CONTENTS

FOREWORD
FOREWORD BY THE MINISTER OF STATE FOR NATIONALITY, CITIZENSHIP AND IMMIGRATION AND CHAIR OF THE ASYLUM AND MIGRATION WORKING GROUP 1

OUR PRINCIPLES 3

CHAPTER 1
THE BORDER AND IMMIGRATION AGENCY 6

CHAPTER 2
DELIVERING OUR STRATEGIC OBJECTIVES 12

CHAPTER 3
DEVELOPING THE CAPABILITY TO IMPLEMENT THE CHANGE AGENDA 34

CHAPTER 4
CORPORATE SERVICES – SUPPORTING OPERATIONAL DELIVERY 40
Last July, the Home Secretary and I published proposals for the most radical shake-up of the UK’s immigration system in its history. These proposals were based around our four Strategic Objectives:

1. Strengthen our borders;
2. Fast-track asylum decisions;
3. Ensure and enforce compliance with our immigration laws; and
4. Boost Britain’s economy.

Since then we have driven forward an ambitious transformation programme:

1. A new strategy, mobilising the efforts of public and private sectors, to create a new offshore border and with new priority to tackle those who threaten Britain first;
2. New powers via the UK Borders Bill to strengthen our borders, close down organised crime and strengthen our ability to detect, detain and deport those here illegally;
3. £100 million in extra resources from foreign nationals as a first step towards doubling our budget for enforcing the law;
4. New proposals to exploit identity technology abroad and at home, to secure our borders and help the UK public, and the public and private sectors know who has the right to be here; and
5. Proposals for new international alliances in order to strengthen global co-operation and manage global migration.
These have been achieved against a demanding operational background, yet we have managed to balance these demands alongside such a major change programme with real success. For the first time ever, in 2006 we have removed more failed asylum seekers than the number of unfounded claims we received – a world-leading achievement – and at the same time we have also deported approximately 2,240 foreign national prisoners. We have implemented one of the biggest re-engineering projects in central government introducing single case owners into the asylum system to secure quicker decisions and their implementation.

But more change is needed. To deliver a trusted and effective immigration system fit for the future, we will deliver five structural changes in the coming year:

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, and ensuring that only those that Britain needs can come to work or 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;

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.

This plan sets out the priorities and work programme for the new Agency for 2007/2008.

Whenever I meet our frontline staff, what impresses me most is their dedication and commitment to keeping our country safe and prosperous. They genuinely have Britain’s best interests clear in mind. Their contribution is the foundation on which this plan has been built.
OUR PRINCIPLES

THE BORDER AND IMMIGRATION AGENCY WILL PROVIDE AN IMMIGRATION SERVICE THAT IS
FIRM BUT FAIR, THAT DELIVERS SECURE BORDERS WHILST MEETING THE NEEDS OF THE
NATION’S ECONOMY, AND THAT WANTS AND EXPECTS TO BE HELD ACCOUNTABLE FOR ITS ACTIONS.

To do that, we believe that our organisation needs to adhere to the following set of principles:

1. **Public protection and the defence of national security is at the heart of our business.**

   “The criminals behind organised immigration crime are motivated by profit, treating people purely as commodities from which they can make money. This causes direct harm to individuals, communities and businesses in the UK. SOCA is committed to working in partnership with the Border and Immigration Agency to tackle these organised criminals. We will work together to build up our knowledge of how their businesses operate, identify their vulnerabilities and take them out.”

   Bill Hughes, Director General SOCA

   “The Border and Immigration Agency’s move to a harm-based agenda more closely mirrors our own priorities. As such, our combined strategies and operations will inevitably lead to more successful outcomes, and thus improve our effectiveness. By relentlessly focusing on this, we can send a message to those who cause harm to Britain that the forces arrayed against them have just increased.”

   Ken Jones, President ACPO

2. **We must work together with partners overseas, across Government, local Government and in local communities to manage migration in Britain’s national interest – maximising the benefits and minimising the harm.**

   “The Local Government Association has worked constructively with the Home Office for a decade to ensure that people who are allowed to settle in the UK can bring benefits to, and participate in, the communities in which they settle. As long as sufficient resources are provided and roles are clear, local authorities have the skills and expertise to ensure this is achieved successfully. The creation of a new agency gives us all the opportunity to review and improve our working relationships.”
We do welcome a greater spirit of openness and partnerships being exhibited now and believe that the intention to publish a business plan for the transitional year is helpful and encouraging to partners.”
John Ransford, Deputy Chief Executive
Local Government Association

3. We must respect the rights and needs of applicants at all times, seek to ensure that our rules are easy to understand and that our decisions are timely and of the highest quality. If applicants abuse the rules, they will be identified and our enforcement response will be swift and robust.

“UNHCR welcomes the commitment to producing higher quality asylum decisions and faster recognition of well-founded claims. We are confident that the new approach should help to enhance the protection of refugees by the United Kingdom and assist in increasing confidence among those who criticise the asylum system for being too weak, as well as from those who think it is too harsh.”
Bemma Donkoh,
UNHCR representative to the United Kingdom

4. We must be transparent and open with the public, to allow them to reach an objective view of our performance, and hence gain their trust.

“The appointment of Regional Directors, strengthening the regional structure, and devolving responsibilities, is – I believe – a major step forward for the Agency. For the first time we have a senior person, with wide-ranging responsibilities, to whom we can relate on regional and local issues. I think we have made some progress with this – but there is some way to go. What I am clear about is collectively, we can’t do it without each other.”
Stephen Hughes, Chief Executive
Birmingham City Council

5. We must be open to new ways of working and to using the full range of capabilities available to us to deliver our services.

“On the first reading of these proposals, they provide the balance we were looking for.”
John Cridland, Deputy Director CBI

“Migrants to the UK bring valuable skills and ideas with them and help to fill job vacancies where Britons are unable or unwilling to do so. Their taxes help pay for our public services and our pensions, long after many migrants have returned home. Their presence also helps keep inflation low at a time when there are many forces pushing the other way.”
Susan Anderson, CBI
6. We must be productive and efficient in all that we do, and strive for continuous improvements in our operational performance.

“The key themes of delivery, performance, capability and transformation… all contribute to helping Government to deliver better and more efficient public services.”
Prime Minister’s Delivery Unit

7. We must strive to improve the quality of our operational data and share it with our partners in timely ways to help deliver our common objectives.

“The Immigration Service cannot tackle the problem of illegal migrants alone. Other bodies, including the police, marriage registrars, tax authorities, local authorities, employers and education sector, all have a responsibility too.”
CREATING A NEW AGENCY

This is 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.

This 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 represents how the new Agency will be structured, with much of the responsibility for delivery devolved to the regional tier.
Delivering our Strategic Objectives


DELIVERING OUR STRATEGIC DIRECTIVES

BORDER CONTROL AND UKVISAS

STRATEGIC OBJECTIVE 1:
“STRENGTHEN OUR BORDERS; USE TOUGHER CHECKS ABROAD SO THAT ONLY THOSE WITH PERMISSION CAN TRAVEL TO THE UK; AND ENSURE THAT WE KNOW WHO LEAVES SO THAT WE CAN TAKE ACTION AGAINST THOSE WHO BREAK THE RULES.”

OVERVIEW

The growth in passenger movements demands a new approach to onshore and offshore border controls. Our aim is to create a new offshore line of defence, using new technology especially biometrics, and new approaches to risk and intelligence, to check individuals as far from the UK as possible and through each point of their journey. Our aim is to make legitimate travel easier, yet prevent those who might cause us harm from travelling here.

By the use of controls prior to, and at the point of, arrival we can count passengers into Britain; by using similar controls on exit, and including those individuals we remove, we can also count them out. Early parts of the infrastructure to achieve this have already been put into place, and these will be built on further during the coming year. Nearly 7,000 staff help us secure our offshore and UK borders.
THE FUTURE BORDER OPERATING MODEL

**KEY**

- INTELLIGENCE FLOW
- PASSENGER FLOW

**UK BORDER**

**JOIN T BORDER OPERATIONS AND INCREASED VISIBILITY**

- **NON-EEA NATIONALS (HIGH RISK)**
  - VISA PROCESSES GRADUATED BY LEVELS AND TYPES OF RISK
  - E-BORDERS
  - CARRIER CHECKS INCLUDING ATC AND NETWORK OF BORDER SECURITY ADVISERS

- **NON-EEA NATIONALS (LOW RISK)**
  - JUXTAPOSED CONTROLS AT JUXTAPOSED SEA AND RAIL PORTS

- **BRITISH AND EEA NATIONALS**
  - BIOMETRIC CAPTURE
  - GRANTED/REFUSED ENTRY BY IMMIGRATION OFFICERS

- **BORDERS INTELLIGENCE (JBOC, EU/INTERNATIONAL ALLIANCES)**

- **EMBARKATION CHECKS**

- **CONTINUED ASSESSMENT & ANALYSIS & IN-COUNTRY ACTION**

- **VIS A PROCESSES GRADUATED BY LEVELS AND TYPES OF RISK**

- **E-BORDERS**

- **AUTOMATED CONTROLS AT AIRPORTS**

- **CONTINUED ASSESSMENT & ANALYSIS & IN-COUNTRY ACTION**

- **EMBARKATION CHECKS**

- **BORDERS INTELLIGENCE (JBOC, EU/INTERNATIONAL ALLIANCES)**

- **EMBARKATION CHECKS**
PROGRESS ACHIEVED IN THE LAST YEAR

We have achieved the following:

1. Strengthened our offshore border controls:
   - Our international network of overseas border security advisors off-loaded nearly 55,000 inadequately documented passengers prior to boarding last year, making a total of 180,000 in the last five years;
   - For cross-channel journeys to the UK, we have further strengthened our juxtaposed controls. These controls in France and Belgium have contributed to the lowest number of asylum claimants since 1993;
   - Screened pre-arrival data for 20.9 million passenger movements on 72 routes, ahead of our target announced in the July 2006 review, generating 9,000 alerts and 900 arrests;
   - Visa applicants in 63 countries are required to enrol their biometrics; as of April 2007, 385,000 fingerscans had been collected; 4,000 matched to previous immigration matters or asylum applications; and
   - Rolled out Risk Assessment Units to cover 70% of all visa applications and 100% of high-risk, high-volume posts.

2. Toughened the UK border:
   - Intelligence led exit controls in place at selected ports, supported by mobile teams and pre-arrival data; and
   - Legislation on new powers for front-line immigration officers introduced to the Commons.

3. Record number of staff supported by new technology:
   - IRIS (Iris Recognition Immigration System) has continued to be rolled out across a number of UK airports, allowing registered frequent travellers a quick, convenient and secure way to clear immigration controls; and
   - A proof of concept, using the miSensePlus technology, supporting the International Air Transport Association (IATA) Simplifying Passenger Travel (SPT) initiative to improve passenger movement and enhance security.
PRIORITIES FOR BORDER CONTROL FOR 2007/08

Our priorities for the coming year are:

A. Wider and tougher checks on people before they come – in particular through the application of technology. We will:

1. Introduce a Visa Waiver Test to enable us to target our visa regimes more effectively and minimise harm to the UK while allowing nationals of those countries that do not present significant risk to travel to the UK with less scrutiny. This test will be applied systematically to determine whether a visa regime is required for non-EEA countries. The tests will be applied this year with changes happening from next year;

2. Consult on new measure to combat forced marriage, including a Code of Practice for interviews with couples, raising the minimum age of the spouse and sponsor to 21, and examine the case for the introduction of an English language test before entry for spouses who intend to settle in the UK;

3. Review the Transit Without Visa (TWOV) concession and Direct Airside Transit Visa (DATV) to ensure both are being correctly targeted to prevent abuse; and

4. Work with partners in the Four Countries Group (with Australia, Canada and the United States) and Europe to develop an appropriate and proportionate framework for data sharing with overseas law enforcement and security agencies, thereby enhancing our ability to deny entry to foreign criminals, immigration offenders and others who might cause harm to the UK. This will also help to streamline clearance for legitimate passengers coming for work, study or pleasure.

B. Strengthening the UK’s offshore border control – working more closely with our international partners to strengthen border controls overseas and to combat organised immigration crime and document abuse. We will:

1. Complete the rollout of biometrics capture to all visa applicants, and from 2008 we will start capturing the biometrics of increasing numbers of other lower-risk non-EEA nationals travelling to the UK for less than 6 months through biometric immigration documents, and through registered traveller schemes;

2. Award the contract for the e-Borders programme; this programme includes new capabilities of Advanced Passenger Information and Authority to Carry, enabling us to analyse who is coming to the UK, and thus lead to increased security;

3. Screen pre-arrival data covering 30 million passenger movements on 90 routes by April 2008 to provide greater assurance and security on movements of foreign travellers, enabling us to know who is arriving and leaving. As our processes and systems become more sophisticated, in 2008/2009 we will be able to target our screening to foreign nationals, enabling more comprehensive and efficient screening; and

4. Review the Airline Liaison Officer network to ensure that it remains effective in stopping people travelling to the UK without adequate documentation.
C. Implement a co-ordinated Border Management Programme and further deter illegal migration – using our border security network, comprising the Border and Immigration Agency, UKvisas, HMRC, police forces and SOCA, to ensure the efficient sharing of information, and collaborative working to increase coverage, strengthen our response, and ensure that border threats are met by those equipped with the right skills and knowledge. We will:

1. Use the new provisions of the UK Borders Bill, and ensure that existing agency powers are legally and operationally aligned, allowing any border agency to deal with situations where only one agency can at the moment;

2. Build on the successful early trials and develop formal agreements on inter-agency collaboration allowing more flexibility and increased reach;

3. Put in place practical co-operation across all ports over 2007 and 2008. An annual delivery plan will be produced and regularly reviewed by the Asylum and Migration Cabinet Committee;

4. Roll out uniforms to Border Control front line staff by September 2007; and

5. Provide more visible and consistent corporate signage at major ports by March 2008.

D. Make it easier for those genuine travellers whom we want to visit the UK. We will:

1. Provide greater accessibility to our customers and increase efficiency as we expand online visa applications to all our customers during 2007 and outsource more application services. By the end of 2007, we will be working with commercial partners in 73 different countries, accounting for 87 per cent of current applications;

2. Investigate new visa products, tailored to the specific needs of different visitors;

3. Build on, and expand, IRIS as it continues to contribute towards a secure border, and explore ways of sharing data with similar trusted schemes, whilst working with international colleagues to ensure future interoperability and the identification of best practice in such schemes; and

4. Establish a Visitor Taskforce to ensure that we encourage tourism and provide a warm welcome to those who wish to visit the UK legally.

E. Developing and managing a coherent set of international alliances to support the effective delivery of our business. We will:

1. Publish an international strategy, building on our international alliances to manage global migration, in the best interests of the UK and the broader global community, and make this a shared responsibility;

2. Work with international fora to ensure that borders are made stronger, whilst promoting schemes to expedite clearance of legitimate travellers. We want to enhance our working relationships internationally to develop our ability to share intelligence and tackle abuse at source; and

3. Further develop and manage action plans for the top 10 countries of harm throughout the period.
## KEY MEASURES OF PERFORMANCE

<table>
<thead>
<tr>
<th>REF</th>
<th>INDICATOR</th>
<th>2007/2008 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1</td>
<td>MINIMISE HARM RESULTING FROM FOREIGN TRAVELLERS TO THE UK</td>
<td>INTRODUCE A VISA WAIVER TEST TO TARGET NON-EEA COUNTRIES</td>
</tr>
<tr>
<td>B.1</td>
<td>CAPTURING THE BIOMETRICS OF ALL VISA NATIONALS IN ORDER TO MINIMISE HARM</td>
<td>COLLECT BIOMETRIC DATA FROM ALL VISA APPLICANTS, IRRESPECTIVE OF NATIONALITY, WHEREVER IN THE WORLD THEY APPLY</td>
</tr>
<tr>
<td>B.2</td>
<td>PROGRESSION OF THE E-BORDERS PROGRAMME</td>
<td>APPROVAL OF E-BORDERS FULL BUSINESS CASE BY THE PERMANENT SECRETARY BY SEPTEMBER 2007</td>
</tr>
<tr>
<td>B.3</td>
<td>COUNTING IN AND COUNTING OUT PASSENGERS WHO TRAVEL TO THE UK</td>
<td>THE SCREENING OF PRE-ARRIVAL DATA COVERING 30M PASSENGER MOVEMENTS OVER 90 ROUTES, AND IMPLEMENTING INTELLIGENCE-LED EXIT CONTROLS AT HEATHROW, GATWICK AND OTHER PORTS</td>
</tr>
<tr>
<td>B.4</td>
<td>REDUCING THE NUMBER OF ILLEGAL ENTRANTS ARRIVING IN THE UK</td>
<td>THE OFFLOADING OF INADEQUATELY DOCUMENTED PASSENGERS PRIOR TO BOARDING TO 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>
</tr>
<tr>
<td>C.4</td>
<td>DEPLOYING UNIFORMED BORDER SERVICE AT ALL LOCATIONS</td>
<td>VISIBLE UNIFORMED BORDER SERVICE IN PLACE AT MAJOR PORTS, INCLUDING HEATHROW TERMINAL 5</td>
</tr>
<tr>
<td>C.5</td>
<td>STRENGTHEN BORDER VISIBILITY AND REASSURANCE</td>
<td>ROLL OUT OF PHASE 1 OF VISIBLE BORDER PROGRAMME</td>
</tr>
<tr>
<td>D.1</td>
<td>MAKING IT EASIER FOR GENUINE TRAVELLERS</td>
<td>OUTSOURCE MORE APPLICATION SERVICES TO COVER 87% OF APPLICATIONS BY END 2007 AND EXPAND ONLINE VISA APPLICATIONS TO ALL CUSTOMERS</td>
</tr>
<tr>
<td>E.3</td>
<td>PROACTIVELY MANAGE THOSE COUNTRIES WHOSE NATIONALS CAUSE THE MOST HARM</td>
<td>THE DEVELOPMENT AND MANAGEMENT OF ACTION PLANS FOR THE TOP 10 COUNTRIES OF HARM</td>
</tr>
</tbody>
</table>

## RESOURCES: KEY FACTS

<table>
<thead>
<tr>
<th></th>
<th>2007/2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>BORDER CONTROL BUDGET (£M)</td>
<td>204</td>
</tr>
<tr>
<td>E-BORDERS</td>
<td>25</td>
</tr>
<tr>
<td>UKVISAS BUDGET (£M)</td>
<td>325M</td>
</tr>
<tr>
<td>UKVISAS VISA FEES (£M)</td>
<td>(325M)</td>
</tr>
<tr>
<td>FORECAST VOLUMES (PAASSENGER NUMBERS)</td>
<td>95.5M</td>
</tr>
<tr>
<td>FORECAST BORDER CONTROL STAFF NUMBERS</td>
<td>4,600</td>
</tr>
<tr>
<td>FORECAST UKVISAS STAFF NUMBERS</td>
<td>2,337</td>
</tr>
<tr>
<td>FORECAST TOTAL STAFF NUMBERS</td>
<td>6,937</td>
</tr>
</tbody>
</table>
STRATEGIC OBJECTIVE 2:  “WE WILL FAST-TRACK ASYLUM DECISIONS, REMOVE THOSE WHOSE CLAIMS FAIL AND INTEGRATE THOSE WHO NEED OUR PROTECTION.”

OVERVIEW

Applications for asylum last year fell to the lowest level since 1993. This is in contrast to the rest of Europe where in the fourth quarter last year applications rose 14% over the previous quarter.

Applications for asylum are considered in accordance with the provisions of the 1951 United Nations’ Convention relating to the Status of Refugees. To qualify for asylum, an applicant must show they have a well-founded fear of persecution in a particular country for reasons of race, religion, nationality, political opinion or membership of a particular social group. Applicants who do not qualify for asylum but are considered to have other humanitarian or discretionary reasons to remain in the UK, may be granted temporary leave in accordance with our policies on Humanitarian Protection (HP) and Discretionary Leave (DL). Applicants who are not granted asylum or temporary leave, and whose appeal rights have been exhausted, are liable to removal from the UK.

The current intake of new applications is around 21,000 a year. The supported numbers will fall as a result of the review and resolution of legacy cases from 2007/2008 through to 2010/2011. Work has started on clearing these cases.
PROGRESS ACHIEVED IN THE LAST YEAR
We achieved four key goals during 2006/2007:

1. For the first time ever, we delivered the key “tipping point” target of removing more failed asylum seekers than unfounded applications received;
2. Completed the creation of new fast-track asylum teams in every part of the UK:
   • Every new asylum applicant has one caseowner from the beginning to the end of his or her case. This is leading to speedier decisions on integration or removal. For example, we are serving many decisions within a month, a huge improvement over the old method, and are concluding over one in three cases within six months;
   • These teams now include over 600 Case Owners plus Team Leaders, Senior Caseworkers, workflow managers and support staff. Because local teams will manage cases we are aiming for improvements in community cohesion, relationships with stakeholders and partners and refugee integration; and
   • We are continuing to develop and implement a more effective individual process for asylum applicants including fast-tracking and closely managing new asylum applications and we will continue to clear the legacy cases.
3. Met the Gateway Protection Programme target of 500 refugee arrivals for the first time in 2006/2007; and
4. Reduced asylum support costs by a further £88 million, bringing the total savings since April 2004 to £488 million.

DELIVERY PRIORITIES FOR 2007/2008
This year our priorities will be to:

A. Deliver faster, fairer decisions:
   1. Increase the proportion of new cases concluded within 6 months to 40% by December 2007;
   2. Ensure a single case owner manages each new application from the beginning to conclusion;
   3. Improve the quality of decision making by regular assessment and evaluation, and raising confidence by making the process more transparent;
   4. Use the lessons learned from the Fast-track Asylum Team approvals to continue the legacy clearance programme. By December 2007, we will have allocated a case owner to every legacy case; and
   5. Continue to sustain the Gateway Protection Programme target. These will include refugees from Burma, the Democratic Republic of Congo and Mauritania. Work is underway with faith organisations and Housing Associations to pilot alternative support packages, which it is hoped will provide a basis for expansion in future years.

B. Detect, detain and remove those with no right to be here:
   1. Maintaining the removal of more failed asylum seekers than are making unfounded claims; and
   2. Monitor all applicants and increasingly deploy electronic tagging and voice recognition systems for new asylum applicants who are not detained.
C. Deliver savings for taxpayers:

1. Continue to ensure ongoing integration of asylum policy and operations;
2. Work with partners and stakeholders including UNHCR to further improve our processes; and
3. Continue to reduce Asylum support costs by £80 million.

<table>
<thead>
<tr>
<th>REF</th>
<th>INDICATOR</th>
<th>2007/2008 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1</td>
<td>REDUCING THE TIME TO CASE CONCLUSION</td>
<td>40% OF ALL ASYLUM CASES CONCLUDED WITHIN 6 MONTHS</td>
</tr>
<tr>
<td>B.1</td>
<td>MAINTAINING THE REMOVAL OF FAILED ASYLUM SEEKERS</td>
<td>THROUGH COMMISSIONING OF THE ENFORCEMENT ORGANISATION, REMOVE MORE FAILED ASYLUM SEEKERS THAN UNFOUNDED APPLICANTS</td>
</tr>
<tr>
<td>C.3</td>
<td>REDUCING ASYLUM SUPPORT COSTS</td>
<td>REDUCE ASYLUM SUPPORT COSTS BY £80M</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESOURCES: KEY FACTS</th>
<th>2007/2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASYLUM BUDGET (£M)</td>
<td>584</td>
</tr>
<tr>
<td>FORECAST APPLICATIONS FOR ASYLUM</td>
<td>&lt; 21,000</td>
</tr>
<tr>
<td>FORECAST VOLUMES (SUPPORTED NUMBERS)</td>
<td>47,000</td>
</tr>
<tr>
<td>FORECAST STAFF NUMBERS</td>
<td>3,800</td>
</tr>
</tbody>
</table>
Delivering our Strategic Objectives

Enforcement

STRATEGIC OBJECTIVE 3:
“TO ENSURE AND ENFORCE COMPLIANCE WITH OUR IMMIGRATION LAWS, REMOVING THE MOST HARMFUL PEOPLE FIRST AND DENYING THE PRIVILEGES OF THE UK TO THOSE HERE ILLEGALLY.”

OVERVIEW

Most migrants come to the UK legally, make a positive contribution, and leave when their time is due. There are migrants however whom we deem illegal migrants because they have entered the country illegally; broken the immigration rules, for example, by working full time having originally been allowed in to study; or failed to leave at the end of their stay.

We made it clear in the IND Review published in July 2006 that our enforcement priority would be to take action against the most harmful people first and deny the privileges of the UK to those here illegally. Prioritising those who we believe to be causing the most harm allows us to target our response and our resources. By ‘harm’ we are referring to all the potential negative consequences of illegal migration, and figure 2 (overleaf) shows an example of the escalating scale of harm we are focusing on:
• Threats to national security, such as involvement in terrorism
• Committing serious or violent crime
• Organised crime such as human trafficking into forced labour and involvement in drug trafficking
• Knowingly employing illegal workers where it combines abuse of individuals, tax evasion, undermining the minimum wage and fair competition
• Fraudulent access to benefits
• Reduced community cohesion
• Health tourism
• Undermining public confidence in the immigration system
• Creating a ‘systemic pull’ for more illegal migrants to follow

‘Enforcing the Rules’ – A cross-Government strategy for enforcement and compliance was published in March 2007. It is based upon 5 key building blocks:

1. Creating immigration crime partnerships across the country, across government agencies and across public services to tackle the harm and exploitation caused by illegal immigration;
2. Transforming the collection, analysis and dissemination of information and intelligence about immigration crime;
3. Shutting down the privileges of the UK to those here illegally and stepping up detection and removal;
4. Making it easier to obey the rules; and
5. Providing constant feedback to the public.

This offers an opportunity to take work on enforcement to another level in terms of reach and impact. We will develop our frontline capability through a mix of additional capacity (substantial numbers of new immigration staff and extra, seconded police officers) and improved partnership working with law enforcement agencies, workplace enforcement agencies, other parts of central and local government and the public.

The UK Borders Bill will also provide new powers for our staff and new sanctions, for example to apply civil penalties to employers who knowingly employ illegal workers. The Bill also provides for new powers to require foreign nationals in the UK to give their biometrics, so that we can fix their identity. We will collect biometrics from all visa applicants worldwide by 2008 to identify people presenting a risk and stop them coming here, and biometric ID cards, known as Biometric Immigration Documents, for non-EEA nationals staying in the UK to help combat illegal working.
Biometric Immigration Documents will be a reliable way for employers to check applicants’ eligibility to live and work in the United Kingdom. This should simplify the processes in employing people without an automatic right to work.

The use of biometrics will enable employers, agencies and enforcement officers to identify people using false or multiple identities, and help ensure that enforcement action is undertaken swiftly to prevent the applicant disappearing into the black economy.

The launching of the Points Based System will simplify the rules around who can come to the UK and who cannot. The implementation of this will make it easier for migrants to understand if they are compliant with our immigration laws, and thus help them to “self regulate”.

The launching of the register of authorised employers and educational institutions, where these organisations will need to demonstrate compliance to our immigration laws, will also act as a deterrent, and thus reduce illegal working.

As part of the broader changes to a harm-based focus and a commissioned structure, our operations to remove foreign national prisoners, illegal workers and failed asylum seekers will be ever increasingly directed by other parts of the Agency, ensuring a more seamless end-to-end approach to our overall operations.
ENABLING COMPLIANCE, COMBATING ABUSE AND REDUCING HARM

LIVING LEGALLY, ENJOYING PRIVILEGES, AND CONTRIBUTING ECONOMICALLY OR SOCIALY

PRE-ENTRY CHECKS

ON ARRIVAL CHECKS

LEGAL ENTRY

EEA NATIONAL

NON-VISA NATIONAL

ASYLUM SEEKER

ILLEGAL ENTRY

VERIFYING IDENTITY AND LEGITIMACY OF ENTITLEMENT

ACCESSING PUBLIC SERVICES

EMLOYMENT

FINANCIAL AND OTHER SERVICES

CHANGE OR UPDATE STATUS

ILLEGAL WORKERS

CHANGING OR UPDATE STATUS

DIFFICULT ENVIRONMENT FOR THOSE ILLEGALLY RESIDENT AND/OR ACCESSING PRIVILEGE WITHOUT ENTITLEMENT

EMBARKATION CONTROL

COURT DEPORTATION

ENFORCED REMOVAL

VOLUNTARY REMOVAL

BIA

POLICE

SOCA

OTHER

ILLEGALLY HERE

HARM

OPERATIONAL ENFORCEMENT
PROGRESS ACHIEVED IN THE LAST YEAR

We achieved the following key goals during 2006/2007:

1. Shifted our focus and increased our performance to reflect better our harm-reduction aims, rather than following a failed asylum seeker only goal. We achieved record numbers of operations, removals (over 30,000), successful prosecutions and contact management events. Between April and December 2006, approximately 2,240 foreign national prisoners were deported or removed, with weekly deportations/removals rising by 40%;

2. Secured planning permission for a new removal centre at Gatwick to add 426 beds by 2008;

3. An illegal working campaign with a tough enforcement message of a Home Office crack-down on rogue employers who employ illegal migrant workers. The campaign included:
   - Direct mail to small and medium sized businesses in the most high-risk categories – agriculture, catering, hospitality and construction – to make them aware of their obligations when employing migrant workers and directing them to an online toolkit for help and advice;
   - Newspaper and radio advertising with a tough enforcement message warning rogue employers that they would be caught and punished; and
   - An online toolkit giving help and advice for employers when employing migrant workers.

4. Successfully implemented a new work restriction policy for Romanian and Bulgarian nationals post Accession, supported by a series of high profile operations to send out a strong enforcement message;

5. Worked with the Prime Minister’s Special Envoy, Lord Triesman, to reduce the obstacles to removals; and

6. Laid the foundations for a set of new partnerships, to help us remove blockages and improve our ability to remove people, with the Foreign and Commonwealth Office, SOCA and the police.
DELIVERY PRIORITIES FOR 2007/2008

This year, our priorities will be:

A. Creating immigration partnerships:
   1. Develop new partnerships with the police and others to deliver harm reduction, and where possible, to share targets; and
   2. Remodel our operational processes and introduce more efficient and effective means of delivering our services in partnership with the police and other enforcement agencies.

B. Transforming the collection, analysis and dissemination of information and intelligence about immigration crime:
   1. Begin the process of transforming our information and intelligence capability by restructuring our intelligence functions to be more regionally based so as to be closer to the communities we serve. We will also need a national function to enable the dissemination of information across the regions; and
   2. Share data about illegal migrants more consistently with other Government agencies and partners.

C. Shutting down the privileges of the UK to those here illegally:
   1. Increase the rate of deportation and removal of foreign national prisoners upon completion of their custodial sentences;
   2. Increase the number of illegal workers found and deported;
   3. Continue to remove more failed asylum seekers than are making unfounded claims, as commissioned by the Asylum Directorate; and
   4. Implement civil penalties for employers of illegal workers.

D. Making it easier to obey the rules:
   1. Launch the Authorised Employer Register as part of the Points Based System;
   2. Recruit and train new account management/compliance teams to manage employers and educational establishments who wish to bring in migrants under the Points Based System; and
   3. Supporting sponsors in fulfilling their obligations, and taking action when they don’t.

E. Providing constant feedback to the public:
   1. Continue our marketing campaign, targeted at employers, to crack down on rogue employers who employ illegal migrant workers;
   2. Publishing removal figures both nationally and regionally; and
   3. Publicising successful enforcement operations.

F. Transforming our capability:
   1. Significantly boost our workforce with extra immigration and police staff;
   2. Increasing the throughput of offenders through our detention estate; and
   3. Utilise the best of the public, private and third sectors to increase our efficiency and operational effectiveness.
### KEY MEASURES OF PERFORMANCE

<table>
<thead>
<tr>
<th>REF</th>
<th>INDICATOR</th>
<th>2007/2008 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1</td>
<td>DEVELOPING NEW PARTNERSHIPS TO DELIVER HARM REDUCTION</td>
<td>DEVELOP A NEW PARTNERSHIP WITH THE POLICE, HMRC, DWP, GLA, HSE AND DTI COVERING PRIORITIES, INFORMATION SHARING AND JOINT WORKING</td>
</tr>
<tr>
<td>B.1</td>
<td>TRANSFORMATION OF OUR INFORMATION AND INTELLIGENCE CAPABILITY</td>
<td>BEGIN THE RESTRUCTURING OF OUR INTELLIGENCE FUNCTIONS INTO A NATIONAL AND REGIONAL STRUCTURE BY DECEMBER 2007</td>
</tr>
<tr>
<td>C.1</td>
<td>INCREASING THE RATE OF DEPORTATION AND REMOVAL OF FOREIGN NATIONAL PRISONERS</td>
<td>REMOVAL OF 340 FOREIGN NATIONAL PRISONERS PER MONTH UNTIL NOVEMBER 2007, WHEN THIS FIGURE WILL RISE TO 400 PER MONTH</td>
</tr>
<tr>
<td>C.2</td>
<td>INCREASING THE NUMBER OF ILLEGAL WORKERS FOUND AND REMOVED</td>
<td>REMOVAL OF 1,400 IMMIGRATION OFFENDERS PER MONTH</td>
</tr>
<tr>
<td>C.3</td>
<td>INCREASING THE NUMBER OF FAILED ASYLUM SEEKERS REMOVED</td>
<td>WE WILL 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>
</tr>
<tr>
<td>D.2</td>
<td>ENHANCE OUR COMPLIANCE CAPABILITIES AS PART OF IMPLEMENTING THE POINTS BASED SYSTEM</td>
<td>BEGIN COMPLIANCE ACTIVITIES BY DECEMBER 2007 WITH A TARGET OF 5,000 INTERVENTIONS AGAINST SPONSORS OR EMPLOYERS BY APRIL 2008</td>
</tr>
<tr>
<td>E.2</td>
<td>CONTINUE OUR ONGOING INFORMATION CAMPAIGNS TO THE PUBLIC</td>
<td>PUBLISH REMOVAL FIGURES FOR REGIONS AND NATIONALLY BY APRIL 2008</td>
</tr>
<tr>
<td>F.2</td>
<td>INCREASE THE OVERALL THROUGHPUT OF OUR DETENTION ESTATE</td>
<td>DELIVER THE LEVEL OF OCCUPANCY OF ADULT BEDS WITHIN THE DETENTION ESTATE TO 95% AND REDUCE THE AVERAGE BED NIGHTS PER REMOVAL ACHIEVED BY 10%</td>
</tr>
</tbody>
</table>

### RESOURCES: KEY FACTS

<table>
<thead>
<tr>
<th></th>
<th>2007/2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENFORCEMENT BUDGET (£M)</td>
<td>191</td>
</tr>
<tr>
<td>DETENTION BUDGET (£M)</td>
<td>146</td>
</tr>
<tr>
<td>FORECAST VOLUMES (REMOVALS)</td>
<td>31,000</td>
</tr>
<tr>
<td>FORECAST VOLUMES (DETENTION CAPACITY)</td>
<td>2,505</td>
</tr>
<tr>
<td>FORECAST STAFF NUMBERS</td>
<td>3,900</td>
</tr>
</tbody>
</table>
DELIVERING OUR STRATEGIC OBJECTIVES

MANAGED MIGRATION AND UKVISAS

STRATEGIC OBJECTIVE 4:
“BOOST BRITAIN’S ECONOMY BY BRINGING THE RIGHT SKILLS HERE FROM AROUND THE WORLD, AND ENSURING THAT THIS COUNTRY IS EASY TO VISIT LEGALLY.”

OVERVIEW

Migration is a global phenomenon, and in common with all OECD nations, migration to the UK has grown. Net immigration to the UK is around the OECD average and brings the UK great benefits; higher growth and productivity, and lower inflation.

We seek to make travel and migration work for Britain, ensuring:

1. An open and objective setting of policy to maximise the economic benefits of migration to the UK;
2. Introducing and managing a system (the Points Based System) so only those with something to give which Britain needs can come to work or study;
3. Issuing authorisation to foreign nationals to quickly but securely visit, work, study or settle in Britain;
4. Efficient commissioning of enforcement infrastructure:
   • Removing overstayers and people who do not comply;
   • Ensuring that authorised employers fulfil their obligations;
   • Counting people in and out of the UK via Border Control; and
   • Issuing ID cards to foreign nationals quickly and securely and providing services to check and verify identity.
5. Welcoming and celebration of the transition to citizenship of new citizens to the UK.
PROGRESS ACHIEVED IN THE LAST YEAR

We achieved the following:

1. Dealt with over 1.3 million in-country applications to come to the UK to work, study or stay, 99% of which were handled within our desired performance targets;

2. UKvisas processed over 2.75 million visa applications, with over half a million people being refused entry, a refusal rate of 19%;

3. Strengthened control of the system:
   • Created new front-line compliance officers and business account managers at a number of nationwide locations working directly with British businesses, and ensure that migrants comply with our rules;
   • Targeted UK educational institutions that act fraudulently to bring overseas nationals to the UK, or who act outside the rules, removing 45 colleges from the approved DfES list, and shutting down bogus colleges with action against around 20 individuals being taken further;
   • Launched additional services including the employer helpline to help businesses to stay within the rules and we are testing a new verification service to support employers combating fraud dealing with over 2,000 calls per week; and
   • Introduced new controls in January to restrict access to the UK employment market by Bulgarian and Romanian nationals.
Delivering our Strategic Objectives

4. Welcomed those who benefit the UK:
   • Changed the highly skilled migrants programme in December 2006 to ensure overseas nationals wanting to bring their skills to the UK have the right qualification, experience and skills we want;
   • Introduced knowledge of life and language tests for those overseas nationals wishing to settle or become British citizens; and
   • Designed the Points Based System and appointed the IT supplier.

5. Improved customer service:
   • Reached a level of 86% of British businesses satisfied or very satisfied with our business services which processes applications for work permits and regulates access to the labour market and also information services for UK businesses looking to fill skills gaps and recruit in shortage areas;
   • Further expanded the Nationality Checking Service to deal with 45% of applications. This service has been created to process citizen applications more quickly;
   • From September 2006 until the end of the 2006/2007 financial year, we delivered on all of our Public Service Agreement Targets for visa customer services. Over the year, 89% of straightforward applications and 66% of all applications were processed within 24 hours;
   • Further developed “Business Express”, our expedited visa processing scheme for business travellers, now running in over 10 different countries. In India, over 225 companies regularly conducting business with the UK have benefited from this service;
   • Achieved Charter Mark status for our visa operation in New York, the first overseas visa office to achieve the award in its own right; and

6. Provided value for money to the taxpayer:
   • Expanded UKvisas’ online applications system, Visa4UK. In the past year, 345,136 applications were made online, four times more than the figure for the previous year.

DeliverY PrioriTies for 2007/2008

We have four major priorities:

A. To develop open and objective policies for migration which reflect the UK’s needs:
   1. Establish the independent Migration Advisory Committee to advise the Government on the economic case for and impact of migration, and the Migration Impacts Forum to provide an evidence base on the wider impacts of migration; and
   2. Further developing a policy for earned citizenship.

B. Introducing and managing a Points Based System so only those with skills or contributions which benefits the UK can come to work or study:
   1. Commence roll-out of the Points Based System into more work and study routes providing a clearer and more transparent system for all whilst at the same time dramatically improving the quality and consistency of decision making;
   2. Introduce case ownership for all relevant cases;
3. Improve customer service in our everyday operation and provide a coherent stakeholder management policy; and

4. Maintain the appropriate Points Based System fee structure to maintain competitiveness and ensure we continue to attract those with the right skills to the UK, whilst also covering the operating costs of such a system.

C. Issuing authorisation to foreign nationals to visit, work, study or settle in Britain quickly but securely:

1. Increasing the proportion of application decisions taken offshore;

2. Improving the quality of application decisions; and

3. Further improving customer service and turnaround times.

D. Ensuring compliance by the commissioning of:

1. Enforcement action against overstayers and people who do not comply;

2. The application of the authorised employer register as part of the Points Based System, supporting these employers in fulfilling their obligations, and taking action when they don't;

3. Expanded services to employers through an employer helpline to further streamline processes and reduce errors;

4. e-Borders to count people in and out of the UK; and

5. Issuing of ID cards to foreign nationals quickly and securely to verify identity by implementing Biometric Travel Documents and beginning the roll out of Biometric Residence Permits.
### KEY MEASURES OF PERFORMANCE

<table>
<thead>
<tr>
<th>REF</th>
<th>INDICATOR</th>
<th>2007/2008 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.1</td>
<td>ROLL OUT THE POINTS BASED SYSTEM</td>
<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>
</tr>
<tr>
<td>C.1</td>
<td>DECIDE WHO COMES TO THE UK</td>
<td>AGREE OR REFUSE APPLICATIONS SPEEDILY, AND WITHIN PUBLISHED TARGETS</td>
</tr>
<tr>
<td>D.2</td>
<td>MAKING AUTHORISED EMPLOYERS COMPLY WITH THEIR DUTIES</td>
<td>LAUNCH THE AUTHORISED EMPLOYERS REGISTER BY APRIL 2008</td>
</tr>
<tr>
<td>D.5</td>
<td>ASSOCIATE A UNIQUE IDENTITY TO ALL NON-EAA NATIONALS IN THE UK</td>
<td>PUT IN PLACE INFRASTRUCTURE FOR BIOMETRIC RESIDENCE PERMITS BY APRIL 2008</td>
</tr>
</tbody>
</table>

### KEY MANAGED MIGRATION APPLICATION PROCESSING TARGETS – 2007/2008

<table>
<thead>
<tr>
<th>PROCESS TYPE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREMIUM CALL-IN APPLICATIONS</td>
<td>98% WITHIN 24 HOURS</td>
</tr>
<tr>
<td>POSTAL, CHARGED, IN-COUNTRY (I)</td>
<td>70% WITHIN 1 WEEK FOR WORK PERMITS</td>
</tr>
<tr>
<td>POSTAL, CHARGED, IN-COUNTRY (II)</td>
<td>70% WITHIN 3 WEEKS FOR STUDY, MARRIAGE OR SETTLEMENT</td>
</tr>
<tr>
<td>POSTAL, CHARGED, IN-COUNTRY (III)</td>
<td>60% WITHIN 3 MONTHS FOR CITIZENSHIP</td>
</tr>
</tbody>
</table>

### KEY UKVISAS APPLICATION PROCESSING TARGETS – 2007/2008

<table>
<thead>
<tr>
<th>PROCESS TYPE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRAIGHTFORWARD NON-SETTLEMENT APPLICATIONS</td>
<td>90% WITHIN 24 HOURS</td>
</tr>
<tr>
<td>NON-SETTLEMENT APPLICATIONS REQUIRING FURTHER ENQUIRIES</td>
<td>90% WITHIN 15 WORKING DAYS</td>
</tr>
<tr>
<td>APPLICANTS FOR SETTLEMENT VISAS TO BE ASSESSED OR INTERVIEWED</td>
<td>90% WITHIN 12 WEEKS</td>
</tr>
</tbody>
</table>

### RESOURCES: KEY FACTS

<table>
<thead>
<tr>
<th>RESOURCE</th>
<th>2007/2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIGRATION BUDGET (£M)</td>
<td>121</td>
</tr>
<tr>
<td>MIGRATION INCOME (£M)</td>
<td>(340)</td>
</tr>
<tr>
<td>FORECAST VOLUMES (DECISIONS ON APPLICATIONS)</td>
<td>1.3M</td>
</tr>
<tr>
<td>FORECAST UKVISAS VOLUMES (DECISIONS ON VISA)</td>
<td>2.7M</td>
</tr>
<tr>
<td>FORECAST MANAGED MIGRATION STAFF NUMBERS</td>
<td>4,100</td>
</tr>
</tbody>
</table>
DEVELOPING THE CAPABILITY TO IMPLEMENT THE CHANGE AGENDA
In July 2006 we published the IND Reform Action Plan, “Fair, effective, transparent and trusted – Rebuilding confidence in our immigration system”. This set out an ambitious programme of change, focused around the delivery of our four Strategic Objectives. Underpinning these were seven capability programmes, each developing our capability in a particular area.

These form part of the key areas for action identified in the Home Office Reform Action Plan published on 19 July 2006. The figure below shows how these fit together:
PROGRAMME 1: WE WILL STRENGTHEN AND SIMPLIFY OUR IMMIGRATION LAWS.

We will ensure that the Border and Immigration Agency has a clear and simplified legal framework. This will give people in the Agency the powers they need to do the job and ensure they exercise them fairly, consistently and effectively. Alongside our core immigration functions, when professionals from other agencies are involved, we will develop a coherent approach. This is true of children’s cases, where the implementation of our safeguarding framework will help us to make speedy and durable decisions about them, which take into account the individual situation, views and welfare. We plan a fundamental overhaul and we recognise that this will take some time. We will consult during 2007, with a view to bringing forward proposals in 2008.

The key milestones for 2007/2008:

1. New powers in place by April 2008; and
2. Proposals for simplifying the legal framework ready for pre-legislative scrutiny by April 2008.

PROGRAMME 2: CREATING A STRONG FRAMEWORK FOR DELIVERY AND ACCOUNTABILITY.

We need to transform into a service delivery organisation that is clear about its role, its relationship with the wider Home Office and other government departments, and the way its performance is judged by the public. Above all, we need to become an organisation committed to high standards of operational delivery: one where individual accountabilities are clear but also where everyone – from senior managers to front-line staff – feels responsible for the overall performance of the service as well as their own tasks.

The key milestones are already in place and cover:

1. Consulting on a new inspectorate, the Migration Advisory Committee and the Migration Impacts Forum;
2. The establishment of the Shadow Agency; and
3. Putting in place the regional structure

Clearly these milestones represent starting points for the development of the new organisation and how it works.
**PROGRAMME 3:**
STRENGTHEN OUR LEADERSHIP AND MANAGEMENT AT ALL LEVELS.

We will put the right people in the right posts. We will also work to improve skills at all levels within the business, overhaul performance management, and ensure that the right skills and training are available early enough in the decision-making process. A leadership strategy has been developed and will be implemented from September 2007. This will give structured and personalised development to all staff in senior roles, and will increasingly reach out to others in the organisation.

We will set clear standards for what we expect in our managers and leaders and review our people against these expectations. We will put in place clear lines of accountability and responsibility. Alongside this, the senior management team has committed to greater visibility across the organisation. We will consider whether it can be developed into a formal objective.

The key milestone for 2007/2008 is:

1. Pay and grading is under review and that decisions have been made on the future status and other organisational changes by April 2008 – in time for full Agency status.

Further organisational changes will be delivered by 2009.

**PROGRAMME 4:**
EXCELLENCE IN THE BASICS – CREATING AN EFFICIENT AND CONSISTENT OPERATION.

In line with the overall Home Office Reform Action Plan, we will radically overhaul our processes to create consistency across the business by simplifying and standardising, and focus our efforts on making correct decisions when cases are initially considered. We will, for example, separate out simple from complex cases and produce clearer, simpler instructions for caseworkers to improve the speed and quality of our decision making. We will introduce systems to support risk and rule-based decision making, and get rid of duplicated functions. We will also overhaul processes that rely on other government departments, ensuring that the overall outcome is considered.

The key milestone for 2007/2008 is:

1. To use commissioning and contestability to drive efficiencies in our processes, and streamline these where necessary.
PROGRAMME 5: WE WILL BE A LEADING IMPLEMENTER OF TECHNOLOGY WITHIN GOVERNMENT EXPLOITING NEW TECHNOLOGIES.

We will put in place the first-class IT systems our people need to work effectively. These systems must support efficient case-working, help with operational decision making, and allow information to be shared between different parts of the business.

To achieve this, we will put in place a new electronic caseworking system to provide a ‘single view of the customer’, as soon as possible, replacing the current fragmented systems that do not currently integrate with each other.

We will develop our systems for storing biometric and biographical data to support secure identity management across our business, including a unique way of identifying individuals who come into contact with the immigration and criminal justice systems, and electronic data sharing with other agencies and stakeholders. We will also introduce robust governance arrangements to procure and implement our systems effectively and integrate them properly across the Agency and with systems in the Home Office and in other departments.

We will also overhaul our management information systems and link them to other knowledge and intelligence systems across the Agency. These new systems will provide consistent, accurate and timely information to help manage the Agency’s performance and allow easy sharing of information across the Home Office and with other agencies. We will review the way in which we publish figures, to ensure that we provide clear, accurate information to Parliament and the public about what we do and how well we perform.

The key milestones for 2007/2008:

1. To define the solution for the new electronic caseworking system by April 2008; and
2. Work in partnership with a supplier to start to deliver the e-Borders strategy.
PROGRAMME 6:
WE WILL DEMONSTRATE EXCELLENCE IN STRATEGIC PARTNERSHIPS AND COLLABORATIVE WORKING WITH OTHER GOVERNMENT BODIES, LOCAL AUTHORITIES, COMMERCIAL AND VOLUNTARY SECTOR ORGANISATIONS, AND EUROPEAN AND INTERNATIONAL PARTNERS.

We will strengthen our relationships with our partners in central and local government, the private and voluntary sectors and communities, in order to extend our reach, by:

1. Helping other organisations meet their obligations in assisting the management of asylum and migration;
2. Harnessing the experience of public, private and voluntary sector stakeholders to bolster our effectiveness and working with them to maximise the benefits of migration and travel; and
3. Working with local authorities and communities to balance the demands of migration and asylum with those of social cohesion.

The key milestones for 2007/2008:

1. Partnering with the police to deliver harm reduction;
2. Closer working with the other border agencies, under the Border Management Programme to increase cooperation and further secure the border;
3. Partnerships with other enforcement agencies to tackle the harm and exploitation caused by illegal immigration;
4. Negotiate and participate in a local or multi-area agreement; and
5. Improve our international alliances in order to strengthen global co-operation to manage migration better.

PROGRAMME 7:
WE WILL INSPIRE A CULTURE OF PUBLIC SERVICE, PASSION AND PRIDE IN THE BORDER AND IMMIGRATION AGENCY WHICH STRIKES A BETTER BALANCE BETWEEN CONTROL, COMPLIANCE AND CUSTOMER SERVICE.

To rebuild confidence, we need to change our old culture and creating the Border and Immigration Agency enables us to make real progress on that. We are creating a single, unified organisation which is viewed by the public, and those who use our services, as fair, effective, transparent and trusted.

We will introduce new, visible branding and uniforms at our borders and other key areas of contact with the public so that our staff have a clear and distinct public presence, making travellers aware of the significance of crossing the borders into the UK.

We are already improving customer standards and we will continue to do so. We are also strengthening our capability to combat fraud and corruption. We expect the highest standards of integrity and behaviour from our staff, and we will make this one of the cornerstones of the new organisation.

As part of our move to agency status, the Home Office will set out a tough performance contract for service delivery that reflects public expectations.

The key milestones for 2007/2008:

1. Deploying uniforms to border personnel at major ports, including Heathrow Terminal 5;
2. Roll out of phase 1 of visible border programme; and
3. Implementation of a culture change programme, aligned to the move to agency status.
CORPORATE SERVICES – SUPPORTING OPERATIONAL DELIVERY

GOVERNANCE, MONITORING AND ACCOUNTABILITY

CHIEF INSPECTOR OF THE BORDER AND IMMIGRATION AGENCY

The Government consulted on proposals for a new immigration inspectorate on 18th December 2006, which ended on 16th February 2007. Consequently, the Government tabled amendments to the UK Borders Bill to create the post of a new Chief Inspector for the Border and Immigration Agency. The new Chief Inspector will have responsibility for assessing the efficiency and effectiveness of the Border and Immigration Agency including the quality of decisions, enforcement powers, access to information and the treatment of individuals. This will include a sense of comparative performance in different regions of the UK.

MIGRATION ADVISORY COMMITTEE

The establishment of a new Migration Advisory Committee, announced on 28th March 2007, should be fully operational by April 2008. Membership will consist of independent experts with a separate forum for employers/Trades Unions. The remit of the Migration Advisory Committee is to advise Ministers on where migration might sensibly fill skills gaps in the labour market.

OPERATING REVIEWS

In keeping with other parts of the Home Office, the Permanent Secretary chairs monthly Border and Immigration Agency Operating Review meetings to address key performance issues.

BORDER AND IMMIGRATION AGENCY BOARD

At strategic level, business delivery is reviewed at the monthly extended meetings of the Agency Board. The Board’s performance is also reviewed monthly with Liam Byrne, the Immigration Minister.
STRATEGIC DIRECTOR-LED MANAGEMENT BOARDS

The Management Boards chaired by individual Board Members address performance issues in the business areas for which they are responsible, with some adjustments to reflect the impact of delivery through the new regional structure.

PARTNER REPRESENTATION ON BOARDS

Ministry of Justice, FCO and UKvisas are represented on the Asylum and Immigration Ministerial Strategy Board, the Border and Immigration Agency Board, the Joint Approvals Committee and on various Management Boards and Tasking Groups.

ACCOUNTABILITY MECHANISM WITHIN OGDS

Accountability for delivering the new PSA extends from the Secretaries of State for the respective Departments to operational staff through agreed objectives:

1. Performance against the target is reported within the Ministry of Justice to the Departmental Management Board and is managed through joint working via the monthly extended Border and Immigration Agency Board meetings, the Asylum Management Board and the Asylum and Immigration Tribunal Operational Board which includes representatives from the various agencies involved in the asylum and immigration process; and

2. The FCO/Border and Immigration Agency Joint Ministerial Committee is responsible for UKvisas work.
KEY OPERATIONAL INTERDEPENDENCIES

The Asylum and Immigration Tribunal (AIT) hears appeals against decisions made by the Agency and UKvisas regarding asylum, in-country immigration, out-of-country immigration and deportation. If, in relevant circumstances, the AIT refuses an appeal, the agency will subsequently be responsible for removing the appellant from the UK. Appellants refused by the AIT have a right of onward appeal to the High Court on a point of law.

Both the Agency and UKvisas must supply the AIT with the relevant casework prior to an appeal being heard, whilst legal aid to appellants is administered by the Legal Services Commission (a Non-Departmental Public Body funded by the Ministry of Justice).

The Agency is represented at appeals by asylum caseowners and Presenting Officers based across the country. We are committed to maintaining high quality representation at appeal hearings.

CONSULTATION WITH KEY PARTNERS

Effective ongoing consultation with key partners in the delivery chain and particularly the central Home Office, FCO, UKvisas, Ministry of Justice and the Judiciary is the most appropriate way to ensure that areas of work that involve interdependency are operated as successfully as possible.

POLICY

To support the delivery of our four Strategic Objectives we have reshaped the policy function for the Agency. In our new model, policy development is now embedded in our business and also accountable to the Home Office’s strategic centre. In common with the principles set out earlier in this document, border and immigration policy will be developed in collaboration with partners, in a transparent and open way, and based on the best possible analysis and use of evidence.

Our commitment to a new openness and transparency is signalled by the setting up of the independent Migration Advisory Committee. Once established it will advise Ministers on where migration might sensibly fill gaps in the labour market, telling us where the UK needs migration.

There will also be a new Migration Impacts Forum, jointly chaired by Immigration Minister Liam Byrne and Communities Minister Phil Woolas. It will provide information on the wider impacts of migration on local communities and how best to ensure public services can respond and community cohesion be retained.

Our own policy development teams will work flexibly. They will consult widely across the business, with customers and stakeholders and with policy makers in the Home Office and other Government Departments. The key themes of our policy development work in 2007/2008 are to deliver the four Strategic Objectives; to ensure that policy is joined up coherently across the four Strategic Objectives; and to take forward our commitment to simplify the system. In addition, we will be developing our approach to policy relating to children through our safeguarding framework.
We expect to face challenging financial allocations over the next few years. There will be a pressure on the Agency to operate more productively and more efficiently but the financial accountability that accompanies agency status will sharpen our focus on meeting that challenge. As a shadow agency we will produce financial accounts to agency standards to prepare for the transition to a formal agency.

In practice we will reduce our costs and increase the amount of resource available for the delivery of services by:

1. Reducing the amount of money wasted through delay in processing applications. Faster processing of asylum applications reduces the money spent on support costs. We expect to reduce costs by £80 million through the rollout of the New Asylum Model and other initiatives;

2. Exploring the benefits of contestability. Much of what we do now is not possible without external contractors. Increasingly we will want to explore what other areas of our work can be undertaken more cost effectively by outside organisations; and

3. Becoming more efficient. We will introduce further changes to release efficiency savings across the Agency.

As part of our strategy we will move more of our staffing resources to front line delivery reducing the corporate centre to a realistic minimum. The Agency delivering through a regional structure is key to that process.

### ANNUAL BUDGET

<table>
<thead>
<tr>
<th>Table 1</th>
<th>BUDGET 2007 / 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESOURCE (£M)</td>
<td>1,382</td>
</tr>
<tr>
<td>CAPITAL (£M)</td>
<td>207</td>
</tr>
<tr>
<td>TOTAL (£M)</td>
<td>1,589</td>
</tr>
</tbody>
</table>
We will need to manage the financial risks carefully, in particular the following areas will have a significant impact on how we manage our resources and importantly realise efficiencies:

1. Making sure that our move to regional delivery drives forward more efficient processes;
2. The supporting resource management structures add significant value to what the Agency is delivering locally; and
3. That our budgets are well managed to deliver a changed organisation at the same time as maintaining business as usual.

Delivering through the regions will enable us to respond far more effectively to local needs. Regional Directors will be better able to match resources to local priorities responding quickly to changing circumstances and building public confidence in the immigration system. We do not underestimate the challenge of this task, but recognise that there is real value in deploying our resources regionally both to raise public confidence and to give our local stakeholders the opportunity to feedback directly on policies that affect them.

RESOURCES

<table>
<thead>
<tr>
<th>STAFF NUMBERS</th>
<th>STAFF NUMBERS – FTEs</th>
<th>2007/2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>BORDER CONTROL</td>
<td>4,600</td>
<td></td>
</tr>
<tr>
<td>UKVISAS</td>
<td>2,337</td>
<td></td>
</tr>
<tr>
<td>ASYLUM</td>
<td>3,800</td>
<td></td>
</tr>
<tr>
<td>ENFORCEMENT</td>
<td>3,900</td>
<td></td>
</tr>
<tr>
<td>MIGRATION</td>
<td>4,100</td>
<td></td>
</tr>
<tr>
<td>CORPORATE SERVICES</td>
<td>2,500</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>21,237</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESOURCES (£M)</th>
<th>2007/2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>BORDER CONTROL</td>
<td>229</td>
</tr>
<tr>
<td>UKVISAS</td>
<td>325</td>
</tr>
<tr>
<td>ASYLUM</td>
<td>584</td>
</tr>
<tr>
<td>ENFORCEMENT</td>
<td>337</td>
</tr>
<tr>
<td>MIGRATION</td>
<td>121</td>
</tr>
<tr>
<td>CORPORATE SERVICES</td>
<td>451</td>
</tr>
<tr>
<td>UKVISAS VISA FEES</td>
<td>(325)</td>
</tr>
<tr>
<td>BIA VISA FEES</td>
<td>(340)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1382</strong></td>
</tr>
</tbody>
</table>
HUMAN RESOURCES

In order to best support the aims of the agency, the Human Resources Directorate will:

1. Support the development of organisational, leadership, management and people capability and capacity;
2. Enable the Agency to recruit and retain highly skilled staff and reward them flexibly for the contribution they make;
3. Ensure it develops its management and leaders;
4. Ensure it makes the most of its talent;
5. Develop an Operating Model that is aligned to the business, is responsive to changing business need and contributes to delivering business outcomes;
6. Be the catalyst in building the right culture of public service passion and pride throughout the organisation, and demonstrating this through behaviours; and
7. Drive up the productivity of our staff.

For the entire business, this will mean developing a workforce that is:

1. Skilled and confident in its ability to meet the challenges ahead;
2. Eager to grasp responsibility and accountability and is empowered to deliver a quality service;
3. Motivated to deliver high performance;
4. Representative at all levels of the diversity of the community it serves;
5. Rewarded for the contribution each individual makes; and
6. Confident in its ability to meet the challenges ahead.

The Border and Immigration Agency is a people organisation with the large majority of services delivered through our workforce. Our people are our biggest asset amounting to over a third of our budget. Although we will take on new functions we have not historically performed, we will better equip our workforce to become more efficient, thus not adding to our headcount.

Priorities in 2007/2008 will reflect the themes of the People and Organisation Strategy, summarised in Figure 3.