



Home Office

# REVIEW OF THE MIGRATION ADVISORY COMMITTEE

# Summary

1. The review commenced on 16 April 2012 following its announcement by way of a Written Answer on 27 March. In view of the small size of the MAC and its advisory status, it was decided that the exercise could be carried out by a single reviewer. In carrying out the review I have followed the Guidance on Reviews of Non-departmental Public Bodies published by the Cabinet Office. I have held conversations with representatives of a range of companies, trade organisations and Government departments with an interest in the Committee's work and/or affected by its outputs. I also met the Committee Chair and its then Secretary. I have viewed selected extracts of the Committee's recent published output and looked at some of the press coverage it has received since its creation.
2. People interviewed for the review are listed in Annex A to this report.

## Summary of Conclusions

3. The function performed by the Committee needs to continue and an NDPB is the most appropriate (indeed almost certainly the only) form in which it can carry out its role effectively. Broadly the current governance arrangements appear in line with good corporate governance principles although there have been some shortcomings in this respect which have been addressed only recently through action by the Home Office to put in place a Framework Document for the Committee's work, which can be accessed through the Committee's section on Gov.uk  
<https://www.gov.uk/government/organisations/migration-advisory-committee>.

# Review Stage 1 - Functions

## Objectives and Functions of the Committee

4. The Migration Advisory Committee (MAC) is a non-statutory, non-time limited non-departmental public body established and funded by the Home Office. It is comprised of a Chair and four other committee members who are appointed as individuals to provide independent and evidence-based advice to the Government on migration issues.
5. The Government announced in July 2006 that it would consult on establishing a non-statutory and advisory non-departmental public body that would advise the Government on where migration can fill skills gaps within the United Kingdom economy. A consultation paper was launched on 29 November 2006, seeking the views of stakeholders, customers and the general public about the establishment of the Migration Advisory Committee, and what role such a Committee should have. The intention to set up the Committee was first announced in March 2007 after the consultation had shown overwhelming support for having a new independent committee, with 89% of respondents in favour. The announcement of Professor David Metcalf as chair of the Committee was made by the Home Secretary in a speech to the TUC annual conference on Tuesday 11 September. The MAC met for the first time on 7 December 2007, shortly before the introduction by the Government of the Points-based System (PBS) for assessing immigration applications.
6. In April 2006 changes to the managed migration system from outside the European Union had been proposed that would create one points-based immigration system for the UK in place of all other schemes. The system was phased in over the course of 2008, replacing previous managed migration schemes such as the work permit system and the Highly Skilled Migrant Programme.
7. The points-based system is currently composed of five tiers, of which Tier 1 (currently for investors, entrepreneurs, and exceptionally talented migrants) and Tier 2 (skilled workers with a job offer, to fill gaps in the United Kingdom workforce) are the ones with which the MAC's work has been primarily concerned. Migration has been a highly contentious issue over a lengthy period. In some quarters it is claimed that levels of immigration are placing unsustainable social and economic pressures on many parts of the UK. On the other hand it is argued that limiting economic migration too severely will harm British businesses which are unable to fill vacancies for skilled positions from the indigenous community.
8. Against this background the MAC is called upon to offer independent advice based on economic expertise and knowledge of labour markets. The questions the MAC addresses are determined by the Government,

and among issues on which it has advised are the design of Tier 1 and Tier 2 of the points-based system for managed migration; the transitional labour market access for citizens of new European Union accession states; the first and second limits on Tier 1 and Tier 2; and the impact of immigration on the labour market and public service. The MAC has asked to update the Tier 2 shortage occupation lists in each of the last five years.

9. The MAC is supported by a Secretariat comprised of Home Office civil servants but operationally independent from the Home Office, taking direction only from the MAC on the deployment of the resources delegated to it by the Department. The MAC and the Secretariat comply with Government and Home Office corporate policies and guidance on such matters as financial management, procurement, human resources, information management and security.

## Continuing need for the functions of the MAC

10. In consulting on the establishment of the MAC, the Government foresaw the need for a body which would have a role in helping to ensure that the case for migration into the UK is balanced alongside the needs of both the economy and society. The overwhelming proportion of respondents (89%) supported the case for the Committee. Little has changed in the last six years in terms of levels of public concern about immigration and its perceived impact on UK population, pressure on services and society more generally. The debate is often emotional, and not always based on a dispassionate review of fact and data. The MAC was envisaged as a body which could contribute advice which would enable decisions to be made on an informed basis.
11. The MAC was set up by the previous Government and has been retained by the Coalition. Ministers, who receive advice from the MAC, and make decisions which take account of that advice, are clearly critically-important stakeholders. Home Office Ministers did not contribute directly to the review, but those senior Home Office officials who were consulted provided a clear indication of the importance Ministers attach to the work of the MAC and of the good opinion they have of its work. When the new Government carried out its initial review of public bodies in the weeks after the 2010 Election, the Minister of State for Immigration strongly supported retention of the MAC.
12. There has been no shortage of remits from Ministers for the MAC to consider and advise on. Excluding publications which call for evidence or state an intention to consult, the Committee has produced 10 reports since August 2010, several of them of considerable length and complexity.
13. The organisations consulted during the review hold a spectrum of views about the Government's policy on immigration, and most have

reservations, for one reason or another, about the policy towards non-EU immigrants seeking work. However, asked whether the functions of the MAC are ones which need to be carried out, there was near-unanimous agreement that they should (or indeed must) be. Various comments were made to how much more comfortable respondents felt with policy development and implementation in this area since the Committee was set up. Among industry players, there was a clear view that they had a voice and an opportunity to influence policy development and implementation that might otherwise not exist. Within this group of respondents, keeping arguments about the economic impacts of immigration as distinct as possible from those about the political aspects is seen as of high importance. A number of respondents made comments to the effect that the creation of the MAC has helped to professionalise the process of policy- and decision-making in this area.

14. The expertise and competence of the Committee was, with very few exceptions, commended by interviewees across the board. Reports are seen as being thoroughly researched, clear and of good quality. The productivity of the Committee and ability to handle a challenging workload was also widely commended.
15. The question of the Committee's actual and perceived independence cannot sensibly be separated from the necessity for its functions, since independence of view and expression, along with professional expertise, is widely seen as critical to its value within the process of decision-making on economic migration issues. There were very few concerns on this score: respondents consistently emphasised their confidence in the Committee's style of working and the way in which it demonstrates impartiality and analytical rigour. Central to this perception is the readiness of the Committee to consult widely and inclusively, and the confident way in which it handles its media relations. Some of those I spoke to noted that the Committee appeared unafraid to offer advice that Ministers might not always find politically convenient. The openness which characterises the MAC's approach to its fact-finding and reporting is credited by certain respondents not just with helping Ministers make sound decisions but with improving the understanding of the issues, and hence the quality of debate, more widely.
16. When the possibility was raised with respondents that the Secretariat's status as part of the Home Office could be seen as compromising the Committee's independence, no concerns were expressed. The Secretariat was seen as being very much subject to the Committee's direction and oversight. Some respondents thought that the Secretariat's location within the department improved its ability to interact with Home Office policy teams, and that this was beneficial.
17. The conclusion of the review is that the functions of the MAC are essential to the delivery of the current mechanisms for controlling

economic migration, and will remain so unless and until a different approach to the control of migration is adopted. The current policy is reliant on a set of processes which require Ministers to make decisions based on reliable analysis of relevant data, and this is what the MAC provides.

## Delivery Models

18. This section of the report provides a comparative analysis of the potential delivery structures for the functions provided by the MAC. In considering the full range of organisational structures suggested by the Cabinet Office guidance, it was possible to rapidly dismiss several concepts due to immediate and obvious drawbacks. Each option is considered in turn below.

### Bring the functions into the Department

19. This delivery model means the functions currently performed by the MAC would be brought into the Home Office and be subsumed within one of the Department's own teams.
20. The Home Office does not have the required skills or expertise at the high level needed to perform the MAC's functions. In theory the Home Office could directly employ the members of the Committee, and they could be supported by the existing Secretariat who are already Home Office civil servants. However, the functions of the MAC are delivered at arm's length from Ministers in order to ensure that delivery is, and is seen to be, independent. It is clear from the comments of stakeholders that bringing the functions 'in house' would be widely perceived as compromising this independence.
21. Even if external perceptions of independence were to be set aside there are practical difficulties associated with bringing the function within the Department. Committee Members have agreed to work in an independent capacity and will not be likely to agree to work directly within the Department either as consultants or employees. They, or their replacements, would therefore have to be brought into the Home Office through some form of recruitment process for external experts, at additional cost, and would not be providing the function required as an independent voice. Removing a key independent source of advice on the implementation of the Government's immigration controls could justifiably be criticised on the grounds of reducing transparency. The budget for the MAC in 2012-13 is just under £0.8m (of which some £0.58m is for the Secretariat's costs) which appears reasonable in the light of the substantial workload required of the Committee and which they have shown themselves capable of delivering. As the Secretariat already sits within the Home Office, there would be no significant savings available from consolidating the Committee with the department. Attached as Annex C is the current business plan for the MAC Secretariat which provides a breakdown of how its budget is

expected to be spent and gives an indication of the planned workload and range of functions that the team will be undertaking.

### **Move the functions out of Central Government**

22. The review considered whether the functions of the MAC could be delivered from outside central government; typically the sectors considered are the voluntary sector, the private sector, and local government. In the case of the MAC, the decisions and analysis required from the MAC largely relate to national issues and national data so the local government option was not considered in any depth. Contributors to the review were asked to offer views about models under which the MAC's functions might be delivered from outside Government in ways which would meet Ministers' needs as well as commanding the confidence of stakeholders and the public.
23. Respondents were either not able to conceive of a form in which the Committee could exist outside the public sector or took the view that the function could not be delivered by other sectors as there would be a question mark over the independence and transparency of the advice. For example, if the private sector were to be paid to provide the advice there could be a concern amongst stakeholders and the wider public as to whether the advice was truly independent, since there could be a reluctance by such a body to provide advice which might be seen as inconvenient in a political context.
24. If the third sector were to take on the role there would need to be reassurance that the Committee would be sufficiently resourced and funded and that activities such as fund raising would not distract from the core work of the Committee. There was concern among stakeholders about how the Committee could get support for its work that was equivalent to that currently available from the Secretariat, which in current circumstances can readily replenish its expertise and professional skill base from around Whitehall.
25. The conclusion of the review is that there is little evidence to suggest there would be a benefit in moving the functions of the MAC out of central Government.

### **Merge with another Body**

26. This option involves looking at other areas of Government that deliver a similar or complimentary function. The Review has looked at the options for merging the functions of the MAC with another body, and found that there is only one other body in the "immigration landscape" which is the Office of the Immigration Services Commissioner (OISC), a body which regulates the advisers of immigration applicants.
27. Both the MAC and the OISC have roles in respect of immigration and are required to demonstrate independence in the way they operate.

There are, however, a number of reasons why a merger would appear inappropriate. The most significant of these is the way in which the two organisations relate to and interact with the Home Office. The chain of line management for MAC secretariat staff stretches into the Immigration and Border Policy Directorate (IBPD) of the Home Office. Senior managers within IBPD have knowledge and experience of dealing with the PBS and associated migration issues and are well placed to perform an assessment of the performance of secretariat staff in dealing with the PBS and in the quality of advice and information they provide to the MAC in these areas. There is not a similar reservoir of PBS and migration issues knowledge within the OISC. In terms of the location of the merged body, there would be pressure to move the secretariat out of Marsham Street to the offices of the OISC in SE1. However, while a separate location for the MAC secretariat might be seen to underline its independence, in practice its existing location carries considerable convenience for it, as it facilitates access to Ministers as regularly required by MAC members, and also access to the better facilities for hosting large meetings with partners and stakeholders. As recorded elsewhere, stakeholders do not have concerns about the independence of the MAC and some have commented on the advantages of the Secretariat having proximity to Home Office policy makers.

28. There are also legal and governance issues likely to create obstacles to a merger. The OISC is a statutory body set up under the Immigration and Asylum Act 1999. The 1999 Act and the Nationality, Immigration and Asylum Act 2002 give the OISC statutory functions to carry out. It has the status of an executive Non-Departmental Public Body established by statute, whereas the MAC is non-statutory, being established and sponsored by the Minister for Immigration at the Home Office. Any extension to the OISC's role such as encompassing the MAC would be subject to Parliamentary approval and possible primary legislation. The Immigration Services Commissioner is a Corporation Sole and is accountable for all actions undertaken in her name by the OISC. Putting the MAC secretariat in her office would either have the effect of putting the MAC under her control and compromising its independence or of having the secretariat under her control while responsibility for sponsoring the MAC rests elsewhere. Even if these issues were to be overcome, it would be likely to create quite significant costs in making the merger while the savings would be minor or non-existent.

### **Continued delivery by a NDPB**

29. This option would see the MAC continuing to perform its advisory function in its present form. It is a tried and tested model which has the support of stakeholders and Home Office Ministers. It is clear from interviews with a range of interested parties that the independence and transparency which most stakeholders attribute to the MAC's existing



status is seen as critical to sustaining confidence in its integrity and credibility.

### **Delivery by a new Executive Agency**

30. The MAC is not an executive body and delivery by this means would be wholly inappropriate.

### **The Three Tests**

31. One of the requirements of the Triennial Review process is an assessment of the role of the MAC in line with the Government's "Three Tests":
- Is this a technical function (which needs external expertise to deliver)?
  - Is this a function which needs to be, and be seen to be, delivered with absolute impartiality (such as certain regulatory or funding regulations)?
  - Is this a function which needs to be delivered independently of Ministers to establish facts and/or figures with integrity?

### **Is the body needed to perform a technical function?**

32. Yes, in the broad sense of "technical" as meaning a requirement to possess a special skill or area of knowledge. The MAC is composed of individuals with a very specialized understanding of labour markets as well as the intellectual capacity to develop a close understanding of the actual or potential economic impact of regulating the admission of skilled workers to the UK.

### **Does the existing body need to be politically impartial?**

33. Yes. Its advice affects decisions in the highly contentious area of immigration policy where the Government's policies and the impact of those policies are subjected to close scrutiny and are criticized at various times both for being too lax and for being too rigorous. It is of high importance to Ministers that they can base decisions affecting the entry of non-EU foreign workers on advice which utilises high quality analysis, delivered by a body seen and acknowledged to be independent of any faction or interest group.

### **Does the existing body need to act independently to establish facts?**

34. Yes. Advice could be sourced from the private sector, but this would not meet the preference of stakeholders for an advisory body that is visibly independent from Government and can be trusted to operate

impartially both in establishing what the relevant facts and evidence are, and analysing these so as to allow relevant conclusions to be drawn.

## Conclusion

35. In evaluating the delivery models and assessing the functions of the MAC, the review concludes that the MAC should continue as an advisory Non-Departmental Public Body.

## Stage 2 – Control and Governance

36. Stage 1 of the review established a continuing requirement for the functions of the MAC and concluded that it should remain as an advisory NDPB. This section considers the governance of the MAC, i.e. the arrangements that are currently in place to ensure that Committee delivers its functions effectively and that its Home Office sponsors have sufficient oversight.
37. Cabinet Office guidance on the principles of good corporate governance is arranged as questions and structured around six key areas covering: accountability; the role of the lead sponsor Department; role of the chair; role of members; communications; and conduct and behaviour. The Review has therefore appraised the governance arrangements in the light of the document “Cabinet Office Guidance on Making and Managing Public Appointments”.
38. While the review found that in practice the MAC was adhering to the principles of good governance, it had been operating from its inception up to the time of the review without having a formal governing document in place. This situation was in the course of being remedied when the review started, and the resultant Framework Document was placed on the MAC’s website on 6 August 2012.

### Accountability

**Principle: The Minister is ultimately accountable to Parliament and the public for the overall performance, and continued existence, of the advisory NDPB.**

39. Sponsors hold frequent meetings with the Chair and the Committee’s work programme is agreed with sponsors each year. The budget for the Committee is agreed as part of the wider planning process for the Home Office, and is held by the Secretariat. As the Secretariat sits within the main department, monitoring and reporting of the MAC’s expenditure is undertaken within the normal Home Office arrangements for financial oversight and control.
40. There are no statutory requirements in relation to appointments to the MAC. One member is appointed ex-officio from the UK Commission for Employment and Skills, but all other appointments are made in line with the Code of Practice issued by the Commissioner for Public Appointments. The review has looked at the documents concerning the first appointments to the Committee in 2007 and the subsequent reappointment of those members in 2010 and these demonstrate

compliance with the Code of Practice issued by the Commissioner for Public Appointments.

41. The terms and conditions issued to appointees state that the appointment is made by the Home Secretary, although in practice appointment letters are sent by the Minister of State for Immigration. The terms and conditions set out the Home Secretary's right to terminate the appointment for various reasons including the appointee's inability or unfitness to carry out the required functions.
42. The Framework Document does not expressly require this other than to state that communication between Ministers and the Committee should normally be carried out through the Chair. It also establishes that the work of the Committee will be governed by commissions from Ministers provided in writing (with the key requirements made public). However, the finding of the review through interviews with the Chair and with the Home Office sponsors was that, in practice, as well as communicating in the manner set out in the Framework Document, the Minister of State meets the Chair at least quarterly.
43. The Framework Document for the MAC has only recently been put in place, and sets out a requirement on the Committee to produce and publish an annual report on its work. While in most respects the Framework Documents codifies good practice which the MAC has already been following, it has not previously produced annual reports on its work, although stakeholders and other interested parties will have been able to view its reports and other activities by looking at the website. In future, the sponsors have confirmed that the Committee will be producing annual reports as required by the Framework Document.
44. The MAC's Secretariat sits in the Home Office and data are held in the Home office's data and information management systems. The MAC is thus compliant with the Data Protection legislation in the same way that the Home Office is.
45. The MAC is subject to the Public Records Acts 1958 and 1967 in the same way as its lead sponsor Department.

## **ROLES AND RESPONSIBILITIES**

### **Principles:**

- **The departmental board ensures that there are appropriate governance arrangements in place with the advisory NDPB.**
- **There is a sponsor team within the department that provides appropriate oversight and scrutiny of, and support and assistance to, the advisory NDPB.**

46. The departmental board's agenda has not up to now included scrutiny of the performance of the MAC, with scrutiny of the MAC's performance managed by the Home Office sponsor team.
47. The MAC's Terms of Reference are part of the Framework Document, publicly available on the Committee's website. They have not previously been expressly drawn to the attention of the Home Office Board.
48. The Terms of Reference were set when the Committee was established and have been reviewed before being placed in the newly-published Framework Document.

**Recommendation The Home Office Board should consider the work of the MAC at least annually, perhaps by reviewing the Committee's Annual report before publication. The Annual report should include the Committee's Terms of Reference.**

49. Sally Weston, a Deputy Director in the Immigration and Border Policy Directorate, has a clearly-defined role as sponsor of the MAC.
50. The Secretariat is made up of Home Office civil servants who liaise at least once a month with the sponsor team with whom they share an office area. Liaison between the MAC members and the Home Office is essential as a result of the way in which the Committee's work is commissioned, and also takes place at least once a month. As mentioned elsewhere, the Chair meets Ministers at least once a quarter in addition to his frequent liaison with senior Home Office officials.
51. The Committee's Framework Document states that MAC members will be subject to an annual appraisal of their performance, which reflects the arrangements that existed in practice before the Document was put in place. The Chair carries out these appraisals, while the sponsors carry out performance appraisals of the Chair and of the Committee as a whole.

## **Role of the Chair**

**Principle: The chair is responsible for leadership of the advisory NDPB and for ensuring its overall effectiveness.**

52. The MAC is led by a non-executive chair in that it is an advisory body without executive functions, although it does carry out reviews and consultations in delivering its advisory role and the Chairman is necessarily at the forefront of that activity.
53. The appointment process for the Chair is designed to be compliant with the Office of the Commissioner for Public Appointments (OCPA) and has taken account of the guidance on the appointment process in the Commissioner's Code of Practice. From 1 April 2012 a new

streamlined regulatory regime for ministerial appointments to public bodies entered into force and guidance has been published. This new guidance, 'Code of Practice for Ministerial Appointments to Public Bodies' will be followed in future appointment exercises.

54. The Chair has been involved as a member of the Selection Panel in the appointment of all other Committee members.
55. Duties, roles, responsibilities, and terms of office of the Chair are set out in the MAC's Framework Document. Remuneration was clearly set out in the original appointment letter and the subsequent reappointment letter.
56. The terms and conditions are in line with the Cabinet Office guidance on Making and Managing Public Appointments.

## **Role of MAC Members**

### **Principle: The members should provide independent, expert advice.**

57. See paragraph 52 regarding appointment of the Chair, which applies also to the members. In addition to the four members appointed through the full selection process the Committee has one member who is appointed ex officio by the Commission for Employment and Skills. The Framework Document also provides for a member of the sponsoring Department to attend all meetings but not participate as a full member (reflecting the position that has applied in practice since the Committee was established).
58. There are provisions in place to ensure that this is the case. The Framework Document makes clear that Members are appointed as individuals, not as representatives of any employer or interest group. They are required to observe the Seven Principles of Public Life, and this obligation is set out in the Framework Document and in individuals' appointment letters.
59. The MAC provides specialised advice which only a limited field of candidates with the right expertise will be able to deliver. Appointees must possess the ability to provide advice of appropriate quality and to meet the requirements of accountability, integrity etc, but observance of the OCPA Code in the recruitment process ensures that there are no barriers to diversity in regard to such matters as race, gender etc.
60. It is clearly necessary for all members to be able to contribute expertise and high-quality analysis in the area of labour markets and migration. The Chairman considers that the Committee members in combination provide excellent coverage of the key issues, without losing the capacity to challenge one another and engage in robust debate. All stakeholders commented favourably on the quality of outputs from the

Committee with no suggestion from any quarter of a shortfall of knowledge or experience.

61. Duties, roles, responsibilities, and terms of office are set out in appointment letters and are available for public viewing in the MAC's Framework Document. Members' total fees for the financial year will in future be recorded in the Annual Report. Individual remuneration rates can be disclosed on request and they are made known to candidates when appointments are advertised. They are clearly set out in appointment letters.
62. The terms and conditions are in line with the Cabinet Office guidance on Making and Managing Public Appointments.
63. Several stakeholders commented on the high output of the Committee, and it must be the case that this would only be possible if members were putting in a significant time commitment. The Secretariat naturally shoulders the main burden of the detailed work and analysis, but the Chairman has commented that Committee members are ready to do "hands on" work when the need arises.
64. At this stage the Committee consists of the same Chair and members who were appointed when the MAC was created in 2007. The Chair was appointed shortly before the other members and held meetings with each prior to the Committee starting its work, but there was obviously little or no experience on which to base an induction process. The Chair and Secretariat will jointly undertake an induction exercise later this year for the new members whose selection process is currently under way.
65. The members are chosen for their existing expertise in a relatively specialised subject and it is not to be expected that their expert knowledge will be found wanting. The Chair does where necessary use the annual appraisal discussions mentioned in reply to question 13 to improve understanding of wider aspects of the MAC's work such as the handling of stakeholders and the formulation of advice to Ministers.
66. The review found no evidence to suggest that high standards are not observed. With regard to openness, the practice of the Committee is to engage widely with stakeholders through meetings and events across the country. Discussions with stakeholders revealed a high level of satisfaction with the MAC's willingness to consult on its work. The Framework Document underlines the approach which exists in practice by requiring the Chair and the members to operate "with a presumption of openness". Some stakeholders felt that there was less transparency about the initial formulation of the Committee's work programme and the advice request from Ministers. Because it is clear from the MAC's terms of reference that it exists to provide advice to Ministers and not to determine its own work programme, it is not a conclusion of the review that the current arrangements conflict with the guidance, but it is

suggested that more transparency could exist around the formulation of the work programme without challenge to Ministers' ultimate discretion in this area.

**Recommendation** The Review recommends that consideration is given to providing stakeholders with a better understanding of the process for formulating the MAC's programme of work and an opportunity to comment on the workplan.

## Communications

**Principle: The advisory NDPB should be open, transparent, accountable and responsive.**

67. The MAC's information is held in Home Office Information Management systems and it abides by the Freedom of Information (FOI) Act 2000 in the same way as the sponsor Department. It operates with a presumption that its reports will be published.
68. The MAC's website is used to keep stakeholders and the public informed of progress on the work programme.
69. The Committee's remit would not require it to engage directly with the public at large. It does hold meetings regularly (at least twice a year) with selected stakeholders as mentioned in response to other questions.
70. Reports on reviews and research carried out by the MAC are published on the website. The Framework Document allows for non-publication or delayed publication in certain cases where material might be sensitive, but in practice this is hardly ever the case. The website allows MAC publications to be readily accessed, but some stakeholders commented that what is described as the MAC's website is really just an area of UKBA's website made available for the Committee's use which could militate against the perception of its independence.

**Recommendation** The review suggests that the Committee's reputation for independence would be enhanced by the creation for it of a website with a more clearly separate identity.

71. The Framework Document provides for minutes to be published once approved by the Committee and in final form. However, it is currently difficult to find the link on the website which gains access to the minutes.

**Recommendation** The Review proposes that a link providing access to the minutes should be made prominent on the front page of the website.



72. It is particularly unlikely that the Committee collectively would be in a position to engage in political lobbying when it is serviced and advised by a secretariat composed of civil servants and has a main function of providing advice to Ministers. Constraints on any political activities of individual members are adequate and referred to in response to other questions.
73. MAC members are required to abide by Cabinet Office rules on attendance at Party Conferences, and are sent copies by the Secretariat of relevant Cabinet office guidance.

## **Conduct and Behaviour**

**Principle: Members should work to the highest personal and professional standards. They should promote the values of the advisory NDPB and of good governance through their conduct and behaviour.**

74. The Code of Conduct incorporated in the MAC Framework Document refers to the need for MAC members to adhere to the Code of Conduct for Board Members of Public Bodies published by the Cabinet Office in June 2011. Such a requirement had already been included in letters of appointment issued to members of the Committee.
75. The MAC Secretariat has confirmed that all members are aware of the Code of Conduct, and appropriate reference to it is made in their terms and conditions of appointment.
76. There is an explicit requirement in the Framework Document for MAC members to observe the Seven Principles of Public Life, which include the need to declare private interests and resolve any conflicts arising.
77. Although the Framework Document requires that MAC members' interests should be registered and made publicly available there is currently no publicly-accessible document.

**Recommendation The register of interests should be accessible via the website.**

78. The MAC follows the same rules and guidance used by Home Office staff on claiming expenses.
79. All claims for expenses are submitted to the Secretariat and processed in line with the rules governing staff claims.
80. Included within the Code of Conduct for members is a requirement not to hold any paid or high-profile unpaid posts in a political party or engage in specific political activities on matters directly affecting the work of the MAC. Members are issued with Cabinet Office guidance on how to avoid inappropriate political impacts during pre-election

periods and with guidance in respect of attendance at Party Conferences.

81. Evidence suggests that it has. Papers seen in the course of this review related action taken by the MAC Secretariat following allegations of inappropriate political activity by a MAC member which had been reported in the media. This resulted in a review by the Secretariat and a submission to senior Home Office officials reporting the findings (no impropriety was found to have occurred).
82. MAC members are required by their terms and conditions to follow the rules about the acceptance of outside appointments which apply to Civil Servants. No judgments have so far had to be made on appointments, as no members have yet stood down. In practice any decisions in this area will have to acknowledge the realities of a situation in which membership of MAC is unlikely to be a full time, or sole, occupation for any member.

## Conclusion

83. It is the conclusion of this Triennial Review that the MAC should continue as an advisory Non-Departmental Public Body providing independent and evidence-based advice to the Government on migration issues.
84. It is an independent body that is trusted and respected by stakeholders. There is no alternative, plausible model for its functions to be carried out.
85. The Review also found that the governance arrangements in place for the MAC were for the most part fit for purpose. Five suggestions are made for improvement:
  - That consideration is given to providing stakeholders with a better understanding of the process for formulating the MAC's programme of work and an opportunity to comment on the workplan.
  - The Home Office Board should consider the work of the MAC at least annually, perhaps by reviewing the Committee's Annual report before publication. The Annual report should include the Committee's Terms of Reference.
  - That the Committee's reputation for independence would be enhanced by the creation for it of a website with a more clearly separate identity.
  - That minutes should be available for scrutiny via the website once approved by the Chair.
  - That the register of interests should be accessible via the website.

## ANNEX A

### People interviewed in the course of the review

Name	Organisation
Philip Duffy	Home Office
Glyn Williams	Home Office
Sally Weston	Home Office
Mark Franks	Home Office (MAC Secretary)
Ceri Smith	BIS
David Metcalf	MAC Chair
Keith Sharp	Tata Consultancy Services
Sean Bamford	TUC
Elizabeth Donnelly	ADS
Sinead Lawrence	CBI
Carrie Hartnell	Intellect
Robert Murphy	Energy and Utility Skills
Margaret Burton	Deloitte
John Wastnage	British Chambers of Commerce
Sir Andrew Green	Migration Watch UK
Gareth Davies	Rolls Royce
Caroline Waterfield	NHS Employers
Linda Rowe	PWC

## Annex B

This review was carried out between April and August 2012 and led by Peter Murphy, a Senior Civil Servant in Her Majesty's Passport Office.

**IMMIGRATION AND BORDER POLICY  
DIRECTORATE**

**MIGRATION ADVISORY COMMITTEE  
SECRETARIAT**

**BUSINESS PLAN**

**2012/13**

**April 2012**

**Migration Advisory Committee secretariat  
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## Introduction

This document sets out the MAC secretariat's objectives, what it proposes to do over the coming year and how it will allocate its resources. The primary purpose is to ensure that the secretariat has a clear purpose and clear objectives; and that priorities are set in accordance.

This document relates to the secretariat only and is not a report on the work of the MAC which is contained within separate reports to the Government. It is primarily for internal use: there is no requirement on the secretariat to produce either a business plan or an annual report. Chapter 8 of the Cabinet Office Guidance on Public Bodies states:

“Departments and public bodies should produce and distribute widely information on their role and achievements, making full use of the internet. Annual reports and accounts are the main vehicles by which departments and public bodies regularly inform parliament and the public about their activities and expenditure. They should be used to explain not only the facts of what departments and bodies have done, but also information about the impact of their policies and actions.”

# 1 OUR OBJECTIVES AND KEY PERFORMANCE INDICATORS

- 1.1. The purpose of the Migration Advisory Committee (MAC) secretariat is to offer high quality support to the MAC and ensure appropriate governance and effective discharge of public resources. The secretariat is made up of a mix of economists, policy and administrative staff.
- 1.2. The MAC is tasked with providing independent evidence-based advice to government. Its statement of purpose is:
  - (1) to deliver high quality evidence-based reports and policy advice on behalf of the MAC in accordance with the work plan set by the Government; and
  - (2) to help ensure that Government policy and strategy in relation to migration and employment is based on the best possible evidence and analysis.
- 1.3. During Spring/Summer 2010, over 900 public bodies were subject to a cross-government review undertaken by government departments. This review included all non-departmental public bodies (ndpb), including the MAC, along with a number of non-ministerial departments and public corporations. Following that review, a decision was taken to retain the MAC.
- 1.4. The Government has since requested that all ndpbs be reviewed at least once every three years. The MAC is one of the bodies to be reviewed in 2012. The review will have two principle aims, as defined by the Cabinet Office:
  - i. To provide a robust challenge of the continuing need for individual ndpbs – both their function and their form; and
  - ii. Where it is agreed that a particular body should remain as an ndpb, to review the control and governance arrangements in place to ensure that the public body is complying with recognised principles of good corporate governance.
- 1.5. At the time of writing a timescale for the review has not been published.
- 1.6. The Government determines what work the MAC will do. It does so by asking the MAC to produce a response to a specified commission which sets out what the MAC will deliver and by when. At the time of writing, the Government has not set any commissions for the MAC for the coming year. However, the Government is discussing with the MAC the possibility of some commissions and the MAC is making its

plans on this basis. An indicative workplan for the MAC is set out below. **Future tasks are provisional, and both the timing and detail of the task is subject to change.**

### MAC Workplan – 2012/13 (provisional)

Tasks	To be completed by
Tbc - Review of the Occupation Codes of Practice for Tier 2 (General).	Autumn 2012
Tbc - Advise on the economic impact of students.	Autumn 2012
Tbc - Advise the Government on which occupations and job titles should be on the shortage occupation list.	Winter 2012/13
Tbc - Advise on the drivers of employer demand for low skilled migration.	Winter/Spring 2013 Tbc
Tbc - Advise on other aspects of economic migration policy, according to priorities identified by the Government.	

1.7. The secretariat supports the MAC in carrying out its workplan. The objectives of the secretariat and our associated key performance indicators are set out in the table below.

### MAC secretariat objectives and success indicators

	Objective	Key Performance Indicator
1	Deliver high quality service to the MAC including through provision of sound, accurate advice and support services. Arrange meetings and deliver papers with full regard to the MAC's requirements and provide fully professional secretariat service that responds to and anticipates the MAC's needs	<ul style="list-style-type: none"> <li>• feedback from chair and members</li> <li>• feedback from partners regarding quality of MAC outputs</li> <li>• papers for the MAC are produced and distributed to required standard and within timescale</li> </ul>
2	Deliver high quality service to the MAC including through sound and innovative analysis that develops and is fully responsive to the lead set by the MAC.	<ul style="list-style-type: none"> <li>• feedback from chair and members</li> <li>• feedback from partners regarding quality of MAC outputs</li> <li>• widespread acceptance of MAC analysis</li> </ul>
3	Develop and manage the research programme as set by the MAC, overseeing successful delivery of projects that achieve the MAC's aims, providing effective governance arrangements fully in	<ul style="list-style-type: none"> <li>• projects successfully deliver stated objectives within cost and timescale</li> <li>• in-house assessment every 12 months (aligned with business planning process) of project</li> </ul>



	line with public policy procurement procedures and providing high quality updates on progress to the MAC.	delivery and subsequent deployment of research findings
4	Use appropriate project management tools to deliver timely and well resourced outputs as required by the MAC workplan.	<ul style="list-style-type: none"> <li>• infrequent occurrence of unanticipated and unmitigated risks</li> <li>• appropriate documentation in place and positive feedback from key partners on quality of processes</li> </ul>
5	Develop and maintain effective working relationships with non-governmental partners, ensuring that the MAC has access to the best possible analysis and information and is seen to understand partners' perspectives.	<ul style="list-style-type: none"> <li>• quality and suitability of evidence provided to MAC</li> <li>• feedback from partners</li> <li>• corporate partner management plan in place</li> <li>• corporate partner processes regularly evaluated and findings used to improve partner management</li> <li>• use of questionnaire to key corporate partners</li> </ul>
6	Develop effective working relationships across the Home Office and wider government to ensure that the MAC and its secretariat have the best possible impact on the formulation and delivery of migration and labour market policy.	<ul style="list-style-type: none"> <li>• examples of where Government decisions and actions are positively influenced by advice from MAC and secretariat</li> <li>• positive feedback from senior Government representatives</li> <li>• the secretariat has sufficiently early knowledge of Government announcements and decisions and has an input into policy development in relevant areas</li> </ul>
7	Ensure development opportunities for staff, which aim to increase skills, performance and experience.	<ul style="list-style-type: none"> <li>• T&amp;D strategy in place, monitored and used</li> <li>• staff have access to advice and assistance from the Home Office as required</li> <li>• evidence from evaluation of T&amp;D activity that training and development is taking place and having a positive impact</li> <li>• responses to the staff survey show staff feel they have appropriate access to development and opportunities</li> <li>• staff feel that they are able to take up secondments within the secretariat and also outside of it</li> </ul>
8	Ensure that the MAC and	<ul style="list-style-type: none"> <li>• MAC operates within budget</li> </ul>

	secretariat operate within available resources and continuously seek to improve the value achieved from those resources.	maximising the benefit of all available resources including staff, accommodation and is innovative and flexible in its approach
9	Ensure that proper and correct governance procedures are in place for the MAC and that these are followed.	<ul style="list-style-type: none"> <li>• Management Statement agreed with the Home Office</li> <li>• regular meetings between secretariat and sponsor team in the Home Office</li> <li>• issues raised are acted upon</li> <li>• all procedural issues are dealt with in line with all relevant applicable guidelines</li> </ul>

How do we measure success?

- 1.8. The key performance indicators above identify the main ways in which the secretariat's success or otherwise is quantified. Additionally the secretariat looks to see whether the work of the MAC is impacting in the wider sphere of public policy making including assessing the impact on Government immigration policy; monitoring the numbers of persons applying to come to the UK by occupation; evaluating the overall impact on the Points Based System and the MAC's part in it; developing the MAC's reputation for innovative, analytical work impacting directly on public policy; maintaining and increasing the MAC's profile as pre-eminent in this field both nationally and internationally; and raising the quality of public debate about immigration.

## 2 OUR WAYS OF WORKING

- 2.1 The MAC secretariat aims to provide innovative and solid analytical support to underpin the evidence-base of the MAC's recommendations.

### Our approach to team working

- 2.2 The MAC secretariat is a mixed team, comprising representatives from different disciplines across the civil service and drawing on experience of different government departments. Represented within the team are experts in the fields of economics, social research, policy development, corporate partner engagement and administrative skills. All economists are members of the Government Economic Service (GES) and are recruited following GES rules and processes. Similarly, its research officers are members of the Government Social Research Unit (GSR) and are recruited under similar professional guidelines to the GES and adhere to the GSR Professional Standards Guidance. Our policy and administrative staff are all assessed against the professional skills for government standards and have been recruited from across Whitehall.
- 2.3 For the sake of administrative convenience, we are divided into two teams: analysis and research, and policy. But we design our work so as to facilitate, encourage and engender collaborative working between the teams, and particularly analyst and non-analyst staff, as much as possible. So, for instance, the MAC's main outputs – its reports to the Government – are often assigned to chapter leads, in each case supported by a member of another team.
- 2.4 When explaining the MAC's work to corporate partners, it is vital that policy officials have a grasp of terms of art such as stocks and flows in the context of talking about the labour force while the analysts are able to explain how the Points Based System works, for instance. Members of both teams accompany each other on visits where practicable in order that experience and knowledge is shared and that best use is made of the secretariat's resources.
- 2.5 Co-operation is a cornerstone of the secretariat's ways of working. Team members are expected to share information and knowledge and to have a degree of understanding of current stages of all the work that the secretariat is progressing at any one time. Members of the secretariat are also expected to acquire and maintain a significant degree of knowledge about economic theory and practice, the wider UK economy and sectors within it as well as about individual occupations, the MAC's methodology and its research programme and to refresh and update this knowledge. Innovative approaches are encouraged in all aspects of the secretariat's work and high degrees of initiative expected to be demonstrated by team members at all times along with high quality analytical abilities and presentation skills. The secretariat looks to offer as many developmental opportunities to its

team members as possible and places high value on training and development. A copy of the secretariat's training and development strategy is at Annex A.

### Corporate Partner Engagement

2.6 The MAC combines detailed analysis of national level data with in-depth knowledge of, and evidence from, employers and other partners involved in the UK labour market. A key feature of the secretariat's work is the development of full and effective engagement with a wide variety of partners from within business, central and local government, sector skills councils, trade unions, academia and individual employers.

2.7 Included amongst the relevant partners are:

- Sector Skills Councils
- Government Departments (including the Devolved Administrations, NDPBs and Agencies)
- MPs
- UK Commission for Employment and Skills
- Local Authorities
- Unions
- Employers
- Major consultancy firms that run an immigration practice for their corporate clients
- Employees
- Charities and pressure groups
- Professional and industry bodies
- Academics
- The media
- The general public

2.8 The success of the secretariat in developing corporate partner engagement will be determined by whether:

- partners know who we are and what our purpose is;
- we communicate effectively with our partners to ensure that they understand our remit and methodology, and can therefore provide evidence relevant to our requirements;
- relevant evidence received from partners is used accurately in our analysis and reflected fairly in our reports; and
- partners have confidence in us and are positive about engaging with us.

2.9 The secretariat actively pursues partner engagement on behalf of the MAC through a number of different fora. A small, focussed panel comprising representatives from the TUC, CBI, British Chamber of

Commerce and NHS employers provides immediate reaction to the MAC's proposals and a sounding board for its ideas. A larger, more representative corporate partner forum offers other groups the chance to interact directly with the MAC – this has a non-fixed membership. The secretariat has arranged a number of regional and national forums across the UK.

- 2.10 In addition to considering the picture across the whole of the UK, in relation to the shortage occupation list, the Government has also asked that the MAC provide specific advice as it relates to Scotland. But more generally the MAC, and consequently the secretariat, has remained conscious of concerns that affect Wales or Northern Ireland or the English regions as well and has sought input and engagement with these areas wherever possible.
- 2.11 The MAC's work has an international element too and the secretariat has formed effective relationships to work closely with the FCO and the relevant authorities abroad as well as building a network of contacts in other countries.
- 2.12 The secretariat has a strong and effective relationship with the Home Office, with regular meetings and frequent exchanges with colleagues in Immigration Policy, the MAC's Home Office sponsor team. The secretariat works closely with the Home Office press office to make sure there is an effective and coherent response to the needs of the media and that the MAC has an independent public voice.
- 2.13 To help manage all of this, the secretariat has developed a corporate partner engagement strategy and a copy is at Annex B.

#### MAC independence

- 2.14 The MAC and its advice are independent of government. This means that the MAC's advice can be provided without fear or favour and will be the best advice that the evidence allows.
- 2.15 The secretariat is responsible to the MAC and takes its lead from what the MAC wants it to do. The secretariat also has a responsibility to ensure that the MAC is operating with due regard to all relevant legislation, rules and procedures and in full compliance with the expectations incumbent upon it as a public body.
- 2.16 The secretariat helps the MAC support the Government by:
  - ensuring that the MAC delivers timely advice that is useful and helpful to the Government;
  - ensuring that the MAC has a full understanding of the practical issues around policy implementation and managing migration

so that the MAC's advice has meaning and purpose for caseworkers;

- taking care to ensure that MAC members do not unknowingly engage in activities that might bring the MAC or the Government into disrepute.

### Relationship to Home Office

2.17 The secretariat ensures that the Government supports the MAC by:

- representing the MAC in discussions with Government, including ensuring that tasks allocated to the MAC are appropriate and clearly defined, and that timetables for completion of work are realistic;
- taking care to ensure that Ministers and Government officials are informed of, and involved in, the MAC's discussions and considerations whenever appropriate.

2.18 The MAC secretariat work closely with policy officials across Government, but the relationship with the Home Office is unique for several reasons:

#### 1) Shared objectives and Home Office Governance

- The Immigration and Border Policy Directorate, in the Home Office, has lead responsibility for leading on delivery of the Government's migration related objectives.
- The work of the MAC, although typically agreed across Government, is commissioned by the Home Secretary and/or the Minister for Immigration.
- The MAC was created by, and is funded solely by, the Home Office.

#### 2) Staff linkages

- The secretariat is physically located in the Home Office building in Marsham Street, and uses its facilities.
- Secretariat analysts rotate into and out of the team to and from the Central Analysis Unit in the Home Office.
- Staff are part of the larger organisation for training and career development purposes. For instance, they have access to Home Office training courses and can apply for internal vacancies.

### 3) Management

- The head of the secretariat is line managed by the Director of the Immigration and Border Policy Directorate (IBPD). The Director of the IPBD sets the head of the secretariat's objectives (in conjunction with the MAC chair) and commissions him to carry out specific tasks.
- MAC secretariat staff are subject to the same HR processes as Home Office staff.

#### Valuing diversity

- 2.19 It is expected that members of the secretariat will work in a way that treats all groups and individuals with dignity and respect at all times and makes every effort to meet their needs. The secretariat considers impartially all the evidence it receives and reaches independent, unbiased conclusions based on that evidence.
- 2.20 The secretariat will strive to maintain a team which is reflective of the wider society while giving reign to the talents of its members and ensuring that it has the right blend of skills, knowledge and experience to function at optimum effectiveness.
- 2.21 The secretariat actively supports flexible work patterns amongst its members (for example by setting team members up for remote access and allowing some home working; and allowing flexible working hours) and encourages them to adopt a healthy work-life balance.

### **3. WHAT WE ARE GOING TO DO**

- 3.1 The provisional MAC workplan for 2012/13 is set out in section 1. This may be subject to revision and change during the year.
- 3.2 Analytical work will be carried out during the year in relation to the tasks the MAC will be commissioned by the Government and to provide an evidence-base to the MAC advice-making process.
- 3.3 The secretariat will oversee the management of the MAC research programme for 2012/13. Research proposals under consideration are:
- a detailed examination of salary data in particular sectors or occupations, such as engineering;
  - analysis of job adverts, for example looking at how job titles on the shortage occupation list are advertised in the UK and why these jobs cannot be filled domestically. Alternatively (or in addition) the MAC might consider a project that attempts to put firmer evidence around the minimum pay threshold for “global jobs” for the purposes of the MAC’s proposed Jobcentre Plus advertising exemption for such jobs;
  - either a project that explores the macroeconomic benefits of foreign students that come to the UK or the gathering of new data about such students;
  - an analysis of employer demand for low skilled migrants, which could gather information on how the existing labour market policy framework might affect the supply of less-skilled domestic labour, and hence the demand for migrants; and
  - a collaboration with UKCES to build on existing work in developing a mapping between UK 4-digit SOC codes and the US equivalent. This project would be undertaken with a view to adding to the determinants of skill used by the MAC.
- 3.4 Further information on the secretariat’s research and analytical work is in section 6 of this document.
- 3.5 The secretariat will continue to work closely with colleagues in the sponsor area of the Home Office, namely the Immigration and Border Policy Directorate, in complying with corporate initiatives on risk and asset management, managed moves, Training and Development, and equality of opportunities and be fully represented on fora such as the People Group.



## 4 HOW WE ARE ORGANISED

### Structure of the team

- 4.1 Although, as stated earlier, the secretariat endeavours to work collaboratively and co-operatively at all times, for administrative purposes it has adopted the following team structure:

Head of Secretariat  
Personal Secretary

#### Analysis and research team

Head of Economics & Research (Economist)  
Assistant Economist  
Assistant Economist  
Assistant Economist  
Assistant Economist (vacant)

#### Policy team

Head of Policy  
Policy Leader (Corporate partner engagement)  
Policy Leader (Finance)  
Policy Leader (Communication - vacant)  
Policy Developer (Evidence)  
Administrative Assistant

- 4.2 Secretariat team members take on additional roles within the team including Budget and Finance Manager, Risk Manager, Health and Safety Manager, Information Asset Manager and Training Liaison Officer.

## 5. RESOURCES

- 5.1 The MAC's budget covers the secretariat administrative costs for 12 staffing posts, Committee member's pay and allowances and external research. The budget is set by the Home Office and is managed by the secretariat.
- 5.4 As illustrated below, the MAC budget for 2012-13 is £796,000, of which £643,000 is allocated for pay and allowances for committee and secretariat, and the majority of the remainder is for research.

	Budget Annual	Budget Breakdown
	796,000	
<b>Secretariat Pay Costs</b>		583,000
<b>Committee Budget</b>		60,000
<b>Travel</b>		10,000
<b>Research</b>		120,000
<b>Training</b>		10,000
<b>Hospitality</b>		500
<b>Mail &amp; Despatch</b>		500
<b>Partner Engagement</b>		4,000
<b>Office supplies</b>		8,000
<b>TOTAL</b>		796,000
<b>Budget breakdown</b>	796,000	

## **6. RESEARCH AND ANALYSIS RESPONSIBILITIES**

- 6.1 Within the secretariat there is a small team of economists and researchers. The main responsibility of the analysis team is to carry out economic analysis that underpins the evidence-based MAC recommendations to the Government. One of their responsibilities is to develop and refine a methodology and carrying out the labour market analysis that underpin the MAC's quantitative analysis of labour shortage at national level. The team analyses a large variety of data, both survey and administrative data, at occupational level for the all economy: findings are then corroborated with more fine-grained evidence gathered by employers and sector representatives. The team also work closely with UK Border Agency colleagues to access, analysis and publish migration statistics and management information data.
- 6.2 The team also carries out ad-hoc research projects in collaboration with MAC members producing ad-hoc papers, briefings to inform the MAC's thinking on specific issues.
- 6.3 The team engages with academics, expert bodies, international organisations, and economists within Whitehall to share research findings. The team engages with data providers, including UK Border Agency teams to ensure that the MAC has access to the most relevant and up-to date data.
- 6.4 The same team also manages the MAC research programme. The past year has seen completion of 7 external research projects covering a fee value of around £205,000. Most of these fed directly into the MAC report on the impacts of migration.
- 6.5 The research programme for FY 2012/13 has been allocated a budget of £120,000. The MAC is currently in the process of identifying required research projects for FY 2012/13. Potential topics are outlined in section 3.

## Annex A

### Secretariat Training and Development Strategy

#### Why have a T&D strategy?

- The team is clear that there is a strong commitment to developing its staff
- Managers and individuals are clear of what is expected of them and accountable for this
- We are clear what support we need from, and how we can help, the wider organisation
- We have a clear view of the team-level priorities, including required skills and knowledge, and have a plan in place to tackle them
- Each individual is aware of the relevant processes and guidance that relate to them, and receive the support they need

#### What are the key required skills, knowledge and experience within the team?

Skills, knowledge and experience	Who needs them?
Home Office /IBPD competencies	All
Understanding of economic theory and evidence, esp labour markets	All (basic level); analysts (advanced level)
Good understanding of MAC purpose and methodological approach	All
Corporate partner communication and management skills	All, especially policy staff
Report writing skills	All who may be involved in writing published papers and reports
Media communication and management skills	All who may be involved in preparation for, or responding to, media enquiries
Strategic thinking and understanding wider environment (IBPD/Home Office OGDs)	All (basic understanding of wider environment); G7+ (advanced)
Project and programme management	All except SPS/AO
Adherence to relevant professional competency frameworks	Analysts

#### What else should guide our T&D activities?

- Unit and individual work objectives, as set out in the unit plan (under development) and PDRs
- Individuals' broader career aspirations and development needs

## **T&D options**

- Courses (taught and online)
- On-the-job learning including allocated responsibilities and cross-team working
- Formal and informal coaching
- Feedback and 360 degree feedback
- Presentations, seminars etc
- Reading and self-teaching
- Shadowing and secondments

## **Resources and support available**

### Management commitments:

- Dedicated training budget to be made available
- Resources to be made available for training and development, subject to availability and fair distribution of resources, where there is a genuine business need
- Follow PDR process fully, meeting all deadlines. Only genuinely exceptional circumstances (e.g. prolonged illness) should prevent this
- Resource made available within the team to arrange and evaluate T&D activity
- Resource made available to develop business plan and induction pack

### Staff commitments:

- Follow PDR process fully, meeting all deadlines. Only genuinely exceptional circumstances (e.g. prolonged illness) should prevent this
- To be proactive in managing own training and development and ensuring managers give this sufficient time and attention
- Manage own time to ensure that T&D commitments (e.g. reading or online training) are met

### Home Office and wider structures and support for team:

- Awareness of support provided by the Home Office Learning and Development, including centrally administered training
- Awareness of specialist training and development support within Home Office and wider civil service e.g. GESR
- Awareness of opportunities for involvement in wider training schemes e.g. Faststream / secondments, and enabling opportunities within the MAC

## **Process for evaluating T&D activity**

- Standing item on team meeting agenda every 4 weeks
- Verbal reports at team meetings
- Individuals to write up report after attending training + circulate

## **Annex B**

### **Corporate Partner Engagement Strategy**

**Reviewed March 2012**

#### **Introduction**

The work of the MAC is highly dependant on evidence from partners. In order for the Committee to produce clear and confident recommendations to government the evidence it gathers needs to be relevant, comprehensive and robust. This corporate partner engagement strategy sets out how these outcomes can be delivered.

#### **Our partners**

Our range of partners is vast and diverse, but can be broadly categorised as follows:

- sector skills councils;
- Government departments (including the devolved administrations, NDPBs and agencies);
- FCO and authorities abroad;
- local authorities;
- unions;
- employers;
- employees;
- charities and pressure groups;
- professional bodies;
- academics;
- MPs;
- the media; and
- the general public.

These groups can both provide us with information and evidence, but will also be consumers of the information that we produce.

In addition we also engage with the Home Office communications team and Press Office as well as policy and delivery teams.

This strategy is primarily concerned with those individual bodies that do, or may, supply the MAC with relevant information or evidence. As such it does not cover in detail the MAC's relationship with some partners including the media and ministers, although it does cover MPs and Government departments.

#### **Overall outcomes**

There are primarily four main outcomes that this strategy addresses:

- partners know who we are and what our purpose is;
- we communicate effectively with our partners to ensure that they understand our remit and methodology, and can therefore provide evidence relevant to our requirements;
- relevant evidence received from partners is used accurately in our analysis and reflected fairly in our reports; and
- partners have confidence in us and are positive about engaging with us.

### **1. Partners know who we are and what our purpose is.**

- (a) We know who our main partners are and engage most with those who are the most relevant to the issue being investigated.
- (b) We proactively build relationships with our partners so that we can tap into relevant evidence when it is needed.
- (c) We engage with partners at the most appropriate level in organisations.
- (d) We clearly explain about the Committee and its role.
- (e) We maximise opportunities to raise the Committee's profile, and build a positive image of the Committee and its work.
- (f) Our reports, calls for evidence and minutes from Committee meetings are publicly available in a timely manner.

### **2. We communicate effectively with our partners to ensure that they understand our remit and methodology, and can therefore provide evidence relevant to our requirements.**

- (a) We clearly set out our methodology and remit in any request for evidence in a way that can be understood by non-specialists.
- (b) As a result, the evidence we receive is relevant, in the format we specify and is received within set deadlines.
- (c) We tailor our communication to the needs of different partners. We are aware of and make efforts to overcome barriers that may prevent some partners from engaging with us (e.g. geographical distance, time and resource constraints, preferred methods of communication etc).
- (d) We balance accessibility for partners with value for money by using different methods of communication (e.g. teleconferencing, use of existing

networks and 'gateway' organisations who facilitate access to groups of partners for us).

### **3. Relevant evidence received from partners is used accurately in our analysis and reflected fairly in our reports.**

- (a) We incorporate relevant partner evidence into our outputs accurately and in a balanced way.
- (b) We dovetail relevant partner evidence with top-down evidence.
- (c) We ensure that our work with partners improves the robustness and relevance of our reports and conclusions.

### **4. Partners have confidence in us and are positive about engaging with us.**

- (a) We send consistent messages to our partners.
- (b) We build trust and manage partner expectations.
- (c) We listen to and take account of different views.
- (d) Wherever possible we reduce the risks of adverse publicity and criticism.
- (e) We ensure that our partner engagement is not unnecessarily burdensome on partners.
- (f) We place a high value on good customer service.
- (g) We embed diversity principles within our partner engagement process.
- (f) The quality of our reports and the openness of our methodology means partners see value in engaging with us and providing us with evidence.

### **Success measures**

We will know that our strategy is working effectively if:

- there is wide understanding of the MAC's work and it's approach;
- we have developed effective working relationships with key partners;
- we receive relevant, clear and robust evidence in response to our calls for evidence;
- we have a clear understanding of relevant issues in the area we are reviewing;



- our analysis and conclusions are not challenged on the basis of missing evidence from relevant partners; and
- Government and key partners trust us and are confident in our approach and criticism of the MAC's approach to engaging with its partners is minimal.

## Evaluation

We will evaluate this strategy annually to check on progress against our success measures.

The Government Communications Network suggests ways in which effective working relationships can be evaluated and the secretariat will look to incorporate and adopt those which are appropriate.

## Diversity

We will work in a way that meets the needs of all groups and treat all partners with dignity and respect. We will proactively seek to engage with minority groups wherever relevant.

## Risk management

The key risks of the strategy are presented in the table below.

<b>Risk</b>	<b>Consequence</b>	<b>Mitigation</b>
We fail to engage with the relevant partners	We lack key information in our reports which undermines their validity	Open and accessible calls for evidence, mapping partners at the start of each call for evidence and ensuring good coverage with partners, proactively seeking out relevant organisations and individuals.
We engage but partners feel we have failed to listen and understand their views	Lack of confidence in the Committee's reports, damage to future relationships with partners, potentially poor media coverage impacting on MAC's reputation	Recording all evidence received systematically, clear analysis of information and referencing of sources, careful drafting of reports to explain reasons for conclusions acknowledging evidence presented against.
Negative relationships develop with some partners	Potential harm to the MAC via poor media coverage/ negative messaging by the partners, time consuming to manage and can distract team from tasks at hand	Undertake actions described below to try to prevent negative relationships from developing. If they do develop, maintain open communication with the partner to try to remedy the problem, if the problem persists, the policy team to discuss and develop a

		strategy for dealing with it. The MAC to be kept informed.
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### Action plan for engagement for 2012/13

Action		Responsibility/ Deadline
<b>Planning and preparation</b>		
	Map out partners for upcoming projects to develop strategic engagement plan over the year	Policy team – once work plan agreed
	Develop Evaluation strategy for communications	Emily – mid March
<b>Networking and Consulting</b>		
<b><i>Calls for Evidence</i></b>		
	Continue to consult with interested parties as widely as necessary when carrying out MAC reviews, including issuing a call for evidence to all relevant partners, when appropriate. Continue to visit interested parties and hold open events (stakeholder forums) for partners to give their views on the issues being investigated.	Policy team – ongoing with work plan
	Improve accessibility to partners from small organisations and those out of London by: <ul style="list-style-type: none"> <li>- Offering teleconference event</li> <li>- Setting the dates for London events when the Commission is received to give maximum notice</li> <li>- Organising regional events combined with visits to local partners</li> <li>- Organising themed events for specific sectors</li> <li>- Identifying specific partners MAC members would like to visit and organising these early in the process</li> </ul>	Policy team – to include in the project plan once a commission is received
	Ensure early engagement with relevant partners for areas of work that are new to us (e.g. students) as well as with key partners we already have relationships with (e.g. the sending of personalised letters to alert key corporate partners when we have been given a new commission).	Policy team – develop a plan once the mapping is complete
	As far as possible target and tailor communications to different partners to reduce the burden on them (e.g. be clear what is being sent for information only, target sectors appropriately, individualised letters for key contacts)	Policy team - ongoing
	Organise meetings with the stakeholder panel for each call for evidence / combining themes if appropriate.	Policy team
<b><i>Engagement outside of calls for evidence</i></b>		
	Develop a programme of MAC member visits to strategically important partners/ partners who have offered visits/ partners in new sectors we have not met with before.	Emily – draft plan by end of March
	Be persuasive with opinion formers and actively manage the MAC's reputation with appropriate partners (e.g. persuade the Government to accept recommendations, publicise our successes, be prepared to robustly engage with partners on the issues where evidence is lacking)	Mark/ David and team
	Build influential networks, and communicate and engage with others effectively in a wide range of settings – e.g. at meetings and events, both in London and the regions, as well as by email and telephone.	All/ Policy team
	Engage with the press to ensure accurate reporting of MAC reports as much as possible.	David/ Press office (supported by policy and analysis teams)
<b><i>Internal partners</i></b>		

		Continue engagement with Home Office partners (communications teams, press office, policy and delivery teams).	All
		Establish relationships with relevant policy and delivery people – e.g. Glyn Williams, Paul Barratt, Phil Duffy, Richard Jackson – seek their advice, and keep them informed, as appropriate.	Mark, with team
<b>Monitoring</b>			
		Monitor printed media output. Relevant articles from each day's printed media are delivered to us every morning. Google alerts pick up online articles that mention the MAC. These articles are reviewed and a selection circulated amongst Committee members and the secretariat.	As per rota agreed
		Monitor relevant academic websites to keep up to date with current research.	Anne/ Margaret
		Attend relevant partner conferences and events and report back to the Committee.	All
		Re-run the stakeholder mapping exercise with a view to identifying those specific partners that we want more, or less, engagement with.	All
<b>Informing</b>			
		Keep our website up to date with work that we are doing. Publish minutes of each Committee meeting, press releases, reports, details of calls for evidence and details of the Committee's membership.	Anne (with input from the team)
		Contribute to internal and external newsletters/ journals/ publications as appropriate.	All
<b>Responding</b>			
		Respond to correspondence, emails and PQs within usual time limits.	All
		Consider evidence presented to us on the issues being investigated and advise where this falls short of the Committee's needs.	Policy team

## **Annex C**

### **Business continuity**

All Home Office directorates, agencies and non-departmental public bodies are expected to develop, test and maintain business continuity plans.

Business continuity is all about planning and making arrangements to make sure unexpected incidents, such as a fire or transport strike, do not stop the organisation from carrying on with its most crucial areas of work.

The British Standard on Business Continuity Management (BCM), BS25999, defines BCM as:

“a holistic management process that identifies potential threats to an organisation and the impacts to operations that those threats, if realised, might cause, and which provides a framework for building organizational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities”.

For the MAC secretariat, the short-term objective of BCM is to ensure that, in the event of a disruption to normal operations, key business activities may continue at an acceptable level of performance. The longer-term objective of BCM is to ensure a full resumption of all normal services as quickly as possible in the aftermath of any disruption or emergency event.

Each member of the team has a part to play in keeping the business going.

### **Incident helpline**

An incident helpline has been set up to communicate with staff if problems occur. The helpline provides up-to-date information and guidance in the event of a major, unexpected incident affecting the premises, or team members' ability to come to work. All members should have an incident helpline card and should contact the relevant number:

- **Home Office HQ incident helpline 0800 3899903**
- **UKBA incident helpline 0800 917 5999**

It is important that all POISE users register and maintain their emergency contact details on Adelphi.

### **Incidents potentially affecting secretariat continuity**

Serious and protracted IT malfunction such as non-availability of the POISE network – team members to source alternative IT access through other HO buildings or work laptops. Members to assess short term and longer term

impact of lack of IT and to make contact with those likely to be affected by slippage in the provision of required work.

Requests for emergency accommodation should be addressed to Ecovert desk on 20 7035 1111 in the first instance. They will then prioritise accommodation and arrange for the necessary work to be done for the move:

Non-availability of staff due to transport difficulties – team members to inform colleagues within a reasonable time of delays, and immediately if unable to attend work. Members unable to attend due to transport difficulties to work from home if this is possible.

Non-availability of staff due to illness or domestic crisis - team members to inform colleagues as soon as possible if unable to attend work. Members to provide access to passwords and login facilities to colleagues who need to access documents on their pc.

Non-availability of senior staff – team members to ensure they know how to contact relevant senior staff in response to a serious situation and how to escalate matters if necessary and what judgement they need to exercise in doing this.

Team members to make full use the shared drive to save documents in order that colleagues may access the most recent version.

All team members to ensure they are familiar with the secretariat's more detailed business continuity plan.

## **Annex D**

### **Health and Safety**

Everyone has a part to play in creating a safe and healthy working environment. All team members have a legal responsibility for their own health and safety and that of others. In addition to this, line managers have a responsibility for the health and safety of their staff and the areas in which they work.

The secretariat has nominated a team member as health and safety liaison officer.

#### **Health and safety policy**

The secretariat is committed to maintaining a working environment which is free from risks to health and safety. The secretariat will:

- have health and safety as a standing item on the team meeting agenda;
- comply with all health and safety law;
- seek to achieve best practice;
- maintain effective health and safety management arrangements;
- clearly define health and safety responsibilities and competencies;
- provide competent health and safety advice to staff;
- review health and safety arrangements regularly to ensure their continued effectiveness and suitability; and
- seek to involve staff and engage their commitment.

Line managers within the secretariat have day-to-day responsibility for establishing and maintaining a safe working environment and safe working practices. They must:

- set a positive personal example
- undergo health and safety training appropriate to their work and responsibilities
- organise the workplace so that work is carried out in an environment offering a satisfactory standard of safety, with minimal risk to persons, property, equipment and materials
- plan and maintain a tidy working area, including access to and egress from the workplace
- carry out risk assessments for all tasks undertaken by their employees taking into account the nature and location of the work and the capabilities of the employees
- ensure that control measures and safe systems of work are in place, appropriate and complied with
- co-operate with the health and safety liaison officer and act on recommendations or advice received
- review operating procedures and work instructions and inform all

- employees of any changes affecting them
- ensure that employees are aware of emergency arrangements, fire precautions and first aid provision and release employees to undertake these duties where applicable
- ensure that all their employees receive suitable and sufficient information, instruction, supervision and training to enable them to carry out their work in a safe manner
- ensure that all accidents, incidents, near misses, verbal and physical abuse and work-related ill health are investigated, recorded and reported to the relevant person

All managed staff have duties and legal responsibilities which include:

- setting a personal example
- taking reasonable care for the health and safety of themselves and others (including members of the public) who may be affected by their acts or omissions
- co-operating with their line managers to enable them to comply with any duties placed upon them in accordance with the safe operating procedures or safe systems of work
- taking care not to interfere with or misuse anything that has been provided for the purpose of health, safety or welfare
- using equipment, substances or safety devices in accordance with training and instructions given
- notifying line managers of any work situation that has the potential for serious or imminent danger to health and safety
- notifying their line managers of any shortcomings in the health and safety arrangements in their areas

### **Monitoring and remedying health and safety issues checklist**

Team members must report all personal injury, work related illnesses, incidents, accidents and dangerous occurrences and any conditions that they believe could present a danger to others.

Key questions to be addressed by an effective health and safety policy:

- Is the environment safe and without risks to health and safety?
- Has everyone received health and safety induction training that is supported by instruction, information and supervision, as appropriate?
- Are safe working practices adopted?
- Has portable electrical equipment been examined and tested, and the results recorded?
- Is machinery and equipment being used safely, and is it properly maintained? Are manuals readily available and brought to your

attention? Are staff trained in their use and records kept of the training?

- Have display screen equipment workstation assessments been carried out and any faults corrected?
- Where people have to lift and carry items, such as water bottles or heavy files, are they adopting safe means of moving these loads, have they been suitably trained?
- When placing or retrieving items from storage areas, is there a safe means of reaching the items - particularly those on higher shelves?
- Does everyone know what to do in an emergency, such as a fire or bomb threat?
- Do staff know how to contact the first aiders?
- Is it easy for any health and safety concerns to be raised with managers?



## Annex E

### Security

#### Personal and physical security

Security is the concern of everyone employed in the Home Office. The secretariat works from Home Office buildings and all its members must be familiar with the department's security procedures and responsibilities:

- Building passes should be on display at all times when in the building
- Passes should be removed when leaving the building
- Anyone not displaying a recognised pass should be challenged
- Lost passes should be reported immediately

#### Protective marking

The creator of a document is responsible for deciding what, if any, protective marking should be used. The marking should be clearly shown at the top and bottom of each page.

There are four categories of protective marking at national security level:

- **TOP SECRET:** the compromise of this information or material would be likely: to threaten directly the internal stability of the UK or friendly countries; to lead directly to widespread loss of life; to cause exceptionally grave damage to the effectiveness or security of UK or allied forces or to the continuing effectiveness of extremely valuable security or intelligence operations; to cause exceptionally grave damage to relations with friendly governments; to cause severe long-term damage to the UK economy.
- **SECRET:** the compromise of this information or material would be likely: to raise international tension; to damage seriously relations with friendly governments; to threaten life directly, or seriously prejudice public order, or individual security or liberty; to cause serious damage to the operational effectiveness or security of UK or allied forces or the continuing effectiveness of highly valuable security or intelligence operations; to cause substantial material damage to national finances or economic and commercial interests.
- **CONFIDENTIAL:** the compromise of this information or material would be likely: materially to damage diplomatic relations (i.e. cause formal protest or other sanction); to prejudice individual security or liberty; to cause damage to the operational effectiveness or security of UK or allied forces or the effectiveness of valuable security or intelligence operations; to work substantially against national finances or economic and commercial interests; substantially to undermine the financial viability of major organisations; to impede the investigation or facilitate

the commission of serious crime; to impede seriously the development or operation of major government policies; to shut down or otherwise substantially disrupt significant national operations.

- **RESTRICTED:** the compromise of this information or material would be likely: to affect diplomatic relations adversely; to cause substantial distress to individuals; to make it more difficult to maintain the operational effectiveness or security of UK or allied forces; to cause financial loss or loss of earning potential to or facilitate improper gain or advantage for individuals or companies; to prejudice the investigation or facilitate the commission of crime; to breach proper undertakings to maintain the confidence of information provided by third parties; to impede the effective development or operation of government policies; to breach statutory restrictions on disclosure of information; to disadvantage Government in commercial or policy negotiations with others; to undermine the proper management of the public sector and its operations.

There is one category outside national security level:

- **PROTECT:** the compromise of this information or material would be likely to: cause substantial distress to individuals; breach proper undertakings to maintain the confidence of information provided by third parties; breach statutory restrictions on the disclosure of information (except the Data Protection Act – which can be addressed by other impact statements and or/the e-government Security Framework); depending on the severity of the circumstances, cause financial loss or loss of earning potential to, or facilitate improper gain or advantage for, individuals or companies; prejudice the investigation or facilitate the commission of crime; disadvantage government in commercial or policy negotiations with others. **Guidance from the Chief Scientific Officer for the Home Office is that all research reports in draft form should be treated as “PROTECT: Management”:** this is the classification we typically apply to MAC reports except for cases where the contents are deemed to be particularly sensitive.

## **Sending protectively marked material**

### Electronically

Data marked no higher than RESTRICTED can be sent by email only to users with .GSI or .PNN in their address. PROTECT information may be emailed and received from non-government networks provided the appropriate encryption is used (see Home Office encryption service)

### Within a building

Protectively marked documents may be discretely carried by hand from one point to another within a building without further precautions. A single cover is

sufficient if using the internal post, but SECRET and TOP SECRET should be placed in a sealed cover or other secured container. TOP SECRET must always be addressed to and opened by a named individual or an authorised deputy: a receipt is always required.

### Between buildings

Generally, double envelopes are used to protect documents above RESTRICTED when they leave a building. The inner cover should be addressed and marked with the protective marking and any other handling requirement (e.g. SECRET - Addressee only). The outer cover should be addressed, but must not bear any protective marking. SECRET and TOP SECRET material can be sent via government courier (e.g. 'signature service' through the Government Car Despatch Agency GCDA).

### External post

Items protectively marked PROTECT and RESTRICTED (under single cover, but without a marking) and CONFIDENTIAL (under double cover) can be sent by ordinary letter post, and some commercial delivery services. Ordinary postal services should never be used to send SECRET or TOP SECRET. Registered and special delivery services must be used when sending SECRET material in the post.

In all cases where any sensitive documents are to be sent, an audit trail should be in place to ensure receipt.

### Receipts

Recipients of SECRET (except within a single site) and TOP SECRET items should be asked to complete a receipt. This should be promptly returned to the sender.

### Personal Data

For guidance on how to send personal data, see the Home Office encryption service.

### **Storing protectively marked material**

All papers, whether protectively marked or not, should be locked up whenever the room is left empty and at the end of the working day. All protectively marked documents (including waste) should be placed in the appropriate security containers:

- RESTRICTED information may be kept in any lockable container.
- CONFIDENTIAL information and above should have special security containers.

- Security keys should be stored in a key safe.
- A sealed record of the setting for combination locks located in central London offices should be sent to the Departmental Security Unit.
- Any suspicion that a security cupboard has been tampered with or compromised should be reported immediately to the Security Liaison Officer or the Departmental Security Unit.
- PROTECT information should be treated the same as for RESTRICTED.

### **Guidance on Home Working**

#### **NEVER WORK ON PROTECTIVELY MARKED OR SENSITIVE INFORMATION IN A PUBLIC PLACE**

	<b>PROTECT &amp; RESTRICTED</b>	<b>CONFIDENTIAL</b>	<b>SECRET and above</b>
Carriage	Can be carried in a standard bag/case, but we recommend documents are placed in a sealed envelope with a generic work address or return address. Should a bag be stolen, there is a greater chance the envelope will be ignored or placed in a post-box. No PM is to be displayed on the outside of the envelope.	Documents can be placed in a double envelope with the inner envelope detailing the protective marking (PM) and the outer as per restricted.	Movement of secret assets must be in a suitable DSU assured container e.g.: security briefcase. Top secret or any level of code worded assets must have two suitably cleared staff.
Asset storage 1 – Emergency information	Information, such as the Disaster Management Plan or personal emergency contact numbers, a document you need to hold but not to work on, can be stored in a sealed envelope in a safe place, treat them the same way you would your credit card details, not on show or where they can be easily found. If this asset is above restricted, further protection will be required, see below.		
Asset storage 2 – working from home	If a large number of assets are to be held at home, we recommend the unit provides a secure storage facility. This could be a class II document box which DSU recommend (should) be fixed to the building, a two draw secure filing cabinet or for smaller quantities, a DSU assured briefcase which must be secured via tether to the building infrastructure (radiator, pipes etc).	Dependent on the number of documents and the requirements of access, DSU recommend the unit provides a secure storage facility. This could be a class II document box (which must be fixed to the building), a two draw DSU assured secure filing cabinet. Consideration should also be made to the building security e.g.: building alarms and perimeter controls (windows/doors).  For very occasional small quantities, a DSU assured briefcase which must be secured via a tether.	
IT use	Information that is PROTECT or RESTRICTED may only be processed on equipment approved by DSU. This will normally be a Home Office POISE RAS machine or Blackberry. If you have a need to process non-Protectively Marked material on personal IT equipment you must first seek prior approval from DSU who look at requests on a case by case basis.	The Home Office does not have any IT systems for home working on assets of confidential and above. You must under no circumstances use personal IT systems.	
Removable Media	Must be encrypted to the approved standard before being removed from the secure site and can only be accessed on suitably accredited IT equipment.	The Home Office does not have any IT systems for home working on assets of confidential and above. You must under no circumstances use personal IT systems.	

As with any movement of information from a secure building, there must be a legitimate reason to have this asset and the agreement of the line management where required or the SCO informed.

## Annex F

### Risk management

The MAC secretariat is required to record those key risks identified as possible threats to its business functions, and associated actions, in compliance with the Home Office and Immigration and Border Policy Directorate (IBPD) guidance.

A risk is defined as “**an uncertain event or set of events which, should it occur, will have an effect on the achievement of objectives.**” They can have negative or positive effects. As such, the term ‘**threat**’ is used to describe an event that could have a negative impact; and the term ‘**opportunity**’ is used to describe an event that could have a positive impact. Each risk is assessed for the likelihood of its occurrence and its level of impact.

When managing risks the MAC secretariat must be mindful of:

- the **approach** taken to **identify** and **assess** risks;
- the way responses to risks are **implemented**; and
- the way the processes of managing risk are **reviewed**.

In accordance with central guidance, the MAC’s risk register is discussed at team meetings on at least a monthly basis. A record of the risks which were discussed at the meeting is maintained in the secretariat. The risk register is updated on a monthly basis as a result of these discussions, with escalation as appropriate.

### Link between MAC and IBPD risk registers

The IBPD risk register is expressed in terms of risks to the Home Office or the Government. The MAC risk register is expressed in terms of risks to the Committee. Therefore, MAC risks will often not automatically carry across to the IBPD register.

To the extent that the MAC poses risks to the Government, these risks should be represented on the risk register of the MAC’s Home Office sponsor unit, Immigration Policy. If the severity and impact of these risks is sufficient, they should be escalated to the IBPD risk register.

It is not appropriate for risks for the MAC secretariat to be automatically escalated to the IBPD risk register, but a regular copy of the MAC risk register will be provided to the Strategy Team in IBPD in order to ensure that the secretariat’s register is subject to the same degree of oversight, challenge and scrutiny as that of other units within IBPD.

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