



*"We are transforming the department, with Civil Service Reform at the heart of our enterprise. Over the last year we have made significant progress in key areas of reform such as shared services, digital services, and performance management. However, there is still more to be done through policy, programmes and people to transform the Home Office into the Department the public trust to keep them safe."*

- Mark Sedwill, Permanent Secretary

---

<b>Total FTE Reduction between Q2 2010 - Q1 2013:</b>	-16% (-4,720 FTE) <sup>1</sup>
<b>Employee Engagement Index in 2012 (CS benchmark 58%):</b>	57% (down 1 percentage point on 2011)

---

### Progress against department-focused actions in the Reform Plan

<b>Action 2: Digital by Default</b>	The Home Office's <a href="#">Digital Strategy</a> was published in December 2012. Three exemplar digital projects are in progress: criminal records checks, visitor visa applications, and e-gates. We have completed a review of digital communications skills and capabilities.
<b>Actions 3 and 4: Shared and Sharing Services</b>	The Home Office is currently engaged in a programme to migrate the existing Enterprise Resourcing Planning system to a cross-government platform, as one of the standalone shared service centres. We work closely with our communications hub partner, the Ministry of Justice, and are participating in cross-government work to share a range of expert services including grant distribution, debt collection and security. Work is already in train on legal, internal audit, Programme and Project Management, non-transactional HR, finance and commercial services. The Home Office also hosts Civil Service Learning and the Organisational Design expert service for government.
<b>Action 5: Open Policy Making</b>	No bids submitted to the Contestable Policy Fund. The Home Office guide on open policy making to be disseminated to all policy colleagues in July 2013. This will be supported by master classes and a summer school for the policy profession.
<b>Action 6: Matching Resources to Government Priorities</b>	Flexible resourcing models are in place across a number of business areas and professions. A departmental-wide model has been piloted and a number of different approaches evaluated. Our final approach is still to be agreed.
<b>Action 9: Management Information</b>	The Quarterly Data Summary completion rate for Q3 was 81%. Our board discusses performance reports on a weekly basis. Performance reporting for the new Board structure is currently being reviewed.
<b>Action 12: Skills, Learning and Development</b>	The Home Office has adopted the new <a href="#">Civil Service Competency Framework</a> . We offer 5 days of learning and development to all staff. 100% of staff have signed-up to Civil Service Learning. The <a href="#">Civil Service</a>

<sup>1</sup>Includes Home Office; Identity and Passport Service; and UK Border Agency. The Q2010 figures include the Criminal Records Bureau, whereas the Q1 2013 figures include the National Fraud Authority.

[Capabilities Plan](#) is being cascaded through Senior Civil Servants to all teams.

**Action 14: Secondments and Interchanges** Programme in place for Senior Civil Servants secondments. In 2012/13 there were 15 outward secondments and 17 inward secondments at Senior Civil Servants level.

**Action 16: Departmental Improvement Plans** Home Office was not one of the five pilot departments. Work is underway to develop our approach, learning from the pilot departments. Our Improvement Plan will be delivered by March 2014.

**Action 17: Creating a Modern Employment Offer** We have adopted the new performance management framework. Formal consultations on the new terms and conditions for staff have commenced.

**Creating a Modern Workplace** We are developing shared estates and from 2014 will share our London headquarters with the Department for Communities and Local Government. We are also developing a corporate security approach to delivering cost effective security for the Home Office. A technology strategy has been developed alongside our digital strategy to help improve our IT and make the Home Office a more digital business.

---

**Wider reform in the Home Office:**

The Home Office excellence awards were launched in February 2013 and celebrate the exceptional teamwork across the department that keep our streets safe and our border secure. The award categories reflect key areas of reform; working together, making change work, leading the way, customer service and keeping Britain safe and secure. 141 nominations were submitted and 25 teams were shortlisted. Staff were invited to cast their votes online, and details of award winners were announced and communicated across the department on 15 May.