WORKING IN PARTNERSHIP
WITH STAKEHOLDERS
WORKING WITH OTHERS

Working closely with partners and stakeholders helps the UK Border Agency to:

- design policies and services that better meet the needs of customers and the public
- deliver services with or through partners and
- inform customers and the public, especially those we find it challenging to engage with directly.

In our 2006 IND\(^1\) Review, we published our commitment to be excellent at working with other organisations across government and beyond. Later that year, we published the Joint Statement of Principles which laid the foundation for our new approach. We still aspire to be excellent. Therefore, we have produced this revised statement to clearly set out:

- key principles that can make our partnerships effective; and,
- expectations against which we and our stakeholders will assess whether we are getting the best from our interactions.

We want our values to show in the way we work with others and invite our stakeholders to join us in this way of working. Our values are:

- We treat everyone with respect
- We are professional and innovative
- We work openly and collaboratively
- We deliver for the public.

This document sets the tone for how we will engage with stakeholders – through forums and groups, public consultations and regular communication. It sits alongside other improvements to how we work with others including:

- A Communication & Engagement Strategy which makes it clear that communication and engagement are the responsibility of everyone who works for the Agency
- An account management approach to improve how we work with and communicate with our key partners
- An annual Stakeholder Perception Survey which gives us feedback on how we are doing and how we can improve
- A learning and development programme to equip our staff with the skills for working effectively with external partners.

Our relationship with customers and the wider public is also important to us and the guidelines in the following will help us engage with them better:

- Our Customer Strategy and Charter which set out how we will deliver our services and our standards; and,
- The Government Code of Practice on Consultation, guidelines for consulting the public – involving the right people in open debate and in good time.

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1 Immigration & Nationality Directorate, formerly responsible for border control, citizenship and managed migration.
MAKING OUR PARTNERSHIPS WORK

We know that the most effective partnerships are built on openness, mutual respect and a shared focus on achieving the best results for the public. The Agency and our stakeholders can work effectively where:

We understand the context in which we all operate

- Our shared aim to serve the best interests of the public.
- The challenges of balancing the needs of a diverse public with responsibilities to Government and the wider public, and finite resources.
- Stakeholders’ right to campaign and comment on Government policy.
- The Agency’s political accountability and constraints, and the need to respect confidentiality.

We work collaboratively, jointly delivering good value for the public

- Proactively nurture productive and trusting relationships.
- Make constructive contributions, listen to other perspectives and respect each other’s views.
- Openly share relevant information and give objective feedback.
- Work innovatively around our constraints and through our challenges.
- Ensure that the impact of policy is fully considered.

We are professional

- Courteous and positive attitudes, and respect for each other’s values.
- Communication is clear, accurate and sent on time – including replies to emails, letters and telephone messages.
- Follow up on agreed actions.
- Admit when we are wrong and resolve conflict reasonably.
- Agree to differ where we can’t find common ground.

OUR STAKEHOLDERS

Our stakeholders are those groups, organisations or representatives who reflect the interests and views of those affected by or wishing to influence our activities. We interact with a diverse range of stakeholders from different sectors of society (including the voluntary and private sectors) at local, regional, national and international levels.

We value these relationships because they represent a wide range of views and experience about migration (including border controls). Therefore, they help us understand the diverse needs of different groups of customers or citizens.
We will use this document to review how well our relationships are working. We will do this by:

- Asking our partners in stakeholder groups and forums, and account management relationships for specific feedback. Together we will consider how to work together better.
- Using our perception survey to collect views from a larger sample of stakeholders. We will publish results and our plans for improving on our webpage and in our annual report.

We cannot always take all our stakeholders’ views on board. We will consider their views carefully and if we have to take a different approach, we will explain why.

Our stakeholders can contact us by sending an email to us at  
ukbacentralstakeholdersteam@homeoffice.gsi.gov.uk

**RELEVANT DOCUMENTS**

**UK Border Agency Customer Strategy and Charter**

www.ukba.homeoffice.gov.uk/sitecontent/documents/aboutus/customer-strategy/

**The Cabinet Office Customer Service Excellence standard**

www.cse.cabinetoffice.gov.uk/aboutTheStandardCSE.do

**The Government’s Code of Practice on Consultation**

www.berr.gov.uk/whatwedo/bre/consultation-guidance/page44420.html