



Home Office

# Border & Immigration Agency

# BUSINESS PLAN APRIL 2007 – MARCH 2008 EXECUTIVE SUMMARY

Fair, Effective, Transparent and Trusted



## BORDER AND IMMIGRATION AGENCY



**Lin Homer**  
Chief Executive

### CREATING A NEW AGENCY

This is a summary of the first business plan for a new organisation – the Border and Immigration Agency. 2007/2008 is our first year of operation, initially in shadow form, as a transitional period from the Immigration and Nationality Directorate into a fully operational Agency.

Creating the new Agency represents a major step on our ambitious path to transforming our immigration system. The intention was signalled in the IND Review, published on July 25th 2006. It is important to understand why we have created a new Agency and what it will mean for the country we protect, the businesses and individuals we serve, our partners and our staff.

Our Business Plan sets out our mission and what we plan to do this year to deliver it. Because this is a transitional period, the detailed plans are confined to a single year. Achieving lasting change will require a determined and sustained focus over a number of years and we intend to produce future business plans for a further 4 year period.

## MAKING THE CASE FOR CHANGE

Agency status is one of five strategic changes we will seek to make this year. It is part of a wider package of structural changes which include:

1. A new transparency of immigration policy making through the **Migration Advisory Committee** and the **Migration Impacts Forum** to help Government take into account the wider impacts of migration;
2. A **points system for managing migration**, simplifying the rules for gatekeepers, and ensuring that only those that Britain needs can come to work and study;
3. A **new agency** to deliver immigration services, the Border and Immigration Agency, with the operational freedom to respond to challenges with innovation, flexibility and speed;
4. A **new, stronger independent inspectorate**, to provide a comprehensive assessment of the Agency for the public and Parliament to help drive forward improved performance, and ensure that the Agency is more open and accountable than before; and
5. A **new regional structure**, to provide closer relationships to local communities, to link the Agency's performance to where people live, with the flexibility to deliver on local immigration priorities.

Agency status will allow us to move further and faster:

1. A **sharper focus on delivery** – better meeting the public's expectations in maintaining secure borders, finding and removing illegal immigrants and tackling those who facilitate them coming here;
2. **Clearer accountability**, not only to the public, but also to our customers, to our partners and to Ministers;
3. Greater **operational freedom** to respond to the challenges we face and to manage our people and resources more effectively;

4. Enables us to **reinvest savings** into improving our business delivery;
5. An opportunity to forge **new ways of working** and **new relationships** with our partners; and
6. A **new identity** to bring our staff together under a clear, single brand with unified clarity of purpose.

The Agency remains an important part of the Home Office, both in shadow form and in the future, and it will remain important for us to be contributing to the department's strategic priorities. Our ability to operate at "arm's length" from the Department is balanced by a set of obligations to meet specific financial and operational targets and to contribute to the overall aims of the Home Office. A draft Framework Agreement has been published with this plan which sets out the roles and responsibilities of the Chief Executive, the Home Secretary, the Permanent Secretary and the Home Office Board, as well as the governance relationship between the Department and the Agency. The Framework Agreement has been published in draft form and will be reviewed during the transitional period.



### **WHAT IS DIFFERENT FOR THE COUNTRY AND THE COMMUNITIES WE SERVE?**

By being clearer about our purpose, having greater operational freedom and combining this with our regional structure, we will be able to serve better the UK both nationally and locally. We will be clear about our targets and we will account for our performance against those targets.

Our regionalisation will allow us to tailor our activities much closer to those required by our communities, and thus adapt better to local bottom-up pressures and priorities.

By relentless focus on the basics, we will improve our execution and hence gain the trust of the public.

We are also accountable to the public for our performance and agency status will provide a clearer and firmer basis on which to transform performance and rebuild public confidence in the immigration system.



### **WHAT IS DIFFERENT FOR APPLICANTS AND ORGANISATIONS?**

Presenting a single organisational face to our customers will make it easier to deal with us. For those legal migrants we want to come here, we want to provide a level of customer service that is fair and efficient.

Equally we want to remove any excuses for failing to comply with the rules – we will simplify the way in which customers interact with us; we will make our rules more predictable, removing the opportunities for careless or unknowing breaches of our laws; and we will make it easier for customers, employers and employees to understand their entitlements.

### **WHAT IS DIFFERENT FOR OUR PARTNERS?**

The Business Plan signals clearly how we want to work with our partners and the responsibilities we share with other government departments. The issues raised by immigration cannot be dealt with by one agency in isolation. They require a shared understanding of the challenges and a willingness to work across traditional boundaries to deliver effective solutions for the public.

We have set out a joint statement of principles, which will govern the way in which we will work with our partners in the future.

We will invest time and energy in building partnerships and agreeing priorities across Government, with local agencies and internationally. We will be responsive to the needs of our partners while delivering higher standards of service. For example, we will provide quicker decisions that reduce the potential for abuse of other services or consequential costs and we will make our data available to others to help them eliminate abuse of their services.

Operating through a new regional structure, with visible leadership in the regions from our new Regional Directors, also provides a real opportunity to improve our local accountability and significantly raise performance.



### WHAT IS DIFFERENT FOR OUR STAFF?

Our review was based on wide-ranging discussions with staff, and many of the commitments in this plan result directly from their comments. The significant changes for our staff include:

1. New **powers** via the UK Borders Bill to make it easier for them to enforce the rules;
2. A new cross-Government enforcement strategy, aligning parts of Government and the private sector to **minimise harm** and to create a second offshore border for Britain;
3. **New international alliances** to manage global migration, in the best interests of the UK and the broader global community, and make this a shared responsibility;
4. **New resources**, across a number of parts of the organisation, to provide us with **more operational capability**;

5. A **new regional structure** to allow more **managerial freedom** close to the frontline and to help adapt to the priorities of local communities and provide for more tailored responses;
6. **New biometric technology**, to help us to permanently link people to a unique identity, and thus secure our borders and help the UK public, and the public and private sectors know who has the right to be here; and
7. **Increased focus on customer service**, ensuring our organisation reacts more appropriately to our different sets of customers (individuals, organisations, other Government agencies and departments).

These changes do not depend on agency status but this status provides further opportunities and incentives for change. We hope staff will feel:

1. Clearer about the **aims and identity** of the organisation they work for;
2. Clearer about their **purpose and priorities**;
3. **More accountable** for what they do;
4. More **inspired** and able to bring about **improvements**; and
5. More **valued** for their sense of public service.

In the short term, to ensure that our staff feel part of a single, coherent organisation we are consolidating the many logos, insignia and brands that form the Border and Immigration Agency. From now on titles associated with the UKIS, WP(UK), e-Borders, IND College, British Citizenship, IND Checking Service and IRIS will be brought under the same, single identity rather than separate identities, and in future we will not create new logos for directorates or projects. Everyone will be part of the Border and Immigration Agency.

Figure 1 overleaf represents how the new Agency will be structured, with much of the responsibility for delivery devolved to the regional tier.

# FIGURE 1: BORDER AND IMMIGRATION AGENCY BOARD

CHIEF EXECUTIVE  
**LIN HOMER**



NON-EXECUTIVE DIRECTORS  
**TIM GBEDEMAH**  
**MIKE HAWKER**  
**STEPHEN TAYLOR**

BORDERS  
**BRODIE CLARK**



UK VISAS  
**MARK SEDWILL**



MANAGED MIGRATION  
**PAULA HIGSON**



## REGIONS

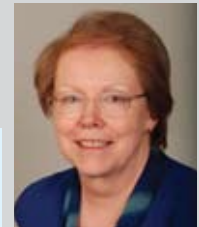
SOUTH EAST  
**TONY SMITH**



NORTH EAST,  
YORKSHIRE AND  
THE HUMBER  
**CHRIS HUDSON**



NORTH WEST  
**GILL MORTLOCK**



SHARED  
SERVICES

CORPORATE SERVICES

**KEN SUTTON**

DEPUTY

CHIEF EXECUTIVE

**JUSTIN HOLLIDAY**

RESOURCE

MANAGEMENT

**JOE DUGDALE**

HUMAN RESOURCES

AND ORGANISATIONAL

DEVELOPMENT



ASYLUM

**MATTHEW COATS**



ENFORCEMENT

**JONATHAN LINDLEY**



MIDLANDS AND  
EAST OF ENGLAND  
**GAIL ADAMS**



SCOTLAND AND  
NORTHERN IRELAND  
**PHIL TAYLOR**



WALES AND  
SOUTH WEST  
**JANE FARLEIGH**





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