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APPENDIX A 40
Last November, the Prime Minister set out proposals to establish a unified border force by integrating the work of Customs, the Border and Immigration Agency and UK Visas, overseas and at the main points of entry to the UK.

Bringing together staff from three organisations, the UK Border Agency will work across government, including with the Foreign and Commonwealth Office’s overseas network, to meet the Government’s migration and border objectives. The Agency has been structured to further strengthen our protection against crime and terrorism while encouraging the flows of people and trade on which our future as a global hub depends.

This business plan sets out the Agency’s key priorities and commitments for April 2008 to March 2011. The UKBA will work closely with the police to protect the country from illegal immigration, organised crime and terrorism. To strengthen effective police coordination at a strategic level Chief Constable Roger Baker of Essex Police has joined the Agency’s board. Mike Eland, a Commissioner of Her Majesty’s Revenue and Customs, has also been appointed to the board and there will be a representative of the Foreign and Commonwealth Office. These appointments will help to ensure the UKBA works effectively in sharing intelligence, skills and powers to the benefit of the public.

The Agency builds on the action the Government is already taking to protect our borders and strengthen our immigration arrangements, including: the launch of the Points Based System for managing migration; the global roll-out of fingerprint visas; the record number of foreign criminals deported in 2007; the negotiation of agreements with priority countries for the return of immigration offenders; the implementation of anti-fraud measures to address alcohol and tobacco smuggling; and action to tackle drugs trafficking.

Jacqui Smith, Home Secretary

David Miliband, Foreign Secretary

Alistair Darling, Chancellor of the Exchequer
01 OUR COMMITMENT
This is the first Business Plan for the New United Kingdom Border Agency established following the Prime Minister’s announcement on 14 November 2007. The announcement followed a Cabinet Office review to improve the security of the UK whilst welcoming and encouraging legitimate travellers and trade.

We will have a budget of more than £2bn, 25,000 staff, over 9,000 of whom are warranted officers, protecting the border overseas, at the UK border and in communities up and down the UK. We will have a global reach and a local presence. Our policy agenda will be shaped in public by the Migration Advisory Committee, the Migration Impacts Forum and the new Independent Inspector will deliver stronger accountability to parliament and the public; our programme to regionalise the agency will create strong local connections between our Agency and the people we serve.

We will also be responsible for delivering wider departmental or cross-governmental objectives for border enforcement, in particular those set by HM Treasury and HMRC and the UK National Security Strategy.

This Plan sets out how we will integrate the work of the Border and Immigration Agency, UKvisas and the physical frontier control responsibilities of Her Majesty’s Revenue and Customs around three Strategic Objectives:

1. We will protect our border and our national interests;
2. We will tackle border tax fraud, smuggling and immigration crime;
3. We will implement fast and fair decisions.

The Agency will have the purpose, the power and the punch to deliver the biggest shake-up to our border protection and immigration system for over forty five years and provide the opportunity to build a strong and trusted agency to guard the country and support its economic interests, protecting tax revenue whilst welcoming the
legitimate travellers and trade, using new powers, acting early, targeting our efforts and deterring those who wish to do us harm, and being proud to serve the public.

The public have made it clear that they want to see big changes and that they want this country to be protected and prosperous in a new era of global movement.

We also recognise that the public wants us to provide a stronger border, combat smuggling and tax fraud, shut down the causes of illegal immigration and to hold newcomers to account when they break the rules. So alongside the changes we are already making to create a single border force we will continue to develop even closer relationships over the next year with policing. However, the public also wants a compassionate system which makes and enforces decisions fast. To achieve this, we set out a plan in January with 10 key changes which we will deliver during 2008:

- checking fingerprints before a visa is issued anywhere in the world;
- introducing on-the-spot fines for employers who don’t make the right right-to-work checks;
- beginning the introduction of a new points system for controlling migration;
- introducing a single border force and with new powers for frontline staff.

We have already achieved 4 of these changes:

- to activate powers to deport automatically foreign national prisoners;
- to expand detention capacity;
- to begin issuing compulsory ID cards for those foreign nationals who want to stay;
- to begin counting foreign nationals in and out of the country; to introduce compulsory watch-list checks for high risk journeys before they land;
- to make and enforce 60 per cent of asylum decisions within six months, with alternatives to detention for children.

As announced in the Budget, UK Border Agency will be developing a comprehensive strategy to exert further downward pressure on the volume of tobacco smuggling by Autumn 2008.

This three year business plan provides the opportunity to raise public confidence in our strategy, our systems to deliver it and our performance.

Liam Byrne
Minister of State for Borders and Immigration (Home Office) and Minister of State with responsibility for revenue protection at the border (HM Treasury)
02 OUR PURPOSE
I) UK BORDER AGENCY ROLE

As an Agency which reports jointly to the Home Secretary and the Chancellor of the Exchequer we support all of the Home Office and HMRC objectives and to the FCO objective.

THE HOME OFFICE STATEMENT OF PURPOSE

Working together to protect the public.

THE HOME OFFICE STRATEGIC OBJECTIVES ARE:

1. Help people feel secure in their homes and local communities
2. Cut crime, especially violent, drug and alcohol related crime
3. Lead visible, responsive and accountable policing
4. Support the efficient and effective delivery of justice
5. Protect the public from terrorism
6. Secure our border and control migration for the benefit of our country
7. Safeguard people’s identity and the privileges of citizenship

The UK Border Agency’s border enforcement activities will also actively contribute to the delivery of relevant Departmental Strategic Objectives belonging to HMRC and FCO. By working in partnerships with HMRC and FCO, UK Border Agency will also be able to contribute to the protection of the collection of £22 billion in tax revenue and the facilitation of international trade worth £600 billion per annum.

A diagram setting out the respective objectives and Public Service Agreements (PSAs) we lead on and contribute to is on page 12.

HMRC OBJECTIVES 1, 2, 3:

- Improve the extent to which individuals and businesses pay the amount of tax due and receive the credits and payments to which they are entitled
- Improve customers’ experience of HMRC and improve the UK business environment.
- Reducing the risk of illicit import and export of material which might harm the UK’s physical and social well-being by:
  - Maintaining the level of disruption of the attempted import and export of illicit drugs, products of animal origin, and other illicit goods; and
  - Contributing to Government objectives on counter terrorism by maintaining the level of operational performance in screening traffic entering the UK for radiation.
FOREIGN & COMMONWEALTH OFFICE

OBJECTIVE 4:

Support managed Migration for Britain:

- Ensure, through a robust migration and visa policy, that UK borders are open to people who bring talent, business and creativity, but closed to those who might cause harm or come here illegally
- Build sustainable arrangements with overseas countries to return foreign prisoners, failed asylum seekers and other immigration offenders
- Promote, with the EU and other partners, effective international cooperation that supports the UK border and migration objectives

OTHER GOVERNMENT DEPARTMENTS

In addition to HMRC and FCO we will work in partnership with DIFD and MOJ and other Government Departments to deliver our objectives. The UK Border Agency will also contribute to wider UK Government priorities for border protection. For example DEFRA will want to work closely with the Agency on future border activity in relation to products of animal origin and preventing the spread of animal diseases via imported products
UK BORDER AGENCY MISSION STATEMENT

SECURE OUR BORDER, AND CONTROL MIGRATION FOR THE BENEFIT OF OUR COUNTRY

To ensure we achieve this purpose we have set out three strategic objectives, which cover all aspects of our work.

The three UK Border Agency Strategic Objectives are:

1. We will protect our border and our national interests by:
   - guarding routes to Britain with early action overseas;
   - detecting and stopping risks and threats to Britain at our border;
   - speeding the passage of legitimate goods and authorised people;
   - counting people in and out of Britain so we can take action against those who overstay.

2. We will tackle border tax fraud, smuggling and immigration crime by:
   - holding those who break our laws to account for their actions; targeting facilitators, businesses, colleges and organisations;
   - creating and managing immigration and customs anti-smuggling crime partnerships in the UK and overseas;
   - detecting, detaining and removing those who have no right to be here, or who pose a threat to the UK, targeting the most harmful first;
   - transforming collection, dissemination and use of intelligence globally and locally;
   - issuing ID cards to foreign nationals and helping deny the privileges of Britain to those who break the rules;
   - transforming our enforcement capability.
3. We will implement fast and fair decisions by:
   - welcoming the people and trade which benefits our country;
   - implementing fast and fair decisions that are right for Britain;
   - helping refugees and newcomers who have earned the right to stay and make Britain their home;
   - developing and managing international alliances to support delivery of our business.

This will be enabled by strengthening our organisational capability for delivery:
   - we will set the highest standards for openness and accountability;
   - we will deliver our agenda by working closely with partners;
   - we will be a proud Agency that gets the best from its people and is well led at all levels;
   - we will focus our resources on our priorities by cutting red tape and streamlining our systems and processes;
   - we will manage our key risks well.
### OUR PURPOSE

Secure our border, and control migration for the benefit of our country

**UK BORDER AGENCY STRATEGIC OBJECTIVES**

1. We will protect our border and our national interests
2. We will tackle border tax fraud, smuggling, and immigration crime
3. We will implement fast and fair decisions

*This will be enabled by strengthening our organisational capability for delivery*

**WE LEAD ON**

**Public Service Agreement 3 (PSA3)**

**Indicator 1:** Deliver robust identity management systems at UK Border.

**Indicator 2:** Reduce the time to conclusion of asylum applications.

**Indicator 3:** Increase the number of removals year on year.

**Indicator 4:** Increase the removal of ‘harm’ cases as a proportion of total cases removed.

**Indicator 5:** By the effective management of migration reduce the vacancy rate in shortage occupations.

**Home Office Strategic Objective 6**

Secure our border, and control migration for the benefit of our country.

**HMRC Departmental Strategic Objectives DSO3**

Reducing the risk of illicit import and export of material which might harm the UK’s physical and social well-being.

**Home Office Objectives**

1. Help people feel safe in their homes and local communities.
2. Cut crime, especially violent, drug and alcohol-related crime.
3. Lead visible, responsive and accountable policing.
4. Support the efficient and effective delivery of justice.
5. Protect the public from terrorism.
6. Secure our border and control migration for the benefit of our country.
7. Safeguard people’s identity and the privileges of citizenship.

**HMRC Objectives**

**DS01** improve the extent to which individuals and businesses pay the amount of tax due and receive the credits and payments to which they are entitled.

**DS02** improve customers’ experience of HMRC and improve the UK business environment.

**Foreign & Commonwealth Office**

**DS04** Support managed migration for Britain.

**We also contribute to the following other cross-Government Public Service Agreements, including:**

- **PSA 1** Raise the productivity of the UK economy.
- **PSA 6** Deliver the conditions for business success in the UK.
- **PSA 8** Maximise employment opportunity for all.
- **PSA 18** Promote better health and well being for all.
- **PSA 21** Build more cohesive, empowered and active communities.
- **PSA 22** Deliver a successful Olympic Games and Paralympic Games with a sustainable legacy and get more children and young people taking part in high quality PE and sport.
- **PSA 23** Make communities safer.
- **PSA 25** Reduce the harm caused by alcohol and drugs.
- **PSA 26** Reduce the risk to the UK and its interests overseas from international terrorism.
- **PSA 29** Reduce poverty in poorer countries through quicker progress towards the Millennium Development Goals.
- **PSA 30** Reduce the impact of conflict through enhanced UK and international efforts.
II) UK BORDER AGENCY PERFORMANCE GOVERNANCE

Reflecting the cross cutting interests of the UK Border Agency, Liam Byrne is a joint Home Office and Treasury Minister reporting to the Home Secretary and the Chancellor of the Exchequer.

The Cabinet Sub-Committee on Border and Migration may review the performance of the Agency against the Agency’s high level strategy. There will also be a Ministerial Strategy Board, including FCO Ministers, reviewing UK Border Agency overseas operation and wider visa migration issues. The HMT and FCO will be involved with supervisory arrangements which may be introduced for the review of performance and policy relating to the overseas network and revenue protection. The relevant Director Generals (DGs), or their representatives may attend the UK Border Agency Strategic Board and where appropriate the UK Border Agency Executive Board. The FCO DG responsible for migration or representative will have the right to attend both these Boards.

The Chief Executive is accountable to the Home Secretary and the Chancellor of the Exchequer for the delivery of the objectives and targets agreed with them. The Chief Executive is also accountable to the Home Office Permanent Secretary for the effective and efficient delivery of the objectives and responsibilities assigned to the Agency.

The Chief Executive is also specifically accountable for ensuring that:

- UK Border Agency will deliver the targets set out in this plan;
- the Agency works in partnership with HMRC, ensuring appropriate flows of information, to help deliver the revenue targets agreed with the Chancellor;
- the Agency complies with the Home Office Department’s performance management framework, including participation in the Department’s Operating Reviews;
- Ministers, the Permanent Secretary, the Home Office Board, HM Revenue and Customs Commissioners and Foreign and Commonwealth Office officials have access to consistent, timely and accurate information on the Agency’s performance in relation to their particular responsibilities, including any issues that raise significant risks for the Agency or the Departments concerned;
- the Agency has a robust and comprehensive internal performance management framework and supporting governance structure that reports up to the UK Border Agency Board;
- the Agency reports its outturn performance against its Plan targets and budget in its Accounts and in the Home Office and HM Revenue and Customs Departmental and Autumn Performance Reports as required;
- EU legal requirements and other statutory obligations are met.
03 Our Delivery Plan
STRATEGIC OBJECTIVE 1:
We will protect our border and our national interests

OVERVIEW
We have over 13,000 staff applying controls at points of entry and exit on people and goods, into and out of the UK, as well as working throughout the world. At the heart of our business is our work to register and check identities, the admissibility of goods and gathering data, information and intelligence, anywhere in the world and to intervene to keep the UK safe.
### SIGNIFICANT ACHIEVEMENTS AND KEY FACTS

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Introduce a Visa Waiver Test to target non EEA countries.</td>
<td>Dealt with 200 million movements through our ports;</td>
</tr>
<tr>
<td>Collect biometric data from all visa applicants, irrespective of nationality, wherever in the world they apply.</td>
<td>Searched 1 million lorries and cars in Northern France;</td>
</tr>
<tr>
<td>Approval of e-Borders full business case by the Permanent Secretary by September 2007.</td>
<td>Stopped 48,000 people prior to embarking on flights to the UK;</td>
</tr>
<tr>
<td>Screening of pre arrival/departure data covering 30 million passenger movements over 90 routes, and implementing intelligence – led exit controls at Heathrow, Gatwick and other ports.</td>
<td>Over 16,000 passengers denied boarding following referral to an Airline Liaison Officer;</td>
</tr>
<tr>
<td>The stopping of inadequately documented passengers prior to boarding for the UK, together with other activities at our juxtaposed controls to ensure that we stop 85% of all detected illegal migrants before they reach our shores.</td>
<td>Prevented 18,000 people from crossing the channel to the UK who were seeking entry illegally or clandestinely;</td>
</tr>
<tr>
<td>Visible uniformed border service in place at major ports, including Heathrow Terminal 5.</td>
<td>Collected the fingerprints of all visa applicants covering around ¾ of the world’s population;</td>
</tr>
<tr>
<td>Roll out of Phase 1 of visible border programme.</td>
<td>Used fingerprints to identify 12,500 people overseas who had previously had their fingerprints taken in the UK in connection with an immigration or asylum issue;</td>
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<td>Seized over 2,368kgs of cocaine, 527kgs of heroin, during 2006/07;</td>
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<td>Increased our seizure of Class A drugs by more than 20% during 2006/07;</td>
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<td>Scanned over 3.5 million vehicles for illicit radiological material;</td>
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<td>In 2007/08 enrolled over 100,000 people on the Iris Recognition Immigration System (IRIS) with over 600,000 crossings;</td>
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<td>Checked 100% of passports/passengers coming into the UK;</td>
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<td>9,000 offenders detected at exit checks;</td>
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<td>Detected 6,300 forgeries at the frontline ports.</td>
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</table>
## OUR PRIORITIES FOR 2008/2011

### A. We will guard routes to Britain with early action overseas by:

1. Developing our system of universal passenger screening against watch lists as we need confidence in travellers’ identity. We have conducted a general analysis of the risks posed by nationals from non-EEA countries (the Visa Waiver Test), including, for example, where there are concerns about levels of crime and immigration abuse and passport security. We are now considering the results of the Test. We will make the necessary changes, lifting, maintaining or imposing new visa regimes from 2008/09 once dialogue is complete with states of particular concern;

2. Checking the fingerprints of all visa applicants against the police fingerprint database to identify if someone has a previous criminal history or is wanted, including in connection with terrorism, with roll-out by September 2008;

3. Delivering a ‘Border Intelligence Service’ by October 2008 created by bringing together Airline Liaison Officers, Risk Assessment Units, e-Borders, Immigration and relevant

<table>
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<tr>
<th>2008/2011 Key Targets and Milestones</th>
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<tbody>
<tr>
<td><strong>PSA 3 Indicator 1:</strong> (i) All non-EEA nationals have unique secure IDs on arrival in the UK by end 2010; and track 95% of all passenger journeys into and out of the UK by end 2010;</td>
</tr>
<tr>
<td><strong>A1. Implementing the results of the Visa Waiver Programme from 2008/09;</strong></td>
</tr>
<tr>
<td><strong>A2. Checking the fingerprints of all visa applicants against the police fingerprint database to identify if someone has a previous criminal history or is wanted, including in connection with terrorism, with roll-out by September 2008</strong></td>
</tr>
<tr>
<td><strong>A6. Maintaining and managing asylum intake levels at 2007/08 levels;</strong></td>
</tr>
<tr>
<td><strong>B1. Introducing a new border force and a single primary check point in all ports by the end of 2008;</strong></td>
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</table>
Customs intelligence functions transferring from HMRC into a single discipline and structure;

4. Screening passengers against the no fly list (Authority to Carry) by 2011, before they take off;

5. Strengthening our border defences in Calais and Northern Europe by providing additional searching, dog teams and new technology by September 2008;

6. Maintaining and managing asylum intake levels at 2007/08 levels.

B. **We will detect and stop risks and threats to Britain at our border, so that only authorised people and goods can pass by:**

1. Introducing a new border force to protect our borders and detect possible terrorist suspects or other criminals. We will introduce a single primary check point in all ports by the end of 2008. There will be one single primary checkpoint for passport control and customs supported by specialist secondary examination areas;

2. Introducing UK Borders Act powers for officers. We will roll out the new powers to 1,000 Immigration Officers by December 2008. Members of the border force will have the power to detain people not just on suspicion of immigration offences or for smuggling but also for other forms of criminal activity, including terrorism;

3. Carrying out 100% of documentary and physical checks required at the border to discharge our obligations, or according to risk profiles, and in order to protect EU and UK businesses;

4. Further intensifying the levels of screening of freight or traffic for radio-active substances at points of entry into the UK (sea ports, airports and international rail terminals;

5. Helping protect UK society from the harm caused by illicitly smuggled goods by:
   - making at least 1,200 seizures amounting to 2,400kg of cocaine;
   - making at least 70 seizures amounting to 500kg of heroin;
   - Making at least 33,000 seizures amounting to 238,000kg of products of animal origin;
   - Meeting agreed targets for the level of interventions in support of the Serious Organised Crime Agency, and radiation screening targets.

C. **We will speed the passage of authorised people and legitimate goods by:**

1. Minimising queuing and waiting times at our controls with new Service Level Agreements agreed with port operators by December 2008. This will set new standards for legitimate customers’ travel time through our controls at ports and will cover queuing and customer satisfaction. Our focus will balance the need to protect the security of the UK with the facilitation of travel and trade;
2. Minimising delays for those crossing our borders for legitimate travel and trade purposes by:
   - working with the Department for Transport to deliver the Improving the Passenger Experience action plan by January 2009;
   - collaborating with port operators to draw up Service Level Agreements in relation to use of resources, improved presentation of passengers and queuing times at our border control points from June 2008;

3. Extending the use of innovative biometric technology: testing new automated gates for EEA citizens holding biometric passports at two ports from the summer of 2008, and developing the arrangements we have in place for regular travellers who register their biometrics in advance.

D. We will count people in and out of Britain so we can take action against those who overstay by:

1. The end of 2009, 60% of passengers will be checked into and out of the UK rising to 95% by the end of 2010. This will be rolled out on a country by country basis with all the high risk countries being covered by the end of 2010; and 80% of foreign national passenger movements being covered by April 2009, rising to 95% by December 2009.

“The setting up of the UK Border Agency presents real opportunities. For us it is all about efficient movements through ports. A clear trade facilitation agenda should be a major driver for the new organisation.”

David Whitehead, Director, British Ports Association
STRATEGIC OBJECTIVE 2:
We will tackle border tax fraud, smuggling and immigration crime

OVERVIEW
We will seek to prevent risks to our border security by aggressively tackling those who break or seek to break our laws. We will set clear priorities based on risk to our country.

SIGNIFICANT ACHIEVEMENTS AND KEY FACTS

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<tr>
<td>Develop a new partnership with the police, HMRC, DWP, GLA, HSE and DTI covering priorities, information sharing and joint working.</td>
<td>Seized over 1.3 billion cigarettes and around 200 tonnes of hand rolling tobacco during 2006/07;</td>
</tr>
<tr>
<td>Begin the restructuring of our intelligence functions into a national and regional structure by December 2007.</td>
<td>Exceeded our target to remove 4,000 Foreign National Prisoners in 2007;</td>
</tr>
<tr>
<td>Removal of 340 Foreign National Prisoners per month until November 2007, when this will rise to 400 per month.</td>
<td>Removed almost 50,000 non-asylum cases, 9% more than the previous year and the highest level since 2002;</td>
</tr>
<tr>
<td>Removal of 1,400 immigration offenders per month.</td>
<td>Removed over 13,000 failed asylum seekers;</td>
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<tr>
<td>Contribute towards the target of removing more failed asylum seekers per month than the number of failed asylum seekers arising from new intake that month.</td>
<td>On average, removed an immigration offender every 8 minutes;</td>
</tr>
<tr>
<td>Begin compliance activities by December 2007 with a target of 5000 interventions against sponsors or employers by April 2008.</td>
<td>In 2007, successfully prosecuted over 1,600 people for immigration crimes;</td>
</tr>
<tr>
<td>Publish removal figures for regions and nationally by April 2008.</td>
<td>In 2007, carried out around 6,300 illegal working operations (up 40% from 2006), 5,060 suspected immigration offenders were arrested as a result;</td>
</tr>
<tr>
<td>Deliver the level of occupancy of adult beds within the detention estate to 95%.</td>
<td>Piloted new partnerships in workplace enforcement to tackle illegal working;</td>
</tr>
<tr>
<td>Reduce the average bed nights per removal achieved by 10%.</td>
<td>New deal agreed with ACPO governing new partnership with police.</td>
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<td>Development and management of actions plans for the top 10 countries of harm.</td>
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</table>
## Our Priorities for 2008/2011

**A.** We will hold those who break our laws account for their actions; targeting businesses, colleges, organisations and facilitators by;

1. Those sentenced to more than 12 months or who have received a custodial sentence of less than 12 months for drug and gun crime or who have had their deportation court recommended will face automatic deportation under the terms of the U.K Borders Act 2007, by summer 2008;

2. Carrying out over 1,400 successful prosecutions against those involved in immigration crime and focusing our efforts on more serious crimes, such as facilitation and trafficking;

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### 2008/2011 Key Targets and Milestones

<table>
<thead>
<tr>
<th>PSA 3 Indicator 3: Increase the number of removals year on year compared to 2007/08;</th>
<th>C2. Remove over 5,000 foreign national prisoners in 2008;</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSA 3 Indicator 4: Increase the removal of ‘harm cases’ as a proportion of total cases removed compared to 2007/08;</td>
<td>C3. Remove more failed asylum seekers than we receive unfounded claims by December 2008;</td>
</tr>
<tr>
<td>A1. Those sentenced to more than 12 months or who have received a custodial sentence of less than 12 months for drug and gun crime or who have had their deportation court recommended will face automatic deportation under the terms of the U.K Borders Act 2007, by summer 2008;</td>
<td>D1. Delivering a ‘Border Intelligence Service’ by October 2008 created by bringing together Airline Liaison Officers, Risk Assessment Units, e-Borders, Immigration and relevant Customs intelligence functions transferring from HMRC into a single discipline and structure;</td>
</tr>
<tr>
<td>A2. Carry out over 1,400 prosecutions against people involved in immigration crime;</td>
<td>E1. Introduce ID cards for foreign nationals by end of November 2008;</td>
</tr>
<tr>
<td>A5. Conduct 5,000 operations against organisations or entities which are operating illegally;</td>
<td>F1. Strengthen our criminal investigation and prosecution capability by December 2008;</td>
</tr>
<tr>
<td>A6. By i) Seizing in the range of 1.4 to 1.9 billion illicit cigarettes targeted on the UK; ii) Seizing in the range of 175 – 375 tonnes of illicit hand rolling tobacco targeted on the UK; iii) Increasing by 5% over 2007/08 totals the number of frontier interceptions of high risk alcohol consignments which are referred for sanctions; and iv) Increasing by 10% over 2007/08 totals the number of seizures of commercial consignments of spirits referred for additional sanctions;</td>
<td>F2. i) Expand the removal estate by a further 400 new bed spaces by end 2009 and ii) a further 400 by 2010;</td>
</tr>
<tr>
<td>B1. Create strengthened partnerships to shut down the privileges of Britain to those here illegally by 2008/09;</td>
<td>F4. Deliver 3 pilots in 2008/09 to test opportunities for UK Border Agency operations to benefit from innovation in the private sector.</td>
</tr>
</tbody>
</table>
3. Enforcing civil penalties of up to a proposed maximum of £10,000 per worker for employing migrants illegally;

4. Introduce carefully policed licences for any business seeking to employ skilled workers from outside the EEA or colleges sponsoring students;

5. Coming down hard on those organisations involved in illegal immigration. In 2008/09 we will be conducting 5,000 operations to identify and penalise those organisations or entities which are operating illegally;

6. Entering into and publishing Delivery Agreements with HMRC for tackling fiscal fraud and other illegal activities (e.g. the detection and seizure of criminal cash). These will set out how the UK Border Agency will make a vital contribution to HMRC’s objective of reducing and containing the size of the illicit market in tobacco and alcohol, in particular by increasing the proportion of illicit movements that are detected by UK Border Agency to 20% for cigarettes and progressively to 15% and beyond for Hand Rolling Tobacco. The UK Border Agency will do this by improving the results delivered at the border by HMRC in 2007-08 by:
● Seizing in the range of 1.4 to 1.9 billion illicit cigarettes targeted on the UK;
● Seizing in the range of 175–375 tonnes of illicit hand rolling tobacco targeted on the UK;
● Increase by 5% over 2007/08 totals the number of frontier interceptions of high risk alcohol consignments which are referred for sanctions;
● Increasing by 10% over 2007/08 totals the number of seizures of commercial consignments of spirits referred for additional sanctions;

7. Notifying to HMRC of at least 1500 import or export consignments where VAT frauds are suspected and, with HMRC, meet agreed targets for referrals which lead to further enquiries;

8. Building on the success of our 13 current arrest programmes overseas to include overseas interdiction and taking action against facilitators as well as applicants from April 2008. Rolling-out an enhanced programme of intelligence exchange, encompassing the current fraud and forgery strategy globally during 2008/09;

9. Delivering agreed targets with HMRC for meeting EU and other legal obligations for regulating international trade at the border. This will include requirements to:
   ● Carry out 100% documentary checks and physical examinations at the border where these are necessary to discharge legal obligations or according to risk profiles;
   ● Collect 100% customs duty, excise duties, and import VAT due to be paid at the border;
   ● Carry out 100% charging on postal packages subject to these duties and to VAT;
   ● Enforce EU legislation which requires cash amounting to 10,000 Euros to be declared on entry or exit from the EU.

B. We will create and manage immigration and customs anti-smuggling crime partnerships in the UK and overseas by;

1. Accelerating seven sets of Crime Partnerships. The overall objectives of these Partnerships are to hold those who break our laws to account (including organisations and facilitators); to transform our intelligence picture especially of individuals here illegally who will be prioritised for removal on the basis of the harm they pose to the UK; and to deny the privileges of the UK to those who are here illegally:
   ● Police/CDRP Partnership. By December 2008 90% of Constabularies in England and Wales will have an Immigration Crime Partnerships in place; rising to 100% by March 2009;
Business Enforcement Partnership. By the end of 2008/09 we will have rolled out new partnership arrangements with HMRC and all other agencies with workplace enforcement responsibilities on a national basis. These arrangements will help to ensure that the reach and effectiveness of operations by all workplace enforcement agencies is maximised, ensuring the employers who break the law, face the appropriate consequences;

Local Government Partnership. We will trial new ways of working with Local Authorities starting with five pilot partnerships from April 2008, with evaluation and national roll-out during 2008/09. This will include partnership working to tackle rogue private landlords as set out in a national performance indicator included in the Local Government PI set for 2008/09;

Benefits Partnership. By the end of 2008/09 we will have introduced shared alerts with DWP and HMRC;

Financial Services Partnership. Following a pilot project to match immigration data against data for financial institutions, we will consult closely with the financial services sector and others to bring forward proposals to expand this approach during 2008/09 with the objective of denying access to the financial services system and remittance system to those here illegally;

DVLA Partnership. We will work with the Department of Transport to agree a joint programme of work for 2008/09 with the objective of closing down access to services and documentation which can be used as a gateway to other services by those in the country illegally;

Health Service Partnership. We will be publishing a joint consultation paper with the Department of Health in Summer 2008 following the review of rules governing access to healthcare by foreign nationals.

More detailed information on the objectives, targets and milestones for work under each of these Partnerships will be published shortly.

2. Anti Smuggling partnership – strengthening existing anti-smuggling partners and developing new ones with other law enforcement agencies and government departments and with trade at national and international levels throughout the next Comprehensive Spending Review (CSR) period.

C. We will detect, detain and remove those who have no right to be here or who pose a threat to the UK, targeting the most harmful by:

1. Alongside activation of automatic deportation powers, increasing the number of lawbreakers we remove, as well as increasing the proportion of those we remove who cause the most harm;

2. Increasing the number of foreign national prisoners we remove to over 5,000 in 2008;
3. Returning to the previous position whereby we remove more failed asylum seekers than we receive unfounded claims by December 2008;

4. Supporting the cross Government Tackling Violence Action Plan and the work being taken forward from the Tackling Gangs Action Programme by targeting gun trafficking and tackling the supply of guns and ammunition for criminal use;

5. Implementing, from 2008, a Counter Terrorism strategy for the Agency, working with the Office for Security and Counter Terrorism, police and Security and Intelligence Agencies, to enhance our ability to detect and deal with terrorism risks across our business.

D. We will transform collection, dissemination and use of intelligence globally and locally by:

1. Delivering a ‘Border Intelligence Service’ by October 2008 created by bringing together Airline Liaison Officers, Risk Assessment Units, e-Borders, Immigration and relevant Customs intelligence functions transferring from HMRC into a single discipline and structure;
2. Sharpening our attack on serious organised crime through a joint business and investment plan with Serious Organised Crime Agency (SOCA) by July 2008 and transform our ability to conduct investigation led prosecutions through the creation of a UK Border Agency ‘Criminal Investigation’ capability;

3. Implementing the Community Risk Management Framework for Customs border controls, and to share information with other EU member states.

E. We will issue ID Cards to foreign nationals to help deny the privileges of Britain to those who break the rules by:

1. Introducing ID cards for foreign nationals by November 2008. This will mean that there is one secure document that proves entitlement to work or study in the UK, making checks easier for employers and colleges, as well as public agencies;

2. Requiring all non EEA nationals to have unique secure IDs by 2011, ensuring that entry and exit to the UK can be tracked and prior criminal activity in the UK identified.

F. We will transform our enforcement capability by:

1. Strengthening joint working arrangements with the police and other agencies to increase our future enforcement capacity, including creating a Criminal Investigation capability by December 2008;

2. Expanding our detention estate by a further 400 new beds in 2009 by building a new detention facility at Gatwick, and a further 400 new beds in 2010 by expanding the facilities at Harmondsworth. We will publish plans for extra detention capacity and making more productive use of the estate during the course of 2008;

3. Using information received from different agencies to improve the targeting of illegal activities by accurately predicting, assessing and managing immigration threats using a common set of national standards by April 2009;

4. Testing opportunities for UK Border Agency operations to benefit from innovation in the private sector. We will deliver three pilots during 2008/09.

“Bringing together the policy and operational arms of immigration and visa services into the new UK Border Agency should make for faster and more effective implementation of policy and better feedback on how policy is actually working out. For stakeholders, having a single body to deal with, rather than two, is clearly preferable. But the new operation must deliver on its UK agenda, in terms of immigration control and secure borders.”

Tony Millns, Chief Executive, English UK
STRATEGIC OBJECTIVE 3:
We will implement fast and fair decisions

OVERVIEW
Since the 1960s, migration has doubled and volumes of trade have been growing consistently at 6-7 percent annually over the past 30 years. We are the world’s eighth largest exporter of goods (£191 billion in 2004) and second largest exporter of services (£96 billion in 2004) and exports are equivalent to around one-quarter of GDP. We have the highest ratio of inward and outward investment to GDP of any leading economy. It is vital for the UK economy that trade volumes continue to grow and that the UK remains a competitive place for international trade to do business. We are working to ensure that our country can connect with the right skills we need to grow richer, and that we continue to attract those with the skills, talent and commercial interchange on which our future prosperity will significantly depend. We are introducing new rules to help employers and universities bring in the brightest and best, who can make a significant contribution to Britain while facilitating the travel of those who can bring benefit to the UK.
## Significant Achievements and Key Facts

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>40% of all asylum cases concluded within 6 months.</td>
<td>In the year to April 2008 we processed 2.5 million applications overseas for permission to come to the UK, issuing approximately 80% of them;</td>
</tr>
<tr>
<td>Through commissioning of the Enforcement organisation, remove more failed asylum seekers than unfounded applicants.</td>
<td>Made 1.4 million managed migration decisions 91% of which were dealt with within our service standards;</td>
</tr>
<tr>
<td>Reduce asylum support costs by £80m.</td>
<td>Cleared over 50,000 asylum backlog cases and reorganised our regional casework teams to ensure all cases have specific case owners to manage cases through to completion;</td>
</tr>
<tr>
<td>Implement the Migration Advisory Committee and the Migration Impacts Forum by April 2008.</td>
<td>Introduced fast track new asylum teams up and running everywhere in Britain delivering resolution of over 40% of asylum cases within 6 months;</td>
</tr>
<tr>
<td>Complete initial phase of the Points Based System by April 2008; Commence introduction of case ownership during 2007; Introduce improvements to stakeholder management during 2007.</td>
<td>In 2007 we decided over 21,000 asylum applications – over 3,500 of whom were given refugee status and the chance to start a new life in the UK;</td>
</tr>
<tr>
<td>Process 1.3m applications.</td>
<td>Attracted 220,000 foreign students contributing an estimated £8.5bn annually to the UK economy;</td>
</tr>
<tr>
<td>Launch the authorised employers register by April 2008.</td>
<td>Issued 128,000 work permits, 38% of these were for people who work in health and medicine or the IT sector;</td>
</tr>
<tr>
<td>Put in place infrastructure for Biometric Residence Permits by April 2008.</td>
<td>Reduced Judicial Reviews by 20%;</td>
</tr>
<tr>
<td>Outsource more application services to cover 87% of applications by end of 2007 and expand on line visa applications to all customers.</td>
<td>Supported 5,000 unaccompanied asylum seeking children.</td>
</tr>
</tbody>
</table>
OUR PRIORITIES FOR 2008/11

A. We will welcome the people and trade which benefits our country by:

1. We will strengthen the way that we facilitate the movement of legitimate trade by constantly refining and targeting the risks that require our intervention;

2. Implementing the Point Based System by April 2009. We are revolutionising the migration system and bringing in a Points Based System. To deliver a flexible 5-tiered system explicitly designed to deliver the UK's economic needs and improve our control over the managed migration system, the system will consolidate over 80 existing work and study routes into just 5 points based tiers; Tier 2 (Skilled workers with a job offer to fill gaps in the UK labour force) and Tier 5 (Youth mobility and temporary workers) will be delivered by Autumn 2008 with Tier 4 (Students) rolling out in Spring 2009;

3. Overhauling the short term visit system, tourist, family visit and business visas. We will begin the change by implementing the business visitor category in Autumn 2008 and introduce the full package of measures by December 2009;
4. Modernising the spouse visa system by December 2008. Following the consultation on marriage and visitors we will be overhauling the system to make sure it is robust against abuse whilst ensuring that Britain is easy to visit legally;

5. Managing any pressure on public services through effective monitoring and response. The Migration Advisory Committee will ensure that the skills-shortage occupation list can be compiled and constantly updated, so that the vacancy rate in shortage occupations can be reduced. The Migration Impacts Forum will provide evidence on the wider impacts of migration.

B. We will implement fast and fair decisions that are right for Britain by:

1. Delivering a Customer Service Strategy including service standards, turnaround times and customer contact by Summer 2008;

2. Having an allocated case owner by December 2008 with responsibility to oversee individual cases from application to outcome, whenever the case is under consideration;

3. Concluding 60% of new asylum claims in under 6 months by December 2008. We will then continue to ramp up our performance to 75% by December 2009 and then to 90% by December 2011. In support of this, all new applications for asylum are now routed to fast track regional asylum teams and a single case owner is managing each new application from the beginning to its conclusion;

4. Clearing the legacy of old cases by Summer 2011;

5. Building on the saving of £50m in 2007/08, which was achieved later than planned, we have a firm basis to deliver a further £80m of asylum support savings in 2008/09.

C. We will help refugees and newcomers who have earned the right to stay and to make Britain their home by:

1. Taking forward the proposals for a new, earned path to citizenship which we published for consultation in February 2008 with an aim for primary legislation to be introduced in December 2008 subject to the Parliamentary timetable. Earned citizenship proposals will be implemented, following consultation, in December 2010;

2. Working with UNHCR to resettle 750 refugees in the UK by March 2009 through the Gateway resettlement programme;

3. Delivering more sensitive treatment for children and victims of trafficking by:
   ● reforming the immigration and support system for unaccompanied asylum seeking children to ensure that they receive the specialist services they need;
   ● ratifying the Council of Europe Convention on Action against Trafficking In Human Beings.
4. Providing strategic funding to partners within the refugee sector and commencing provision of the Refugee Integration and Employment Service to provide support for newly recognised refugees at an early stage in the integration process as well as focusing on employment as a key driver of successful integration.

D. We will develop and manage international alliances to support delivery of our business by:

1. Agreeing action plans for priority countries with Ministers from Home Office, DfID, FCO and MOJ by June 2008 and for remaining countries by October 2008;

2. Delivering returns and more effective action to reduce the inflow of illegal immigration by sharing biometric and biographical data with our key international partners within the framework of data protection legislation;

3. Working with FCO, Ministry of Justice and DfID to manage the Returns and Integration fund to secure with Foreign Governments improved arrangements to return foreign national prisoners, failed asylum seekers and immigration offenders to their country of origin;

4. Delivering effective action to reduce the movement of illegal immigrants, disrupt the networks of facilitators, and reduce trafficking, immigration fraud, counterfeiting and smuggling along the main routes working with SOCA and international partners, beginning from April 2008.

“The Government Office Network values this growing relationship with the Agency. Immigration is an important issue in most regions and we can link the Agency with Local Authorities and communities to ensure the process runs smoothly and shared agendas are addressed effectively.”

Jo Gordon Home Office Regional Deputy Director and Head of Locality Division (North London)
04 OUR RESOURCES
OUR RESOURCES:
We will strengthen our organisational capability for delivery

OVERVIEW
We will bring staff and officers from BIA, HMRC and UKvisas together into a powerful £2bn agency with a local presence and a global reach.
## Significant Achievements and Key Facts

### Performance against BIA Business Plan 2007/08

<table>
<thead>
<tr>
<th>Key Facts From 2006, 2007 and 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>18,246 staff in BIA in 2007;</td>
</tr>
<tr>
<td>Began to deliver financial savings of 5% per annum cumulatively on the 2007/08 baseline;</td>
</tr>
<tr>
<td>640 reduction in headcount of BIA Headquarters;</td>
</tr>
<tr>
<td>45,000 days of training and development delivered to staff;</td>
</tr>
<tr>
<td>Since November 2007 arrangements have been in place to ensure new entrants are systematically inducted by their business units as well as centrally;</td>
</tr>
<tr>
<td>The Independent Police Complaints Commission (IPCC) oversight began on 25 February 2008 and includes a retrospective power to investigate cases occurring on or after 1 April 2007;</td>
</tr>
<tr>
<td>Delivered Counter Terrorism training to over 3,900 frontline Ports and UK Visas staff, in cooperation with the Security and Intelligence Agencies;</td>
</tr>
<tr>
<td>Brought in significant new skills, with recruitment of 20 external senior appointments and reviewed the skills and potential of all 500 senior staff.</td>
</tr>
</tbody>
</table>

### Key Facts

- New powers in place by April 2008. ✔
- Proposals for simplifying the legal framework for pre-legislative scrutiny by April 2008. ✔
- Establishing the Migration Advisory Committee and Migration Impacts Forum. ✔
- Developing regional framework. ✔
- Transition to Agency status. ✔
- Pay and grading is under review and decisions have been made on the future status and other organisational changes by April 2008 – in time for full agency status. See C8, page 37
- To use commissioning and contestability to drive efficiencies in our processes, and streamline where necessary. ✔
- To define the solution for the new electronic caseworking system by April 2008. ✔
- Work in partnership with the supplier to start to deliver the e-borders strategy. ✔
- Partnering with the police to deliver harm reduction. ✔
- Closer working with the other border agencies, under the Border Management Programme to increase cooperation and further secure the border. ✔
### Performance against BIA Business Plan 2007/08

<table>
<thead>
<tr>
<th>Key Facts From 2006, 2007 and 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>See facts outlined on page 34.</td>
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</table>

#### Partnerships with other enforcement agencies to tackle the harm and exploitation caused by illegal immigration.

<table>
<thead>
<tr>
<th>Performance against BIA Business Plan 2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>From 2006, 2007 and 2008</td>
</tr>
<tr>
<td>See B1, page 23</td>
</tr>
</tbody>
</table>

- Negotiate and participate in a local or multi-area agreement.
- Improve our international alliances in order to strengthen global co-operation to manage migration better.
- Deploying uniforms to border personnel at major ports, including Heathrow Terminal 5.
- Roll out of phase 1 of visible border programme.
- Implementation of a culture change programme aligned to the move to agency status.

### 2008/2011 Key Targets and Milestones

<table>
<thead>
<tr>
<th>2008/2011 Key Targets and Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1. Become an executive Agency with new freedoms and flexibilities effective from April 2009;</td>
</tr>
<tr>
<td>A4. Simplifying the law so it is easy for the public and key users to understand by – publishing legislative proposals for consultation in 2008/09 and introducing a new Bill as soon as the Parliamentary timetable allows;</td>
</tr>
<tr>
<td>A5. Publish analysis of our performance locally by April 2009 so that the public knows how we are doing where they live;</td>
</tr>
<tr>
<td>B2. Build strong partnerships with all our key stakeholders by October 2008;</td>
</tr>
<tr>
<td>B4. Improve our performance in meeting agreed targets for correspondence, including MPs’ letters and complaints;</td>
</tr>
<tr>
<td>C1. Introducing RECOGNISING THE BEST AWARDS to reward excellence and bravery of staff;</td>
</tr>
<tr>
<td>C8. Reviewing the system of reward including pay, allowances and benefits, taking into account the requirements of all employees in the new Agency by producing a costed integration plan by June 2008;</td>
</tr>
<tr>
<td>C10. Reduce the level and cost of sickness absence across the Agency by 1 day per employee per annum;</td>
</tr>
<tr>
<td>D1. Deliver the first strategic release of the new caseworking platform (ICW) by March 2009;</td>
</tr>
<tr>
<td>D6. Deliver 5% year on year efficiency savings from our operating costs.</td>
</tr>
</tbody>
</table>
A. We will set the highest standards for openness and accountability by:

1. Becoming an executive agency with new freedoms and flexibilities effective from April 2009;

2. Establishing an independent Inspector to provide oversight and strengthen accountability of the agency to Parliament and the public;

3. Introducing Independent Police Complaints Commission (IPCC) oversight of complaints, incidents and misconduct matters involving UK Border Agency staff exercising police-like powers in England and Wales. Similar systems will be put in place for Scotland and Northern Ireland;

4. Simplifying the law so it is easy for the public and key users to understand by – publishing legislative proposals for consultation in 2008/09 and introducing a new Bill as soon as the Parliamentary timetable allows;

5. Publishing analysis of our performance locally by April 2009 so that the public knows how we are doing where they live;

6. Ensuring that, across UK Border Agency, all case owners and staff are clearly accountable for their work and that by December 2008 a caseworker will be assigned to every case.

B. We will deliver our agenda by working closely with partners by:

1. Engaging fully in the Local Area Agreements and working with relevant partners on indicators that are affected by migration, by March 2009;

2. Building strong partnerships with all our key stakeholders from the voluntary sector, business community, Other Government Departments, Regional Government Offices and the devolved administrations, by October 2008. Using Stakeholder perception data to monitor and improve our relationships;

3. Ensuring a coherent approach is taken to bring together the key stakeholders with whom BIA, UKvisas and HMRC worked when they were separate entities, by June 2008;

4. Ensuring that we apply best practice, meet our legal obligations and improve our performance against correspondence targets, including replying to 95% of MP letters within 20 days;

5. Delivering a managed biometric and identity shared service for use across government via the Identity and Passport Service Strategic Supplier Framework Agreement. From January 2010, building upon the existing Immigration Asylum and Fingerprint System (IAFS) to provide a replacement that ensures business continuity for UK Border Agency and the future development of the National Identity Scheme;

C. We will be a proud agency that gets the best from its people and is well led at all levels by:

Our values are the bedrock of our organisation and we expect to be held accountable by reference to them. They underpin how we will
achieve our objectives and guide our everyday behaviour. Our values are:
- we deliver for the public;
- we treat everyone with respect;
- we are professional and innovative;
- we work openly and collaboratively.

1. Introducing RECOGNISING THE BEST AWARDS to reward excellence and bravery of staff;

2. Building upon the strengthened performance system introduced in 2007-08 with moderated performance ratings to be completed on all ex BIA staff at Higher Executive Officer – Deputy Director level (approximately 4,000 staff) by June 2008;

3. Following the devolution of the delivery of our immigration training to regional offices we will improve the quality and timing of training and ensure it meets the needs of our staff. We will achieve and improve upon the quality and timing of training against current productivity benchmarks, reducing the staff required to deliver this training by 20% whilst ensuring that it continues to meet the needs of our staff;

4. Developing plans to ensure our staff have the right tools to do their job, including the provisions of a new uniform, to be launched by end 2008, and equipment;

5. Supporting the creation of the UK Border Agency, bringing people together from UKvisas, HMRC and BIA, by aligning our HR policies, rewards, processes and working patterns and ensuring people are equipped for their work with the right skills, knowledge and security, with full integration completed by January 2009;

6. Developing our leadership and management capability through a series of foundation programmes, tools and activities to instil the right outlook, core skills and inspirational leadership at each key management level by end of July 2008. There will be approximately 6,700 leadership and management development activities available in 2008, this includes approximately 3,500 places on formal events and programmes delivered / facilitated by external experts;

7. Recruiting and promoting the right people with the right competencies at every level, ensuring better representation at senior levels: by 2008 40% women, 8% black and ethnic minority staff, 3.2% disabled staff in senior civil service and 10% black and minority ethnic staff and 3.2% disabled staff in feeder grades to senior civil service;

8. Following the work carried out in 2007/08 and absorbing the consequences of the merger into the new Agency, we will review the system of reward including pay, allowances and benefits, taking into account the requirements of all employees in the new Agency by producing a costed integration plan by June 2008;

9. Improving the strategic planning of workforce capability, introducing a new robust system by July 2008 for evaluating the impact of
training and other development programmes on business performance and outcomes. A key element of this is ensuring our border force is equipped with the right skills and capabilities;

10. Reducing the level and cost of sickness absence across the Agency by 1 day per employee per annum.

D. We will focus our resources on our priorities by cutting red tape and streamlining our systems and processes by:

A critical focus of this work stream centres on much of our immigration systems but not exclusively. In modernising our immigration systems we need to ensure a focus on the following:

- Personal accountability and case ownership
- Results and case conclusion
- Streamlining systems and major upgrades to IT

1. Delivering the first strategic release of our new caseworking platform (Immigration Case Work –ICW) by March 2009 and will provide a fit for purpose IT infrastructure to support caseworkers and deliver improvements in efficiency, consistency, the quality of decisions and the ability to provide a better customer service;

2. Implementing a Shared Business Services Centre for transactional HR and payroll, procurement and finance, enabling manager and employee self-service from February 2008 through to 2009;
3. Completing a review of the structure and functions of the Agency’s corporate centre and business support units by 2009. The Agency will continue to develop its long term investment plans including the long term IT infrastructure and detention estate. We will also rationalise the Agency estate;

4. Improving business processes across the Agency by focusing on an Information Management Strategy which enhances the organisation’s capability to manage and be more accountable for its information, aligned to the emerging IS/IT strategy with greater emphasis placed on data security;

5. Improving the planning and management of resources and investment decisions in UK Border Agency, this will deliver improved value for money and efficiency, across the Agency, against the agreed targets. We will ensure that we align reporting of managing performance, finance and projects;

6. Working towards agreeing 3 year budgets and workforce plans across the whole of the Agency. This will deliver 5% year on year efficiencies from our operating costs. As part of the drive for efficiency savings we will be aiming to achieve:
   ● the right mix of senior to junior staff
   ● moving back office staff to the front line and
   ● moving corporate centre work to the regions.

E. We will manage our key risks by:

1. Improving our management of risks at all levels of the organisation by:
   ● Strengthening our risk management according to the HO framework
   ● Strengthening internal audit by end of September 2008
   ● Increasing external audit scrutiny.

“I just wanted to say thank you for all your help and support in the recent deportation. I have been the local beat officer for many years and we have had numerous complaints regarding his intimidating behaviour. He has subjected an elderly and extremely vulnerable man to years of abuse as well as thefts which, due to his vulnerability we have found impossible to prove to secure a conviction. It is a great relief to have heard you had finally been able to deport him, which in turn will greatly improve the quality of life for our aggrieved. I know that having somebody deported is no easy task so wanted to express my sincere thanks for all your work during this case and again re-emphasises the importance of the Police and immigration service working closely.”

Karl Ralph A/PS 4902 North Oxford Community Beat Team Thames Valley Police
APPENDIX A – OUR OVERALL BUDGETS, STAFFING PLANS
2008 – 2011

FINANCE
This table shows the budget for UK Border Agency excluding the transfer from HMRC which is not yet
finalised.

<table>
<thead>
<tr>
<th>Directorate</th>
<th>2007/08 Budget £m</th>
<th>2007/08 Projected Outturn £m</th>
<th>2008/09 Budget £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Borders</td>
<td>229</td>
<td>219</td>
<td>242</td>
</tr>
<tr>
<td>Migration</td>
<td>880</td>
<td>935</td>
<td>871</td>
</tr>
<tr>
<td>o/w asylum support</td>
<td>453</td>
<td>486</td>
<td>415</td>
</tr>
<tr>
<td>International</td>
<td>–</td>
<td>–</td>
<td>325</td>
</tr>
<tr>
<td>Detention</td>
<td>162</td>
<td>156</td>
<td>185</td>
</tr>
<tr>
<td>Deputy Chief Executive</td>
<td>64</td>
<td>61</td>
<td>37</td>
</tr>
<tr>
<td>HR and Organisation Dev.</td>
<td>29</td>
<td>26</td>
<td>32</td>
</tr>
<tr>
<td>Resources Management</td>
<td>71</td>
<td>47</td>
<td>49</td>
</tr>
<tr>
<td>Shared Services</td>
<td>235</td>
<td>228</td>
<td>251</td>
</tr>
<tr>
<td>Depreciation/Cost of Capital</td>
<td>72</td>
<td>49</td>
<td>67</td>
</tr>
<tr>
<td><strong>Total Spend</strong></td>
<td><strong>1742</strong></td>
<td><strong>1721</strong></td>
<td><strong>2059</strong></td>
</tr>
</tbody>
</table>

**Funding**

<table>
<thead>
<tr>
<th></th>
<th>2007/08 Budget £m</th>
<th>2007/08 Projected Outturn £m</th>
<th>2008/09 Budget £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Migration – Income</td>
<td>(340)</td>
<td>(310)</td>
<td>(360)</td>
</tr>
<tr>
<td>International – Income</td>
<td>–</td>
<td>–</td>
<td>(325)</td>
</tr>
<tr>
<td><strong>Net Funding</strong></td>
<td><strong>1402</strong></td>
<td><strong>1411</strong></td>
<td><strong>1374</strong></td>
</tr>
</tbody>
</table>

**Staffing**

<table>
<thead>
<tr>
<th>FTE</th>
<th>Actual February 2007</th>
<th>2008/09 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18,246</td>
<td>20,000</td>
</tr>
</tbody>
</table>

The Agency is targeting to reduce operating costs by 5% in real terms over 2008/09 in addition to reducing overall asylum support costs as new and Legacy asylum cases are concluded.

Notes:
Figures are subject to final financial delegations. Final delegations might differ due to transfers between areas.
Headcount for the International Directorate is only included for 2008/09. RMD 2007/08 budget includes £20m central HO budget adjustment.