsequently, for example, in the Red Tape Challenge.
- Encouraging further learning and development for the people we have and of the skill sets we need is a priority. In particular we must deepen commercial skills and establish a wider commercial outlook across the Department.
- Better performance management will continue to be a priority; supported and championed across all levels of the Department. We are launching a People Strategy to embed effective performance management and reinforce the requirement for this to be fundamental to our culture.
- Pride and engagement in DfT remain an issue. Some parts of the Department have scored highly on the pride question e.g. Air Investigation Branch scored 81% and Transport Direct and Travel Information scored 62% on the Engagement Index. In order to drive consistently high scores we will continue working with leaders across the Department to promote and build energy, enthusiasm and pride in the importance and quality of all of our work.
- Recognising and developing talent needs to go beyond having development programmes in place and requires genuine commitment to improve our succession planning and develop all our people.
- Our stakeholders praise the expertise of many staff in the Department and our engagement with them on policy development but there is more to do both to sustain these relationships and to take a greater leadership role in strengthening collaborative working across Whitehall, with the public/private sector and within Europe.

3. Capability Action Plan: Findings

Strategy

We are good at setting direction and using evidence to inform policy development

- We have the right tools for setting and reviewing longer-term strategic direction. This has enabled us to produce an overarching strategic vision for the Department and outline framework on which we are basing our emerging Corporate Plan.
- Our recent people survey results show that in the last year staff have developed a much clearer understanding of the Department's purpose and objectives. The Department saw the greatest improvement in our Organisational objectives and purpose theme score among Whitehall Departments. This improvement was built upon our vision for transport with regular reinforcement of the key messages through Permanent Secretary floor-walks and workshops that encouraged people to look at how their work contributes to the Department's objectives.
- We are proud of our strong evidence base and well established tools that are widely used to model future trends based on past and current trends. We have modernised the way decisions are made on transport projects and programmes based on the Treasury five case model to ensure that they provide a strong, consistent and transparent approach taking into account all relevant factors. This is underpinned by the "WebTag" Transport Analysis Guidance, which sets out a consistent, evidence-based framework for appraising major transport schemes, whether centrally or locally funded.
- There is a strongly embedded culture at the DfT of using evidence to inform policy development and strategy. DfT's Spending Review Directorate built a rigorous financial planning model to allow scrutiny of budgets which was used to ensure that individual decisions were considered in relation to the Department's wider objectives and priorities.
- We have made good use of customer insight and knowledge of end user behaviour in setting policy (e.g. in the THINK campaign).
- Projects such as the Olympics and the Red Tape Challenge initiative demonstrate our ability to engage more widely across Whitehall and the public sector.
- We engage strategically with partners and stakeholders (e.g. HS2 consultation).

We could do more to highlight our overarching strategy, ensure that lessons are learned and improve partner and stakeholder engagement

- There is a perception by some of our stakeholders that policy development can be tactical rather than strategic, and that we lack an overarching transport narrative. In part, this stems from the need for a new Government to develop its immediate priorities into a more comprehensive and longer term agenda. We have made a good start on this but there is still work to do, particularly in articulating this externally.
- We need to continue embedding our "one team" approach so that staff/teams have a clear understanding of how their work contributes to our overarching vision and do not work in silos, in particular by recognising and highlighting the contributions staff make to cross-group initiatives.
- While there are pockets of excellence in policy evaluation (e.g. Sustainable Travel Towns), we could do more to integrate evaluation into the policy cycle, and share lessons learnt more widely.
- We are developing our customer insight further so we can fully utilise the existing evidence base when developing policy/programmes, especially end-user insight when this applies.
- We work well with the other government departments who have a major cross cutting policy or delivery interests, particularly in relation to climate change. The most successful example is the Office of Low Emission Vehicles which is based in DfT but is a joint team with DECC and BIS. We have also developed particularly good links with other departments on the aviation agenda and with the centre of government in the recent Growth Review, on Transparency, and on digital delivery. When the cross-cutting interest is less clear-cut, collaborative working with other departments can be patchy. We will seek opportunities to build stronger collaborative relationships with other departments, recognising the importance of effective transport to support a wide variety of Government agendas, in particular economic growth.

3. Capability Action Plan: Findings

Delivery

We have a strong track record of delivering Ministerial priorities, our people are good at generating good quality ideas and our work is underpinned by value for money considerations.

- The Department has consistently shown its ability to deliver large infrastructure projects to time and budget - such as High Speed 1(HS1), new station facilities at Kings Cross and the A3 Hindhead tunnel.
- Multi-disciplinary teams across the department continue to manage the effective delivery of more than £25bn worth of investment in infrastructure and rolling stock to offer longer term benefits of more than £50bn to UK GDP – for example Crossrail, Thameslink and the High Level Output Specification (HLOS) programme.
- The Department has achieved the most challenging part of our transformation agenda, making ourselves the size we need to be to meet our spending review commitments, at the same time as continuing to deliver an ambitious Government agenda on transport.
- The Department's approach to handling staff through our 'redeployment centre' has been recognized as best practice and the model has been adopted across the Civil Service.
- The Department has lots of great people who find creative solutions to problems. To pick just three, we have a web-hosted road salt stock inventory in which local highway authorities post their holdings and we can track the national picture; we have a cycle journey planner in Transport Direct that even tells you the gradient of your route; and we have an Olympic journey planner that uses 'fuzzy logic' to ensure key pinch points don't get overloaded.
- We have demonstrated our ability to respond quickly and effectively to changing Ministerial priorities by significantly deregulating traffic sign controls, embracing the Red Tape Challenge and bringing forward a range of transport projects and initiatives to support growth for the recent Autumn Statement.
- We are proactively changing our delivery models to meet the transport challenges of the future by developing new ideas on devolving transport responsibilities to local areas, reforming rail franchising and reviewing the Highways Agency's management of the strategic road network.
- Our strength in identifying value for money was recognised in the Spending Review with the Spending Review Directorate winning a Civil Service Award for its delivery of excellent financial management and more recently in the Chancellor's Autumn Statement where additional funding was provided for transport infrastructure to support economic recovery.

We could do more to develop new ways of working to meet ongoing resource pressures and further improve our engagement with stakeholders.

- Although we have creative people, we don't always recognise and incentivise innovation. Our Departmental processes could do more to support the generation and implementation of good ideas.
- With fewer resources, it is more important than ever to ensure that all internal processes are streamlined, efficient and add value, and don't get in the way of delivering business objectives. We also need to encourage more people to find different ways of working, rather than simply pedalling faster. The Department has started to address this through a study with Vodafone.
- We are good at overall business planning but need to be better at forecasting and identifying at a much earlier stage when risks and opportunities are materialising. The Corporate Planning exercise has started which will help to expose choices and tradeoffs and so improve prioritisation of resources.
- Considerable progress has been made in improving how we engage with our stakeholders. However, there is clearly scope for us to develop a more sustained, less sporadic, dialogue, actively seeking opportunities both to keep our stakeholders informed, and to provide them with opportunities to raise questions, concerns and ideas with us.

3. Capability Action Plan: Next steps

Area for development	Milestone	Model Element	Date
Leadership			
<p>1. Developing People: Performance Management - Building a more positive performance culture.</p>	<ul style="list-style-type: none"> Implement new Civil Service Performance Management system and ensure it is being used by line managers to develop, performance manage and assess staff. Action: Senior Management Team 	<p>L2 - Ignite passion, pace and drive</p> <p>L3 - Develop people</p>	<p>Start Feb 2012 Review Apr 2013</p>
<p>2. Developing People: Talent Management - Building on our current approach towards identifying and developing talent.</p>	<ul style="list-style-type: none"> Launch People Strategy with measures to plan and encourage increased movement / interchange for staff across Groups in DfT. Action: All Managers Roll out Civil Service Talent Matrix for pay bands 4 and above and use for career and succession planning. Action: All Managers 	<p>L3 - Develop people</p>	<p>Launch Feb 2012 Review Apr 2013</p> <p>Roll out completed by Dec 2012</p>
<p>3. Developing People: Learning and Development - Rejuvenating learning and development for the people we have and the skill sets we need.</p>	<ul style="list-style-type: none"> Launch Civil Service learning training programmes which offer 'Value for Money' learning and development activities throughout the Department via Civil Service Learning (CSL). Options identified and implemented such as training and outward secondments / loans to address gaps in the Department's existing skill-sets. Action: All Managers 	<p>L3 – Develop people</p>	<p>Launch Feb 2012</p> <p>Start Feb 2012 Review Apr 2013</p>
Strategy			
<p>4. Working in partnership across the transport sector & Resource Planning and Management: Corporate planning – Setting direction and embedding overarching strategic vision for Transport.</p>	<ul style="list-style-type: none"> Publish Corporate Plan based on our new strategic framework which sets out clear priorities for 2012-14 and aligns resources and staff accordingly. Action: Senior Management Team Develop and publish a strong public narrative which clearly positions our current transport programme and plans as part of longer term strategic aims. Action: Senior Management Team 	<p>S1 – set strategy & focus on outcomes</p>	<p>Publish Mar 2012</p> <p>Publish Mar 2012</p>

3. Capability Action Plan: Next steps

<p>5. Working in partnership across the transport sector: Stakeholder engagement - Continue to strengthen collaborative working within the Department, across Whitehall and the public/private sector.</p>	<ul style="list-style-type: none"> Reinvigorate internal stakeholder “focal points” by creating an additional or improved forum for engaging in important policy or delivery areas. Action: Senior Management Team Survey our key stakeholders to identify further improvements that we can make to the way in which we work collaboratively with them. Action: Strategic Communications 	<p>S2 – base choices on evidence and customer insight</p> <p>S3 – collaborate & build common purpose</p>	<p>Forum created by June 2012</p> <p>Start Mar 2012</p>
<p>6. Working in partnership across the transport sector: Evaluating outcomes - Build on good practice to develop more consistent strategy.</p>	<ul style="list-style-type: none"> Improve customer insight by carrying out more post implementation evaluation of projects through the use of Gateway Reviews, Post implementation Reviews and Benefits Reviews. Action: Senior Management Team Share lessons learned from post project evaluation activity so others can learn from our experience. Action: Senior Management Team 	<p>S2 – base choices on evidence and customer insight</p>	<p>Started Review Mar 2013</p> <p>Start Feb 2012 Review Mar 2013</p>
Delivery			
<p>7. Working in partnership across the transport sector: Ongoing Communications – Continue to keep others informed throughout the process not just at decision points.</p>	<ul style="list-style-type: none"> Survey key stakeholders to establish whether they feel they are being kept up to speed on developments. Action: Strategic Communications Involve long term delivery partners throughout the process when developing strategy. Action: Senior Management Team 	<p>D1: Innovate and improve delivery</p>	<p>Survey June 2012</p> <p>Started Review Mar 2013</p>
<p>8. Resource Planning & Management: Resource Planning - Continue to identify and manage business priorities and allocate resources accordingly.</p>	<ul style="list-style-type: none"> Introduce smarter ways of collaborative working to allow the Department to operate as effectively with fewer resources. Action: Senior Management Team Review and streamline governance processes, where appropriate to do so, to enable faster delivery and turnaround times. Action: Senior Management Team Review current IT systems to enable better and more flexible working – Action: IT Services 	<p>D2: Plan Resource and Prioritise</p> <p>D3: Develop clear roles, responsibilities and delivery models</p>	<p>Started Review Apr 2012</p> <p>Start Feb 2012</p> <p>Review completed by Apr 2012</p>

3. Capability Action Plan: Next steps

Approach to capability management

We are using the capability assessment as the basis on which to set the priorities of our Corporate Plan. The majority of the activities identified in the action plan are underway and progress on these will be reviewed as part of the corporate planning process. The Board and Executive Committee will use the self assessment as a basis to make further improvements to enable the Department to successfully deliver the Coalition's plans for a new, more sustainable model of growth; and to continue to be recognised as a high performing Department.

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?

S2: Base choices on evidence and 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?

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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