



National Audit Office

## A SHORT GUIDE

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# The NAO's work on the Home Office





National Audit Office

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This short guide is one of 17 we have produced covering our work on each major government department. It summarises our work during the last Parliament, reflecting programmes and spending before the May 2010 General Election, and as such does not reflect changes introduced by the new Government.

These guides are designed to provide Members of Parliament, and particularly select committees, with a quick and accessible overview of our recent work and how we can help with the scrutiny of government. The guides are not intended to provide an overall assessment of the departments' performance but simply to illustrate, with examples, the range of our work. Where the examples refer to specific weaknesses and recommendations, departments have in many cases taken action since to address them.

In the last year, we also supported the Home Affairs Select Committee by preparing a Performance Briefing which gave an overview of the work and performance of the Department based on 2008-09 data. We will continue to support all select committees in 2010-11, providing further briefing on each major department and supporting specific inquiries where our expertise and perspective can add value.

# introduction

# about

## About the Department

### The Department's responsibilities

The Home Office has oversight of government policy and delivery on:

- countering terrorism in the UK;
- policing;
- crime reduction;
- borders and immigration; and
- identity and passports.

In discharging these responsibilities, it works with partners including police, intelligence agencies, local authorities, voluntary bodies, other departments and other governments.<sup>1</sup>

The Home Office has a number of arm's length bodies including the Criminal Records Bureau, the UK Border Agency, the Identity and Passport Service, the Serious Organised Crime Agency and the National Policing Improvement Agency (Appendix 1).

### Where the Department spends its money

In 2008-09 the Department spent £11.5 billion. Some £5.4 billion was granted to police forces in England and Wales.

The UK Border Agency is the largest of the Department's agencies and received £1.89 billion in 2008-09.

Its two largest sponsored bodies, the Serious Organised Crime Agency and the National Policing Improvement Agency, received £465 million and £535 million respectively.

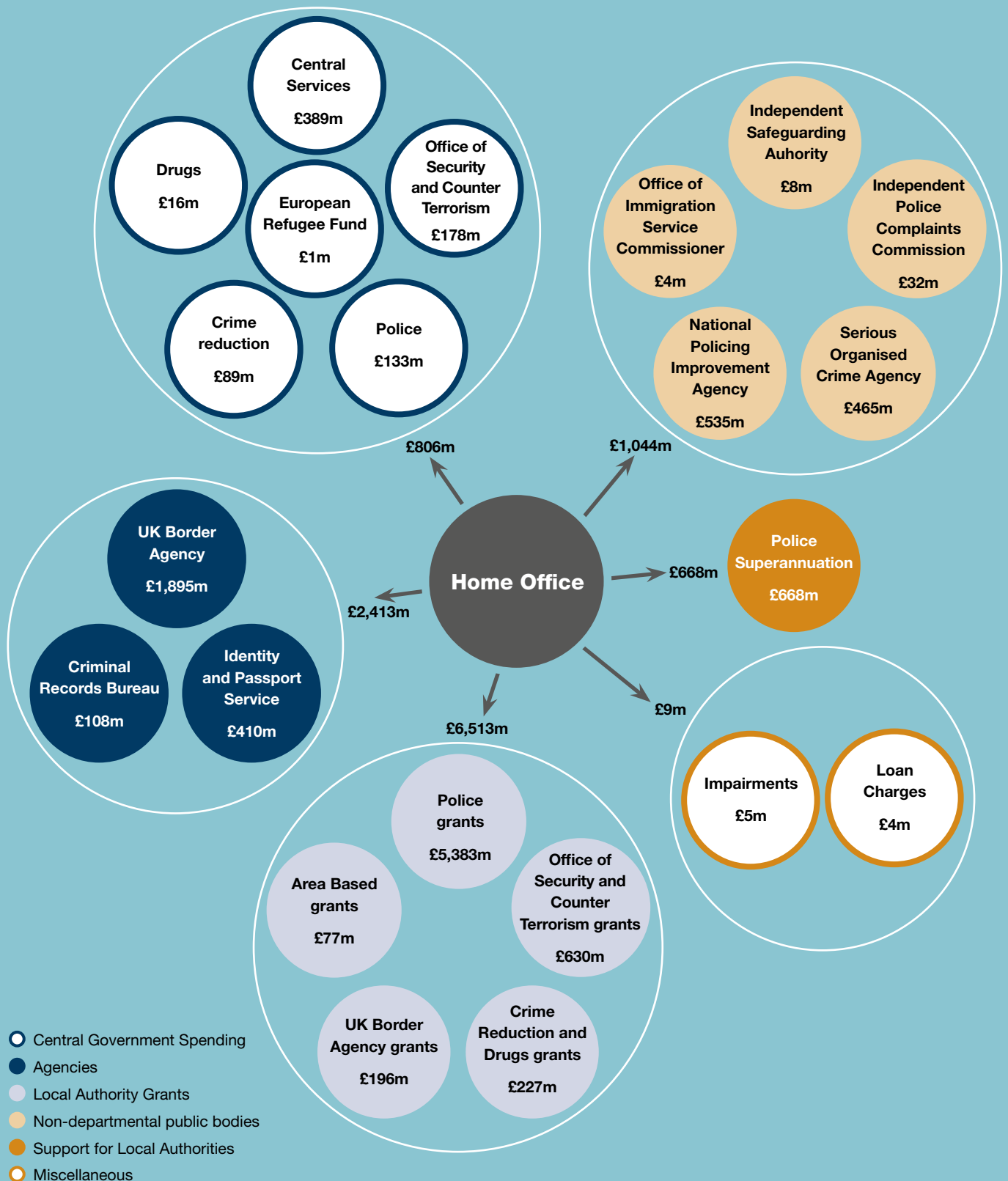
The Department has a range of major programmes and projects with a potential lifetime cost of over £15 billion, the largest of any civilian government department. The **figure opposite** shows the gross resource expenditure by the main spending bodies within the Department.

TO FIND OUT MORE ON OUR  
WORK IN THIS SECTOR VISIT  
[WWW.NAO.ORG.UK](http://WWW.NAO.ORG.UK)



<sup>1</sup> Working together to protect the public: The Home Office Strategy 2008-11, Home Office, 2008.

# Where the money goes (2008-09 data)



- Central Government Spending
- Agencies
- Local Authority Grants
- Non-departmental public bodies
- Support for Local Authorities
- Miscellaneous

# financial management

## Financial management

The ability of departments to control costs and drive out waste requires professional financial management and reporting. In particular, departments need to be better at linking costs to services and benchmarking performance to determine whether costs are justified and value for money can be improved. To provide assurance that resources are being appropriately managed and controlled, organisations have to publish Statements on Internal Control with their annual financial statements.<sup>2</sup>

### Financial governance and reporting

We audit the accounts of the Department, its three executive agencies and six executive non-departmental public bodies. In 2008-09, the Department's gross expenditure was £11.45 billion, it had net liabilities of £100 million and it employed 26,700 staff.<sup>3</sup> Our audit work involves understanding the business of each organisation, examining internal controls, agreeing the accounting policies, auditing their transactions, liabilities and assets and confirming that the accounts present a true and fair view. We also consider whether the transactions of the Department are in accordance with Parliament's intentions.

Since the Comptroller and Auditor General disclaimed the Home Office's Accounts in 2004-05, the Home Office launched a Financial Improvement Strategy to improve its financial management. It has made considerable progress and we gave a clear opinion on the accounts in 2006-07 and 2007-08.

We gave a qualified opinion on the Home Office's 2008-09 Resource Accounts on the grounds of regularity because the Department had spent more than was allocated to it by Parliament. The overspend of £79 million arose following a judicial review on police pension payments which resulted in the Department having to make additional payments.<sup>4</sup> We did not qualify any of the accounts of the Department's sponsored bodies for 2008-09.

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FINANCIAL MANAGEMENT WORK  
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<sup>2</sup> *NAO Strategy 2010-11 to 2012-13*, [www.nao.org.uk/publications/0809/nao\\_strategy\\_2010-11\\_to\\_2012-1.aspx](http://www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx)

<sup>3</sup> *Home Office Resource Accounts 2008-09* pp. 36-38, 41 and 55.

<sup>4</sup> *Home Office Resource Accounts 2008-09* p 36.



We work with the Department and its sponsored bodies to improve their published Statements on Internal Control to ensure that they are supported by robust evidence that controls are sufficiently reliable and that they comply with Treasury guidance. In 2010, we are working with the Department to identify how its Statement on Internal Control could be developed further to increase the usefulness and transparency of reporting. We have also provided the Department's Audit Committee with our own [guidance on the Statement](#).<sup>5</sup>

Issues raised in the most recent Statement on Internal Control include:

- a series of unauthorised releases of information since 2007 due to one individual contravening the Department's security policy and in breach of the terms of their employment. The individual was subsequently dismissed;
- a small number of losses of personal information, including one high profile information loss of the personal data of serious offenders by a contractor, leading to termination of their contract;
- expenditure incurred against a number of grants without Treasury agreement. The UK Border Agency overpaid asylum support and made a payment in advance of need to a contractor for which Treasury agreement was only secured retrospectively; and
- the outcome of the judicial review for lump sum pension payments resulted in an excess vote of £79 million against the 2008-09 estimate.

We reported separately to Parliament in May 2009 on the financial management of the [Home Office](#).<sup>6</sup>

'The Home Office has substantially improved its financial management, including its overall financial governance, its financial planning, budgeting, monitoring, forecasting and reporting, and its arrangements to support financial decision making. However, the Department has not reached the stage of maturity at which good financial management is part of 'business as usual.'

We recommended that the Department should:

- update its action plan to address the areas of improvement that are needed;
- identify how it could provide better financial management support to new bodies at inception and during their early years;
- put arrangements in place to improve project deliveries so that it can identify and release funds no longer required;
- do more to forecast the demand for and cost of services, such as passports and criminal records checks, to improve its ability to set fees at the right levels;
- provide longer term stability of funding and increase lead times when delegating budgets to delivery partners; and
- improve its planning and recruitment to bridge the financial skills gap and evaluate the benefits derived from its programmes to improve the professionalism of its finance function.

In response, the Department has put together a comprehensive strategy to improve its approach to financial management.<sup>7</sup>

<sup>5</sup> *The Statement on Internal Control: A Guide for Audit Committees*, [www.nao.org.uk/guidance\\_\\_\\_good\\_practice/audit\\_of\\_financial\\_statements.aspx](http://www.nao.org.uk/guidance___good_practice/audit_of_financial_statements.aspx)

<sup>6</sup> *Financial Management in the Home Office*, [www.nao.org.uk/publications/0809/financial\\_management\\_in\\_the\\_ho.aspx](http://www.nao.org.uk/publications/0809/financial_management_in_the_ho.aspx)

<sup>7</sup> *Treasury Minute on the Forty Sixth Report from the Committee of Public Accounts Session 2008-09*, HM Treasury, CM 7736, December 2009.

## Efficiency

We are undertaking a programme of work to validate the value for money savings reported by major government departments from 2008-09 to 2010-11. The Department had an ongoing programme of efficiency savings at the time of the May 2010 General Election. In March 2010, the Department announced that the police would make £346 million in efficiency savings by 2012-2013 and that the Department itself would deliver £350 million savings including:

- £90 million from increased productivity in the UK Border Agency;
- £40 million from workforce improvements, for example, through the introduction of standard rates to reduce the cost of consultants; and
- £80 million from a 20 per cent reduction in IT expenditure.<sup>8</sup>

The Department has now increased its cash savings targets as part of the new Government's fiscal programme.

Under the 2007 Comprehensive Spending Review, the Home Office was expected to make £1.7 billion of savings by 2010-11. We reviewed £338 million of the **Home Office's reported savings**<sup>9</sup> of £544 million achieved by 31 December 2008. We concluded that the Department was broadly on course to meet its target by 2010-11 if it could sustain the level of savings it had generated. Its governance of the savings programme was strong.<sup>10</sup>

A number of our reports have examined aspects of the Department's efficiency and that of its sponsored bodies (see **opposite**).

The NAO also produces a wide range of cross-cutting work that considers aspects of efficiency across government (Appendix 3). The Home Office has been complimented in our report on **innovation across central government**.<sup>10</sup>

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WORK ON EFFICIENCY VISIT  
[WWW.NAO.ORG.UK](http://WWW.NAO.ORG.UK)



<sup>8</sup> Home Office press release, 25 March 2010.

<sup>9</sup> *Independent Reviews of reported CSR07 Value for Money savings*, [www.nao.org.uk/publications/0910/independent\\_reviews\\_of\\_vfm\\_sav.aspx](http://www.nao.org.uk/publications/0910/independent_reviews_of_vfm_sav.aspx)

<sup>10</sup> *Innovation across central government*, [www.nao.org.uk/publications/0809/innovation\\_across\\_government.aspx](http://www.nao.org.uk/publications/0809/innovation_across_government.aspx)

## Asylum seekers' accommodation<sup>11</sup>

### July 2005



'By transferring more of the risks and responsibilities onto its contractors, the Service will be in a better position to monitor performance and take corrective action when there are changes in the number of asylum seekers requiring accommodation.'

#### We recommended:

- assessing whether accommodation providers were willing to take on the responsibility for identifying suitable accommodation for asylum seekers;
- setting clear targets for how long asylum seekers should spend in short term accommodation; and
- re-negotiating terms and prices of the Service's contracts.

The Agency acted on our recommendations, and through introducing 'target contracts' has made significant savings.

**Impact: £6.4m  
a year**

## ePassports<sup>12</sup>

### February 2007



'The Identity and Passport Service used sound project management techniques and made effective use of technical specialists to ensure the ePassports project was delivered on time and UK ePassports meet international standards. However, the full security benefits of ePassports will not be realised until UK border control readers are fully upgraded.'

#### We recommended:

- testing the market as soon as possible for potential suppliers to compete for the new contract for ePassport production which will begin in October 2010.

The Agency acted upon our advice and some contracted-out services were provided in-house.

**Impact: £2.3m  
in 2008**

## The Independent Police Complaints Commission<sup>13</sup>

### November 2008



'The IPCC has increased its efficiency in dealing with cases and has improved its performance against targets for managing an increasing workload, although there are variations between regions and work streams.'

#### We recommended:

- IPCC should continue to investigate the possibility of relocating its head office from central London.

The IPCC accepted our recommendation and is considering relocation on expiry of the lease of its London premises, in 2013.

11 *National Asylum Support Service: The Provision of Accommodation for Asylum Seekers*, [www.nao.org.uk/publications/0506/national\\_asylum\\_support\\_servic.aspx](http://www.nao.org.uk/publications/0506/national_asylum_support_servic.aspx)

12 *Identity and Passport Service: Introduction of ePassports*, [www.nao.org.uk/publications/0607/introduction\\_of\\_epassports.aspx](http://www.nao.org.uk/publications/0607/introduction_of_epassports.aspx)

13 *The Independent Police Complaints Commission*, [www.nao.org.uk/publications/0708/police\\_complaints\\_commission.aspx](http://www.nao.org.uk/publications/0708/police_complaints_commission.aspx)

# information

## Use of information

The life blood of a successful organisation is the quality of information on which it makes decisions and monitors and assesses performance. Poor quality information leads to inefficiency and waste and can result in excess or unnecessary costs. Departments need reliable information on which to design and deliver services and monitor quality, be confident about their productivity, and drive continuous improvement.<sup>14</sup>

### Testing the reliability of performance data across government

We carry out work across government to test the systems used by departments to report on their performance. This work provides assurance to Parliament and the public about whether these systems are adequate, and supports better performance management by Government.

Under the previous Government, Public Service Agreements (PSAs) were the agreements between the Treasury and individual departments which set out priority areas for the Government's work and against which the departments reported their performance. For the period 2008-2011, 30 PSAs were used by departments to measure and report progress, each underpinned by several indicators.

In October 2009 we published our **Fifth Validation Compendium Report**,<sup>15</sup> which reviewed data systems underpinning 13 of the Government's PSAs:

'the slow progress being made by some government departments in achieving better quality information about their own performance is a matter for concern. The NAO has found that one third of the PSA data systems used by departments have weaknesses and just over a tenth remain unsatisfactory.'

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PERFORMANCE MANAGEMENT  
WORK VISIT [WWW.NAO.ORG.UK](http://WWW.NAO.ORG.UK)



<sup>14</sup> *NAO Strategy 2010-11 to 2012-13*, [www.nao.org.uk/publications/0809/nao\\_strategy\\_2010-11\\_to\\_2012-1.aspx](http://www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx)

<sup>15</sup> *Measuring Up: How good are the Government's data systems for monitoring performance against Public Service Agreements?* [www.nao.org.uk/publications/0809/5th\\_validation\\_report.aspx](http://www.nao.org.uk/publications/0809/5th_validation_report.aspx)

Our Sixth Compendium Report, for PSAs across the whole of government, will be published shortly.

The Treasury announced in June 2010 that it had ended the system of Public Service Agreements and that in future departmental business plans would include the data the public can use to hold departments to account.<sup>16</sup> We will continue to apply the lessons from our work validating the PSA data systems when looking at Government's performance data in future.

### Use of information by the Department

The Home Office had lead responsibility for:

PSA 3 to 'Ensure controlled, fair migration that protects the public and contributes to economic growth';

PSA 23 to 'Make communities safer';

PSA 25 to 'Reduce the harm caused by alcohol and drugs'; and

PSA 26 to 'Reduce the risk to the UK and its interests overseas from international terrorism'.

Our most recent reports on [PSA 3](#),<sup>17</sup> [PSA 23](#),<sup>18</sup> and [PSA 25](#)<sup>18</sup> concluded that ten out of the 16 data systems were 'green' (high quality), two were 'amber', and another four were 'red', two of which have no system for assessment yet established. We did not validate PSA 26, which is classified.

We also provided [briefing to the Home Affairs Select Committee](#)<sup>19</sup> in January 2010 which included commentary on the Department's assessment of its performance against its PSA indicators. The most recent public statement provided by the Home Office on progress against its PSAs and other performance indicators was in its 2009 Autumn Performance report.<sup>20</sup>

Our audit of the Department's resource accounts also informs us about the Home Office's underlying data systems. For example, the 2008-09 resource accounts<sup>21</sup> note that:

'failure to transfer information from one UK Border Agency computer system to another resulted in £9.6 million overpayment of support to asylum seekers whose eligibility had ceased.'

In our other work, we have reported information improvements. For example, our review of the Department's [management of major projects](#)<sup>22</sup> found that the introduction of more detailed analysis had enhanced its reporting on its portfolio of major projects:

'the Department is improving data quality and the monitoring of actual expenditure against Group Investment Board approvals through a consolidated central record' but that:

'In order to maximise the benefits, a robust management information regime needs to be set in place allowing prompt responsive action in order to drive the best value for money from across the overall portfolio of projects.'

<sup>16</sup> *HM Treasury: The Spending Review framework*, June 2010 (paragraph 2.7).

<sup>17</sup> *Public Service Agreement data systems reviews 2010*, [www.nao.org.uk/PSA-validation-2010](http://www.nao.org.uk/PSA-validation-2010)

<sup>18</sup> *Measuring up: Findings by Public Service Agreement*, [www.nao.org.uk/publications/0809/measuring\\_up\\_psa\\_validation-1/findings\\_by\\_psa.aspx](http://www.nao.org.uk/publications/0809/measuring_up_psa_validation-1/findings_by_psa.aspx)

<sup>19</sup> *Performance of the Home Office 2008-09: Briefing for the House of Commons Home Affairs Committee*, [www.nao.org.uk/publications/0910/home\\_office\\_performance.aspx](http://www.nao.org.uk/publications/0910/home_office_performance.aspx)

<sup>20</sup> *Home Office: Autumn Performance Report 2009*.

<sup>21</sup> *Home Office Resource Accounts 2008-09*.

<sup>22</sup> *Home Office: Management of Major Projects*, [www.nao.org.uk/publications/0910/home\\_office\\_projects.aspx](http://www.nao.org.uk/publications/0910/home_office_projects.aspx)

# delivery

## Service delivery

**Public services are different in the way they are delivered but their quality and cost effectiveness depends on a number of common minimum requirements. For example, service delivery requires sound programme and project management, strong commercial skills, effective IT enabled business change, and a real understanding of customer needs. Many of our reports to Parliament cover these issues. We summarise below some of this work, organised by key areas of the Department's business.<sup>23</sup>**

Much of the Department's activities are delivered through its agencies, arm's length bodies and delivery partners, notably the police. For example, the Home Office has overall policy responsibility for the Government's Drug Strategy<sup>24</sup> but other government departments and agencies at national, regional and local level are involved too. The Government spent £1.2 billion in 2009-10 to bring down the costs of problem drug use of £15 billion a year. Our report on **tackling problem drug use**<sup>25</sup> found that:

'The multiplicity of departments and other organisations involved adds to the complexity of delivering the Home Office's strategy ... There has been good progress in a number of activities ... but there is no framework in place for evaluating the achievements of the 2008 Strategy which limits Departments' understanding of the overall value for money achieved and where future resources should be prioritised.'

Our examinations cover most aspects of the Department's key delivery areas (see opposite). Our coverage of asylum and immigration, for example, illustrates how we cover topics in depth over time (pages 16-17).

Our cross-government report on **innovation across central government**<sup>26</sup> cited one of the Department's systems as an example of good practice:

'The IRIS border control system, which scans individuals' irises, means that they do not have to interact with Immigration Officers, and results in registered passengers being processed more efficiently at UK airports. The project showed innovative use of new technology, and was well piloted.'

In our report, **Home Office: Management of Major Projects**<sup>27</sup> (March 2010) we found:

'The Home Office has taken positive steps to improve the way it manages its portfolio of major projects, and considerably improved its processes in a well thought through structured, comprehensive way.'

### Planning and financial management

Our May 2009 review on the **Department's Financial Management**<sup>28</sup> found that:

'The Department has improved its planning systems and in-year resource reallocation. ... In 2008-09 the mid-year review identified revenue underspends ... and, with the approval of the Home Secretary and the Board, the Department reallocated them to cover pressures elsewhere, including a shortfall in income for the UK Border Agency.'

In our 2009 report on **commercial skills for complex government projects**, we noted that:<sup>29</sup>

'The Home Office has ... increased the commercial awareness of its projects' Senior Responsible Owners. In 2008, it launched a training course, which can lead to a qualification in programme and project sponsorship. This covers commercial issues and the need to seek commercial advice.'

23 *NAO Strategy 2010-11 to 2012-13*, [www.nao.org.uk/publications/0809/nao\\_strategy\\_2010-11\\_to\\_2012-1.aspx](http://www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx)

24 *Drugs: protecting families and communities*, Home Office, February 2008.

25 *Tackling problem drug use*, pages 18-19 [www.nao.org.uk/publications/0910/problem\\_drug\\_use.aspx](http://www.nao.org.uk/publications/0910/problem_drug_use.aspx)

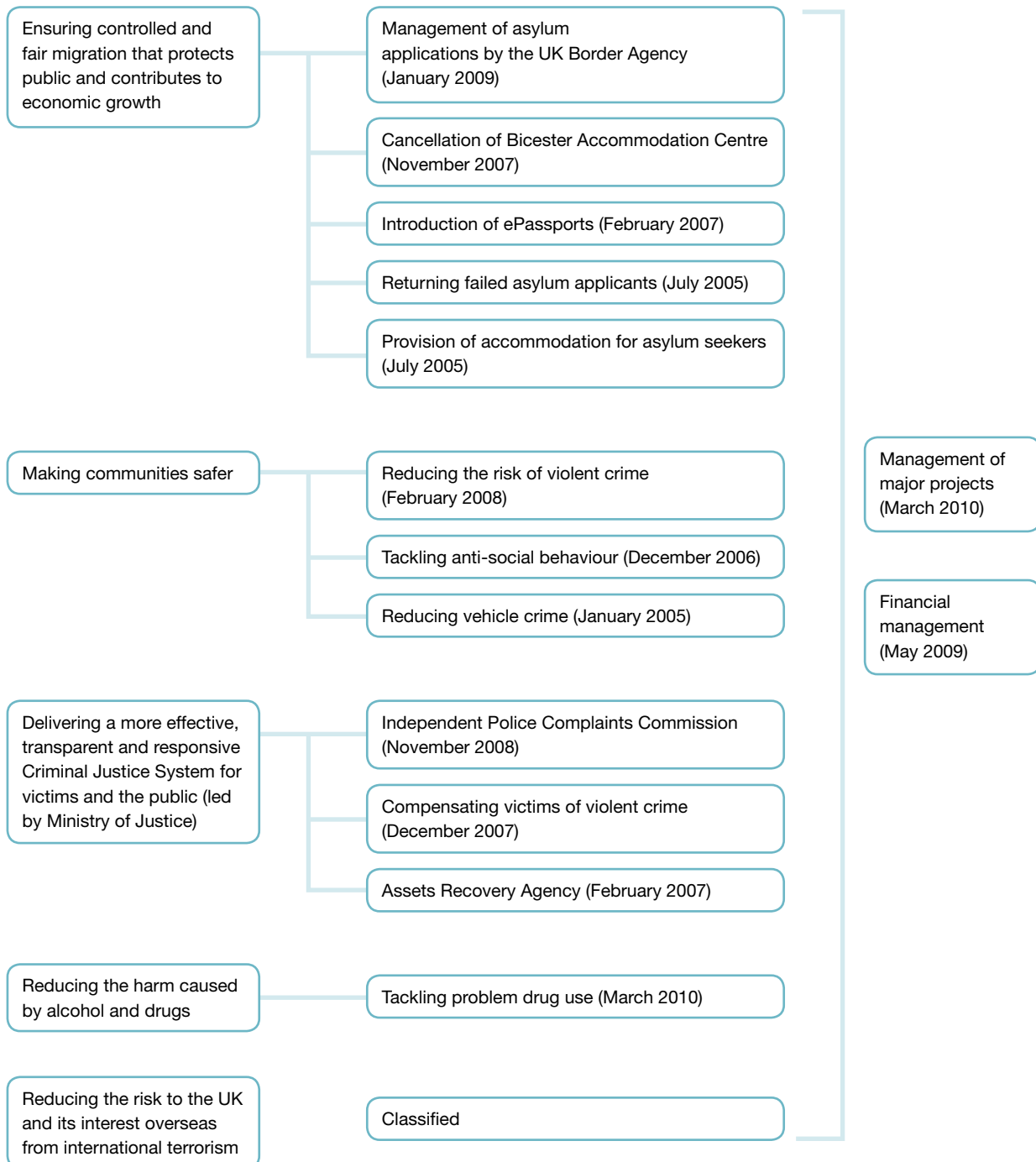
26 *Innovation across central government* [www.nao.org.uk/publications/0809/innovation\\_across\\_government.aspx](http://www.nao.org.uk/publications/0809/innovation_across_government.aspx)

27 *Home Office: Management of Major Projects*, [www.nao.org.uk/publications/0910/home\\_office\\_projects.aspx](http://www.nao.org.uk/publications/0910/home_office_projects.aspx)

28 *Financial Management in the Home Office*, paras 3.24-25, [www.nao.org.uk/publications/0809/financial\\_management\\_in\\_the\\_ho.aspx](http://www.nao.org.uk/publications/0809/financial_management_in_the_ho.aspx)

29 *Commercial skills for complex government projects*, para 2.20, [www.nao.org.uk/publications/0809/commercial\\_skills.aspx](http://www.nao.org.uk/publications/0809/commercial_skills.aspx)

## How our value for money studies relate to the core objectives to which the Department contributes





## Asylum and immigration

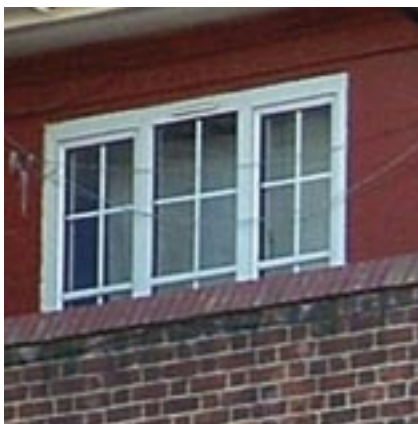
In 2008-09, the UK Border Agency received 27,670 asylum applications and 2.43 million visa applications.

**Timeliness of decisions on asylum applications affects the costs of supporting applicants.**

**Prompt repatriation reduces the incentives for non-genuine refugees to come to the UK.**

**Since 2005 we have published four reports on asylum.**

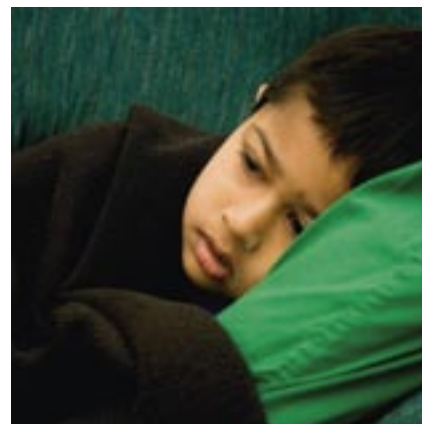
### Asylum seekers' accommodation<sup>30</sup> July 2005



We identified that the balance of risks between the (then) National Asylum Accommodation Service and accommodation providers needed to change.

'Our work does suggest, however, that there is considerable scope for the Service to make savings when it lets new contracts with providers ... although the extent of the savings will depend on market conditions.'

### Returning failed asylum applicants<sup>31</sup> July 2005



We concluded that the application, support and enforcement processes had operated largely separately, leading to poor communication and coordination.

'We estimate that our recommendations for improving the efficiency and effectiveness of the removal process could release resources worth some £28 million a year which could be used to increase numbers of returns.'

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[WWW.NAO.ORG.UK](http://WWW.NAO.ORG.UK)



<sup>30</sup> *National Asylum Support Service: The provision of accommodation for asylum seekers*, [www.nao.org.uk/publications/0506/national\\_asylum\\_support\\_servic.aspx](http://www.nao.org.uk/publications/0506/national_asylum_support_servic.aspx)

<sup>31</sup> *Returning failed asylum applicants*, [www.nao.org.uk/publications/0506/returning\\_failed\\_asylum\\_applic.aspx](http://www.nao.org.uk/publications/0506/returning_failed_asylum_applic.aspx)



## Bicester Accommodation Centre<sup>32</sup> November 2007



Following improvements to the handling of asylum applications and reduced asylum applications, the Home Office cancelled its plans for a purpose-built asylum centre in Bicester. The report recommended improvements to project management, risk management and business cases which the Home Office implemented.

## Management of Asylum Applications<sup>33</sup> January 2009



'Aspects of the model are working well: case ownership has created a strong incentive to conclude cases. The new process is not, however, yet working to its optimum efficiency.'

### **We recommended that the Agency should:**

- develop our work further to model the relationship between number of case workers, their allocations and the consequent impact on accommodation and support costs;
- revise its plans for resolving the 400,000-450,000 long outstanding cases in the light of progress to date; and
- redeploy case workers to conclude both new and outstanding cases more quickly.

The Agency accepted our recommendations. It is committed to clearing its backlog of cases by July 2011. By the end of December 2009, 235,000 cases had been cleared. The Department has reduced its overall support payments to Legacy Team cases by £100m in 2008-09 compared to 2007-08<sup>34</sup>, as a result of introducing new procedures for processing asylum applications in 2006.

<sup>32</sup> Home Office: *The cancellation of Bicester Accommodation Centre*, [www.nao.org.uk/publications/0708/the\\_cancellation\\_of\\_bicester\\_a.aspx](http://www.nao.org.uk/publications/0708/the_cancellation_of_bicester_a.aspx)

<sup>33</sup> *Management of Asylum Applications by the UK Border Agency*, [www.nao.org.uk/publications/0809/management\\_of\\_asylum\\_appl.aspx](http://www.nao.org.uk/publications/0809/management_of_asylum_appl.aspx)

<sup>34</sup> *The Economic and Fiscal Impact of Immigration: A Cross-Departmental Submission to the House of Lords Select Committee on Economic Affairs*, Home Office and Department for Work and Pensions, Cm 7237, October 2007.

# Appendices

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## 1 The Home Office's sponsored bodies

### Executive Sponsored Bodies

#### Crime

##### Executive Non-Departmental Public Bodies (NDPBs)

Serious Organised Crime Agency

Security Industry Authority

Independent Safeguarding Authority

##### Executive Agency

Criminal Records Bureau

#### Policing

##### Executive NDPBs

National Policing Improvement Agency

Independent Police Complaints Commission

#### Borders and Migration

##### Executive NDPBs

Office of the Immigration Services Commissioner

##### Executive Agency

UK Border Agency

#### Identity

##### Executive Agency

Identity and Passport Service

### Other Bodies

#### Advisory NDPBs

Advisory Council on the Misuse of Drugs

Animal Procedures Committee

Police Negotiating Board

Police Advisory Board for England and Wales

#### Tribunal NDPBs

Police Discipline Appeals Tribunal

Police Arbitration Tribunal

Investigatory Powers Tribunal

Office of Surveillance Commissioners

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## 2 Reports by the National Audit Office on the Home Office since 2005

Reports presented to Parliament			Parliamentary Session
23 March 2010	Home Office: Management of Major Projects	HC 489	2009-2010
4 March 2010	Tackling problem drug use	HC 297	2009-2010
22 May 2009	Financial Management in the Home Office	HC 299	2008-2009
23 January 2009	Management of Asylum Applications by the UK Border Agency	HC 124	2008-2009
14 November 2008	The Independent Police Complaints Commission	HC 1035	2007-2008
21 February 2008	The Home Office: Reducing the risk of violent crime	HC 241	2007-2008
14 December 2007	Compensating victims of violent crime	HC 100	2007-2008
8 November 2007	The Home Office: The cancellation of Bicester Accommodation Centre	HC 19	2007-2008
21 February 2007	The Assets Recovery Agency	HC 253	2006-2007
7 February 2007	Identity and Passport Service: Introduction of ePassports	HC 152	2006-2007
7 December 2006	The Home Office: Tackling Anti-Social Behaviour	HC 99	2006-2007
19 July 2005	Returning failed asylum applicants	HC 76	2005-2006
7 July 2005	National Asylum Support Service: The provision of accommodation for asylum seekers	HC 130	2005-2006
28 January 2005	Reducing Vehicle Crime	HC 183	2004-2005

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### 3 Recent cross-government NAO reports of relevance to the Home Office

			<b>Parliamentary Session</b>
18 March 2010	Reorganising central government	HC 452	2009-2010
16 December 2009	Independent Reviews of reported CSR07 Value for Money savings	HC 86	2009-2010
6 November 2009	Commercial skills for complex government projects	HC 962	2008-2009
21 October 2009	Measuring Up: How good are the Government's data systems for monitoring performance against Public Service Agreements?	HC 465	2008-2009
29 April 2009	Addressing the environmental impacts of government procurement	HC 420	2008-2009
26 March 2009	Innovation across central government	HC 12	2008-2009
27 February 2009	Helping Government Learn	HC 129	2008-2009
13 February 2009	Recruiting civil servants efficiently	HC 134	2008-2009
5 February 2009	Assessment of the Capability Review programme	HC 123	2008-2009

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## 4 Other sources of information

### Reports from the Committee of Public Accounts

6 April 2010	Thirty-third Report of Session 2009-10 Nine reports from the Comptroller and Auditor General published from July 2009 to March 2010	HC 520
27 October 2009	Forty-sixth Report of Session 2008-09 Financial Management in the Home Office	HC 640
10 September 2009	Forty-third Report of Session 2008-09 Learning and Innovation in Government	HC 562
15 September 2009	Forty-fifth Report of Session 2008-09 Assessment of the Capability Review programme	HC 618
16 June 2009	Twenty-eighth Report of Session 2008-09 Management of Asylum Applications	HC 325
31 March 2009	Fifteenth Report of Session 2008-09 Independent Police Complaints Commission	HC 335
23 October 2008	Forty-fifth Report of Session 2007-08 Reducing the risk of violent crime	HC 546
20 November 2008	Fifty-fourth Report of Session 2007-08 Compensating victims of violent crime	HC 251
12 June 2008	Twenty-fifth Report of Session 2007-08 The cancellation of Bicester Accommodation Centre	HC 316
12 October 2007	Fiftieth Report of Session 2006-07 Assets Recovery Agency	HC 391
10 October 2007	Forty-ninth Report of Session 2006-07 Identity and Passport Service: Introduction of ePassports	HC 362
24 July 2007	Forty-fourth Report of Session 2006-07 Tackling Anti-Social Behaviour	HC 246
14 March 2006	Thirty-fourth Report of Session 2005-06 Returning failed asylum applicants	HC 620
13 December 2005	Sixteenth Report of Session 2005-06 Home Office: Reducing vehicle crime	HC 696

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### Reports from Central Government

March 2010	HM Government	2010 Budget Report: Economic and Fiscal Strategy Report and Financial Statement and Budget Report
December 2009	HM Government	Putting the Frontline First: smarter government
March 2009	HM Government	Benchmarking the Back Office: Central Government

### Cabinet Office Capability Reviews

[www.civilservice.gov.uk/about/improving/capability/reports.aspx](http://www.civilservice.gov.uk/about/improving/capability/reports.aspx)

December 2009	Cabinet Office	Capability Reviews: An overview of progress and next steps
July 2008	Cabinet Office	Home Office: Progress and next steps
July 2007	Cabinet Office	Capability Review of the Home Office: One Year Update
July 2006	Cabinet Office	Capability Review of the Home Office

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# Where to find out more

The National Audit Office website is  
[www.nao.org.uk](http://www.nao.org.uk)

If you would like to know more about  
the NAO's work on the Home Office,  
please contact:

**Mark Andrews**  
**Director**  
**020 7798 7743**  
[mark.andrews@nao.gsi.gov.uk](mailto:mark.andrews@nao.gsi.gov.uk)

If you are interested in the NAO's  
work and support for Parliament  
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**Rob Prideaux**  
**Director of Parliamentary Relations**  
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[rob.prideaux@nao.gsi.gov.uk](mailto:rob.prideaux@nao.gsi.gov.uk)



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