

From Improvement to Transformation

An Action Plan to reform the Home Office so it meets public expectations and delivers its core purpose of protecting the public

Home Office July 2006

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Foreword by the Home Secretary and the Permanent Secretary

We are setting out today in this reform document our plan for transforming the Home Office. We are seeking fundamental change. We want a Home Office which delivers high performance in meeting its core purpose of protecting the public.

The Home Office has been at the centre of significant public, parliamentary and press attention over the last few months as a result of some serious operational failings. This has made the case for far-reaching change more urgent. But this Reform Action Plan is also a response to a wider analysis of how the Home Office, although improving incrementally, now has to achieve a step change in rising to the challenge of today's changing world, including mass migration, organised crime and international terrorism. These changes have been compounded by fundamental shifts in our own society which have undermined respect for authority but, at the same time, increased the public's expectations about the fundamental priorities which the state should provide.

This plan is based on a great deal of detailed analysis of our strengths and weaknesses. It draws on the conclusions of the Home Office's Capability Review, for which we are both grateful. It has drawn extensively on the views and ideas of Home Office staff and its stakeholders. We are particularly grateful to the small team who have worked intensively over the last six weeks to bring the analysis together and draw up this blueprint for reform.

Our plan is ambitious. We are changing the top team. We are clarifying accountabilities including between Ministers and officials. We are seeking a major shift of resources and responsibility to front-line services. We want significant reform in areas which for too long have held the Home Office back: the right skills for the job; the right systems and processes; reliable and accurate data; risk management of every project; and resources tightly managed and focused on priorities. None of this will be achieved easily or quickly. Today is the start of a long-term programme of reform, which will require consistency, commitment and endurance.

We are pleased to be leading the Home Office at this time. Its work is fundamental to a safe and civilised society. We are determined to create a Home Office in which the public can have confidence and that is fit to meet the challenges of the 21st century.

John Reid

David Normington

Executive summary

Globalisation has caused movements of people on an unimaginable scale and fuelled international terrorism and cross-border crime. Weakening community and family ties have led to a rise in anti-social behaviour. The public's expectations of public services have risen and continue to rise.

In the face of these challenges, the Home Office has had some notable successes since 1997 – for example, reducing crime by 35 per cent, returning more people with unfounded asylum claims than are arriving and bringing more offences to justice. But the scale of the challenge continues to outpace the Home Office's capacity to respond.

This Reform Action Plan sets out an ambitious set of reforms to address these challenges and transform the Home Office.

- We will focus the Home Office on its core purpose of protecting the public.
- We will establish a new top team with a reshaped Home Office Board and 15 immediate changes at Director level, which is over a quarter of all our Directors.
- We will develop a new 'contract' between Ministers and officials, clarifying respective roles and expectations in relation to policy, operational delivery and management.
- We will reshape radically the structure of the Home Office, with a major shift in responsibility and resource to the front line.
- We will establish clear performance frameworks for the operational services of the Home Office – the Immigration and Nationality Directorate (IND), the National Offender Management Service (NOMS), and the Identity and Passport Service – and hold the heads of those services accountable for performance. We will establish the IND as an executive agency of the Home Office with a shadow agency in place by April 2007.
- We will seek to reduce further the bureaucratic burden on the police and other partners in tackling crime, by implementing simpler performance arrangements for policing, crime and drugs. We will devolve responsibility for supporting police modernisation and improvement to the new National Policing Improvement Agency which will be in place by April 2007.
- We are launching today a radical reform programme with seven strands of change designed to transform the culture, skills, systems, processes and data of the Home Office.
- We have developed a clear action plan to deliver this reform. By September, we will develop a full implementation programme. An external audit of progress will be conducted in December and annually thereafter.

This overarching plan for the Home Office should be read in conjunction with our plans for rebalancing the criminal justice system in favour of the law-abiding majority and for overhauling the IND.

It is the start of a long-term programme for transforming the Home Office. We are committed to early progress to demonstrate our seriousness to the public and to our stakeholders and staff. But the fundamental change we are seeking will require determination and endurance.

Chapter 1:

New circumstances – the case for change

1. The Home Office has always had one of the Government's most challenging agendas, responsible for many of the issues that most concern the public. This includes reducing crime and managing offenders, providing visible and accountable policing, managing immigration, and ensuring effective counter-terrorism strategies. The Home Office tackles some of the most difficult and intractable problems in society, dealing largely with dangerous and unwilling people who often seek to avoid its attention. These same problems are faced by the governments of other advanced industrialised democracies.
2. In the last ten years, there have been many improvements.

- According to the British Crime Survey, crime is down 35 per cent since 1997 with the risk of becoming a victim of crime the lowest since 1981.
- A record number (over 141,000) of police officers and 6,300 Community Support Officers on the streets.
- Strengthened Security Services with £85 million extra funding announced in the pre-Budget report, and the establishment of regional offices.
- Progress in tackling drugs with 89 per cent more people in treatment than in 1998 and 299 drug trafficking groups dismantled in 2004/05, up from 193 in 2003.
- Action on reducing anti-social behaviour with over 2,600 Anti-Social Behaviour Orders (ASBOs) made last year, and football hooliganism reduced substantially.
- A transformed Passport Service with 97 per cent customer satisfaction.
- No escapes of Category A prisoners since 1996.
- Rate of drug taking in prison has more than halved since 1997.
- Halving the time it takes persistent young offenders to go from arrest to sentence.
- The Department has delivered more than £1.5 billion efficiency savings by March 2006.
- Creation of the Serious Organised Crime Agency (SOCA) in April 2006.

- The Department has made good progress against most of its Public Service Agreement (PSA) targets, including:
 - returning more people with unfounded asylum claims than are arriving from February 2006 onwards;
 - after falling for a number of years, public confidence in the criminal justice system is beginning to rise;
 - bringing more offences to justice – the Spending Review 2002 target has been achieved and the Spending Review 2004 PSA target to bring 1.25 million offenders to justice has been achieved two years early; and
 - police performance has improved, most notably in reducing crime, where 30 out of 43 forces have improved since 2002/03 and the detection rate has improved from 19 per cent in October 2004 to 22.8 per cent in October 2005.

3. However, the scale of the challenge we are facing has also increased dramatically, and outstripped our capacity to respond in some areas.
 - **Internationally**, following the end of the Cold War, globalisation has brought enormous economic and social benefits to many countries. However, it has also brought significant new risks and challenges. For example, we are seeing movements of people across continents on a previously unimaginable scale: between 1960 and 2005, the number of international migrants in the world more than doubled to almost 191 million – equivalent to the population of Brazil. Furthermore, the growth of international terrorism and a sharp increase in cross-border organised crime places intense pressure on our efforts to ensure public protection.
 - **Locally**, there has been a weakening of community and family ties and in the respect for authority, leading to a rise in anti-social behaviour and a growth in the perception

of crime. This plays a role in undermining local communities and increases the demands on those charged with keeping communities safe.

- **Socially**, people's expectations of public services have risen significantly, and are continuing to rise. The public rightly expect responsive, visible and accountable local services within an effective national framework.
4. The case for change has been made more urgent by the high-profile failings in the more recent past. These have damaged the Home Office's reputation and shaken the public's confidence in our ability to deliver on our core objectives.
 5. The Home Secretary has been clear that a step change in performance is required to respond to these challenges. Following discussions with the new Permanent Secretary and the Board, he set out the areas in which he expects performance to improve in his evidence to the Home Affairs Select Committee on 23 May. These areas are:

- poor performance;
- weak services;
- under-investment in leadership and skills;
- fragmentation and silos; and
- inadequate systems and processes.

6. Over the past six weeks, we have been working intensively with staff and stakeholders to initiate a set of key changes straight away, and

have developed a reform plan to achieve a step change in performance. We have drawn on the initial analysis which the Permanent Secretary and the new Board carried out earlier in the year, as well as the findings of the recent Capability Review which are also published today.

7. This plan is the first of three reports to be published by the Home Office. It provides the overarching framework for how we will change across the Department as a whole. We will shortly be publishing two further documents: a rebalancing of the criminal justice system and a fundamental review of the IND. Both of these are component parts of the overall Home Office reform story.



1.30pm, Friday 7 July, Baroness Scotland, Minister for Criminal Justice and Offender Management, meeting stakeholders and staff at the launch of the Brighton and Hove Drug and Alcohol Treatment Service

Chapter 2: New purpose

8. **We will place public protection at the very centre of what we do.** It has always been part of our work. But the changes to Home Office responsibilities in recent years – the transfer of responsibility for gambling, electoral law, the Fire Service, Sunday trading and, most recently, for the voluntary sector and communities – mean that public protection is now our core purpose. And to fulfil this purpose, we will focus on the six key priorities the public expect:

- protecting the nation from terrorist attack;
- cutting crime, especially violent and drug-related crime;
- enabling people to feel safer in their homes and local communities, particularly through more visible, responsive and accountable local policing;
- rebalancing the criminal justice system in favour of the law-abiding majority and the victim;
- managing offenders, so as to protect the public and reduce reoffending; and
- securing our borders, preventing abuse of our immigration laws and managing migration to boost the UK.

9. We have developed plans to deliver these new priorities. The plans for rebalancing the criminal justice system and reform of the IND will be published shortly.

- The criminal justice system review will look at how the whole system – from policing through the courts to prisons and probation – can be rebalanced in favour of the law-abiding majority. We will report clear milestones and plans for action and begin a period of consultation and public debate to ensure that the system works and has public confidence.
- The fundamental review of the IND will set out a plan to ensure that our immigration system enables us to manage properly who comes here, and to ensure that they leave when they are no longer entitled to be here. Above all, it will strengthen the system to ensure that it protects the security of this

country, prevents abuse of our laws, is fair to lawful migrants and the British public, and in which people have confidence. One of its conclusions will be that the **IND will be established as a shadow executive agency from April 2007**. Further details of these changes will be published in the near future.



3pm, Thursday 6 July, Liam Byrne, Minister for Nationality, Citizenship and Immigration, meeting IND staff at the Waterside Court Reporting Centre in Leeds

10. This plan is the overall reform programme for transforming the Home Office. In it, we commit to making fundamental changes in three areas.

- **We will create a new top team** with enhanced leadership and delivery skills, underpinned by an improved working relationship between Ministers and officials (Chapter 3).
- **We will reshape the Home Office organisation** so that it is better able to anticipate threats to public protection and deliver high-performing, accountable front-line services and operations (Chapter 4).
- **We will launch a radical reform programme** to create a Home Office with skilled people, shared values, reliable systems and processes, and accurate information and data which is responsive to its stakeholders and local communities (Chapter 5).

Chapter 3:

New leadership – a new top team for the Home Office

11. Our assessment has shown the need for significant improvement in the capacity and capability of the Home Office's senior leadership.
12. **We have already completely reshaped the Home Office Board** so it has a strong mix of skills and backgrounds. Over the last six months, this has included the appointment of new Chief Executives to the Office for Criminal Justice Reform (OCJR) and to NOMS, and a new Director General of Performance and Reform. We will shortly appoint a new Chief Executive of the Identity and Passport Service. The new Board has experience from local government, the third sector, the private sector and the Civil Service; and a mix of professional, policy, operational and managerial skills. We are also enhancing the role of the Home Office non-executive directors to provide greater external challenge and fresh insight. The Board, with most of its members new to their posts within the last year, will undertake a programme of intensive development with the aim of creating a high-performing leadership team.
13. **We are making a further 15 immediate changes at Director level** (over a quarter of the total), in order to strengthen leadership in the most important areas. These include a Director responsible for our strategy to reduce crime and tackle drugs; a Director in the IND focusing on enforcement; a reshaping of the top team in NOMS; a new Chief Information Officer for the Identity and Passport Service to lead the new Identity Services Programme; and a Director to take responsibility for leadership development and skills improvement across the Home Office.
14. **We will complete a skills assessment of all Home Office Directors** by the end of September, and of the rest of the 250 most senior civil servants in the Home Office by April 2007. This will be supported by an intensive development programme to address gaps in key skills such as operational delivery, and programme and project management. Throughout this period, we will continue to make changes in personnel and bring in skills at a senior level to fill the identified gaps.
15. **We will put in place a new system for identifying and managing talent** by the end of the year. This will enable us to develop actively the skills of talented staff below the top management tier. We will also introduce a new succession planning system for senior posts, and continue our existing five-year race and diversity programme to support new leaders from currently under-represented groups.
16. These changes will ensure that we can sustain a strong leadership team in the future which is well positioned to shape and lead the transformation of the Home Office.

Chapter 4: New organisation

17. **We will reshape radically the structure and organisation of the Home Office, reducing the size of the headquarters and devolving more responsibility and resources to front-line operations and services.** Our aim is for more accountable, better performing front-line services, working to clear priorities and performance targets set by a smaller, but more influential, strategic policy function.
18. The present structure of the Home Office has sometimes led to confusion about who does what. There has been a trend over time to draw operational decisions and individual casework to the centre of the Home Office and to Ministers. This has led to some uncertainty about what could be decided by the operating units and has discouraged innovation. Policy and operations across immigration, crime, counter-terrorism and offender management have too often been fragmented. All this needs to change.
19. **We will develop a new ‘contract’ between Ministers and officials, clarifying respective roles and expectations in relation to policy, operational delivery and management.** Agency heads will be expected to play an increasingly public-facing role in representing their agencies and accounting for performance and operational matters. To free up Ministers to focus on strategic and policy issues within the Department, we will seek to reverse the trend through which, over time, they have become involved in decisions on a wide range of individual cases relating to Home Office responsibility – most commonly in relation to immigration and offender management.
20. **We will establish at the centre of the Home Office a strategic policy function which is more integrated and joined up.** This will be smaller than it is now, but more influential: supporting Ministers in setting the overall strategic direction and priorities, in allocating resources, in joining up policy across the Home Office and with other government departments, and in holding operational services



2pm, Wednesday 5 July, Gerry Sutcliffe, Under Secretary for Criminal Justice and Offender Management, meeting National Offender Management Service staff in Sheffield

- to account for their performance. We will discuss the precise shape and structure of this strategic policy function over the next few months, involving staff and stakeholders – with decisions at the end of the year and implementation from April 2007. Our aim will be to build on existing policy functions in the IND, NOMS and the Crime Reduction and Community Safety Group; and to ensure that policy continues to be informed by analysis and research and by best practice and innovation at the front line, and that its impact is fully assessed.
21. **We will establish clear performance frameworks for the operational services of the Home Office – the IND, NOMS, and the Identity and Passport Service – and hold the heads of those services accountable for performance.** We will devolve more responsibility for operational decisions and casework to those services, and expect each service itself to devolve more to their front lines. We set out below what this will mean for each area of operations.
 22. **We will establish the IND as an executive agency of the Home Office with a shadow agency in place by April 2007.** In setting up the agency, we will establish stronger accountability arrangements, set demanding

- targets for performance and delivery, and give its Chief Executive and Board greater operational freedom to improve services and innovate as performance improves.
23. **We will establish a similar performance framework for NOMS with priority given to public protection and reducing reoffending.** We will focus its headquarters on the job of commissioning high-quality services for managing offenders and driving up the performance of the probation and prison services. This will involve a more effective inspection and performance system, intervening decisively where performance is weak and opening more services up to competition from the voluntary and private sectors. We will devolve the NOMS headquarters responsibility for casework and operational decisions closer to the front line. As a result, **NOMS headquarters will get progressively smaller, reducing by half by 2010.**
 24. **We established the Identity and Passport Service as an executive agency in April 2006, building on the success of the Passport Agency.** The Government has recently reaffirmed its commitment to introduce identity cards as soon as possible. The new agency will be setting demanding targets to achieve this and for realising the benefits of identity cards across the public and private sectors. A new Home Office programme, led by the agency, has been established. It will ensure: the effective integration and phasing of the e-Borders programme, the introduction of biometrics into visas and passports, residents' permits for foreign nationals, and the introduction of identity cards for UK citizens.
 25. All the above are directly managed services of the Home Office. In contrast, our work on crime, drugs and counter-terrorism depend on the effectiveness of arm's length relationships with a variety of national and local partners and above all with the Police Service. While these relationships are necessarily arm's length, we believe the same principles – clarity of relationships, simple performance frameworks, and more devolution of responsibility to front-line services – should apply.
 26. **We will therefore seek to reduce further the bureaucratic burden on the police and other partners in tackling crime, by implementing simpler performance arrangements for policing, crime and drugs. We will devolve responsibility for supporting police modernisation and improvement to the new National Policing Improvement Agency which will be in place by April 2007.** We will also actively support the development of Local Area Agreements to increase local flexibility in reducing crime and improving community safety.
 27. We will launch an in-depth review, reporting back by April 2007, to examine the performance frameworks of the Home Office's non-departmental public bodies and to consider whether in some areas there may be scope for rationalisation.
 28. The reshaped Home Office Board will have a central role in ensuring that all parts of the Home Office work within a common framework for policy and operations. It will bring together the Chief Executives of the main operational services and agencies with the heads of the strategic policy function and corporate services, to set the overall strategy and review performance. **A new Reform and Delivery Unit, shaped from existing functions, will help the Board to manage performance and assure itself that services are working together where they need to do so.**
 29. We will retain the capacity at the centre to set Home Office-wide strategies for key corporate activities like IT, leadership development and skills, and resource management. But, otherwise, **we will seek to develop, outside the Home Office centre, more efficient and business-focused support and transactional**

services including human resources, finance and estates, accountable for delivering the requirements of the operating areas. We are committed to saving over 600 posts in corporate services by 2010.

30. **We will fulfil our commitment to reduce the total size of Home Office strategic and operational headquarters by 30 per cent by 2008. We can also now make a commitment to a further reduction of 10 per cent by 2010.** The cumulative effect of these changes will be to reduce the size of the headquarters of the Home Office and its agencies from 9,200 in 2004 to 6,500 in 2008, and to 5,900 by 2010.
31. **We will save £115 million per year by 2010 in headquarters costs as a result of these reductions, which we will invest in improving front-line services.** This reallocation of resources has already begun, for example, in the last two years, we have increased the number of front-line immigration and prison staff by over 1,000.



11am, Thursday 13 July, Tony McNulty, Minister of State for Policing, Security and Community Safety, meets Gwent police officers on Lliswerry Estate, together with Nick Ainger, Parliamentary Under Secretary of State, Wales Office

Chapter 5: Programme for reform

32. We are also launching today a far-reaching reform programme, with seven major strands of change designed to transform the culture, skills, systems and processes of the Home Office. Activities are already under way in all of these areas, and a high-level milestone chart is attached as the Annex to this Action Plan.
33. We will benchmark our performance against best practice in both the public and business sectors. We will subject our progress in implementing this reform programme to an annual external audit to measure and report progress.

(1) Systematic identification and management of risk

We will build a stronger understanding of the risks facing us at every level and take a more proactive and intensive approach to managing them. This work will be fundamental to our success in delivering on our priorities, particularly those that relate to protecting the public.

34. Risk management could scarcely be more important in the Home Office, both to protect the public and manage our major programmes. We will create a more thorough understanding of the risks we face at each level of our business so that we can take more timely and innovative action to mitigate them. We will embed a culture of intensive risk management which supports informed risk taking by managers, improves the risk management of major investment programmes and encourages the front line to identify and escalate risk more regularly.
35. The Board has already identified the most critical risks facing the organisation and assigned each one to a single, accountable Board

member. The Board will actively manage these on a weekly basis. We have also asked managers at the front line to identify and assess all risks that may threaten public protection, and review weekly the actions they are taking to control them, escalating those which need to be managed at a higher level.

(2) Prioritisation and resource management

We will strengthen our approach to allocating and managing our financial resources and people so that they are focused on achieving our public protection priorities.

36. The Home Office has a broad range of critical priorities. This requires us to be expert in identifying key priorities, ensuring our resources are focused on these, and delivering value for money. We will strengthen our resource allocation process to target our financial resources on our public protection priorities. We will deliver at least 3 per cent cash savings each year, building on the £1.5 billion efficiency gains over the last three years. We will also introduce stringent financial controls, and a tougher 'gateway' so that new policies are affordable.
37. We will develop a more flexible resourcing model for our people in order to ensure that they are always working on our most important objectives and enable us better to move people to key priorities. For example, within the newly created strategic policy functions, there will be much more project-based working, with teams created for defined periods of time to deliver a clearly specified policy. Every operating area will provide an annual workforce plan as part of their resource allocation process.

(3) Developing the people in the Home Office

We will develop the skills of our people and increase our performance through rewarding success, ensuring real consequences for poor performance, and using our values to change behaviours.

38. The Home Office has many committed staff who care deeply about what they are doing; however, as the nature of our work becomes increasingly challenging, our staff need training in professional skills and clearer expectations of performance. We want our staff to be proud to work in the Home Office.
39. We will extend our management development programme and opportunities to gain accredited qualifications. For example, in the past year we have doubled the number of qualified accountants in our Accounts team. We will also establish a virtual Home Office Academy and build on our e-learning packages to raise staff skills in policy, operational delivery and corporate services.
40. We will undertake a skills audit in those areas identified as needing further development by the Capability Review, including IT, project management, finance and human resources, and take steps to fill any gaps. We will fill vacancies faster with the right people by overhauling and streamlining our recruitment, selection and promotion systems.
41. From April 2007, we will make more effective use of performance bonuses for the Senior Civil Service to incentivise high performance and be tougher in managing poor performance for staff at all grades. At the same time, we will develop a coherent reward framework across the Department. By September 2006, we will agree new attendance management targets with more robust policies to reduce sickness absence from the average of ten days per person in 2004, to

seven days by 2008 and to six days by 2010, and we will support managers to achieve this.

42. We want to create a highly professional Home Office in which our people have passion and pride in the importance of our work. We will achieve this by creating a single Home Office that reflects its values:

- We deliver for the public.
- We are professional and innovative.
- We are open and collaborative.
- We treat everyone with respect.

43. We will use these values to challenge unacceptable behaviour, and to change the culture of the Department.

(4) Accurate information

We will completely overhaul how we collect, analyse, share and use management information in developing policy, delivering front-line services and in communications.

44. We will learn the lessons from recent high-profile failings. The foreign national prisoner issue highlighted the importance of accurate data to drive public reporting and managerial decision making. Recently, the Home Office had to correct statistics published in March on the level of race-related crime because we had failed to use the most up-to-date data supplied to us by a number of police forces.
45. We are launching a programme to improve our management information. This will be focused initially on identifying the most important data for delivering front-line services, and the actions necessary to improve their quality. This will also include a new quality assurance scheme, with clear personal accountabilities for data quality.
46. We will streamline the statistics we publish and focus our research and analytical resources on producing timely and accurate information for our policy teams and operations. We will also

ensure that these resources are properly embedded in the areas they serve.

(5) Reliable systems and processes

We will build reliable and efficient processes in all of our operating areas, through implementing a Department-wide programme, and will strengthen our systems through an IT strategy led by our new Chief Information Officer.

47. We have many processes and systems which are critical to public protection and need to be reliable and efficient. We have conducted a successful pilot programme to improve our processes across immigration, policing, prisons and policy development. Early estimates suggest a productivity improvement potential of 15 per cent in some areas and as much as 50 per cent in others, as well as significant opportunities to improve quality and simplify our operations. For example, police officers and staff from Suffolk Constabulary's Southern Area have been working on a six-month project to turn their ideas for improvement into reality on the ground. Supported by the Home Office, they have been analysing basic processes and developing ways of working more effectively and in a more streamlined way. Early success has included how dispatchers and officers respond to calls from the public. Southern Area has reduced its daily outstanding events by more than 65 per cent and victim satisfaction with the police rose by 10 per cent during the first month that the new processes were implemented.
48. The new Home Office Reform and Delivery Unit will conduct end-to-end reviews of important cross-cutting processes. A single Director will be accountable for the performance of each one, and the new performance framework will include specific requirements to manage cross-cutting processes and programmes effectively.

49. We have created the new role of Chief Information Officer (CIO) to lead the work to join up information and IT systems across the Home Office. The CIO will develop a Home Office-wide IT strategy by December 2006. We will also establish a forum to ensure processes and systems meet the needs of the front line. We will ensure that each operating business has a high-quality IT Director by the end of 2006.

(6) Effective programmes and projects

We will take action to strengthen the delivery of our existing major programmes and introduce a new approach to developing and delivering future programmes, including IT.

50. An increasing share of our work relies on the successful delivery of major projects and programmes. We have launched a rapid stock take of our most important programmes, including those with significant IT components, which will be completed by the end of September 2006. This will build on the recent Gateway Reviews and identify actions to strengthen delivery.
51. In addition, work is under way to improve the way programmes and projects are led, defined, planned and resourced. For example, we will better manage project costs, with regular checkpoints to ensure that projects remain on track and within budget, and implement a tougher approach to stopping failing projects. We will also build on the approach developed by criminal justice IT to assess and improve IT programmes – the Identity and Passport Service will complete a pilot by September 2006 and we will extend this across the Department by the end of the year.

(7) Engaging stakeholders and communities

We will engage and work in new ways with our stakeholders and local communities so that we take proper account of their views.

52. We need the support of a wide range of stakeholders and partners to deliver our objectives. We are developing a new approach to engaging our stakeholders and local communities. We will continue to make our policies and services more responsive to the public, for example through neighbourhood policing, the community call for action and the Respect agenda. We will make important changes to the way we currently work. For example, staff will spend more time with the front line and local communities, and stakeholders will be able to provide feedback much earlier in the policy-making process.



11.30pm, Friday 23 June, the Home Secretary discusses front-line policing in London's Soho with officers of the Metropolitan Police

53. Our stakeholders have told us that we are not joining up well enough at a local level. We will develop new Service Level Agreements with the regional Government Offices to better co-ordinate our work at a local level. We will continue to use the Local Area Agreement framework to join up our funding streams and will simplify performance management systems for the front line. We will put greater focus on regional partnership working in the IND and use Regional Offender Managers to enable our operations to be closer to local communities and help link with Government Offices.
54. We will underpin this new approach with a dedicated team at the strategic centre. This will ensure that conflicting demands are resolved within the Home Office, and will provide a formal mechanism for joining up our work with local areas, avoiding existing duplication and overlap.
55. At national level, we will continue to work closely with other departments on cross-cutting issues such as crime prevention, drugs, alcohol, offender management, immigration, counter-terrorism, and preventing extremism. We will maintain partnerships such as the Office for Criminal Justice Reform (the Chief Executive of which sits on the Home Office Board) which reports jointly to the Home Office, the Department for Constitutional Affairs and the Attorney General. Internationally, we will build on our successful Presidencies of the EU and G8 last year, by working closely with our EU and other international partners to deliver Home Office objectives.

Chapter 6:

Approach and plan for implementation

56. This is an ambitious reform agenda. It includes a new clarity of purpose, a new vision for the Home Office organisation and a clear plan to achieve a step change in performance.
57. The time is right for transformational change:
- The new Home Secretary and his ministerial team are clear on the need for radical change.
 - The new Permanent Secretary and Board are fully aligned behind this agenda and determined to lead a programme of fundamental reform.
 - Our staff understand the need for change and want visible, consistent leadership.
 - New circumstances demand a new approach.
 - The public and our stakeholders expect real improvement.
58. It will be extremely challenging to implement these reforms. This is not just about new structures. It is also about building new capabilities, defining new ways of working and changing behaviours throughout the Department. We are determined to make early improvements, but this is a long-term reform programme and we will need to sustain our commitment and momentum over several years. We also understand that we will be held to account for delivering this by the public and our stakeholders, who will be impatient for visible change.
59. Our approach to implementation is designed with these challenges in mind.
- The change will be led from the very top by the Home Secretary, Ministers, the Permanent Secretary and the Board.
 - Each key element of the programme will be led by a Board member.
 - This will be implemented as a single reform programme driven by the Director General of Performance and Reform.
 - Our staff and stakeholders will be actively engaged.
 - A clear action plan has already been developed, setting out key milestones; this will be converted into a full programme plan by September.
 - Implementation will be carefully sequenced.
 - An external audit of progress will be conducted in December and annually thereafter.
60. Our vision is for a confidently led and well-managed Home Office, which delivers high-quality services through robust systems and processes, through skilled people, and is focused on protecting the public and creating safer communities. We have confidence that, working together with our stakeholders and staff, we will deliver on these reform commitments. We are determined to succeed.

Summary milestones for the Reform Action Plan

By September 2006	By December 2006	By April 2007	By April 2008	By April 2010
<ul style="list-style-type: none"> • Programme for implementing reform plan in place • Reshaped Board, including appointment of Chief Executive of Identity and Passport Service, complete • New non-executive directors identified • Ten out of 15 leadership changes made • Director-level capability assessment complete • Actions launched to: <ul style="list-style-type: none"> – overhaul risk management – improve data quality – improve core processes • Initial review of major programmes and projects complete • Consultation on NDPBs started 	<ul style="list-style-type: none"> • Agreed outline of new Home Office strategic policy function • New 'contract' with Ministers agreed • New performance framework and operating model for agencies and NOMS in draft • Reform and Delivery Unit designed • Leadership changes completed • New risk management process in place • Roll-out of process improvement programme under way • Home Office IT strategy in place • Review of Home Office NDPBs under way • New performance framework for Probation Service agreed • Values programme under way • Review progress 	<ul style="list-style-type: none"> • Design of new Home Office organisation agreed • IND shadow executive agency established • Performance framework for NOMS agreed and NOMS HQ structure operational • National Policing Improvement Agency operational • Simpler performance framework for police in place • Leadership capabilities assessment completed and follow-up action started. Revised bonus system for senior staff operational • Major programme review completed • Management information system review completed and actions started • Transition to shared services begins 	<ul style="list-style-type: none"> • Restructuring of Home Office complete • Jobs in the HQ reduced by 2,700 • Sickness absence reduced • New people performance and incentives in place • Casework and operational activity moved out of HQ • Measurable improvements in: <ul style="list-style-type: none"> – risk management – accuracy of data – programme management – IT – performance management • Review progress 	<ul style="list-style-type: none"> • Reform programme completed and objectives achieved • Shared services centres fully operational • Further staff reductions achieved and 3 per cent per annum efficiency savings delivered

