



**THE UK BORDER AGENCY RESPONSE TO THE
INDEPENDENT CHIEF INSPECTOR'S REPORT ON THE
CIVIL PENALTIES COMPLIANCE TEAM – ILLEGAL
WORKING**

THE UK BORDER AGENCY RESPONSE TO RECOMMENDATIONS FROM THE INDEPENDENT CHIEF INSPECTOR'S REPORT ON THE CIVIL PENALTIES COMPLIANCE TEAM – ILLEGAL WORKING

1. Recommendation 1 – Review the Civil Penalty Compliance Team's (CPCT) current suite of Key Performance Indicators (KPIs) to ensure they support government objectives for the Civil Penalty scheme and introduce internal performance indicators to drive continuous improvement in the process.

Accepted and completed.

1.1 Since April 2010, a revised suite of cohort based Key Performance Indicators have been developed and implemented to drive quality, performance and continuous improvement. These include the proportion of Notices of Potential Liability (NOPL) referrals which subsequently result in the issue of a Notice of Liability for a civil penalty (NOL); the proportion of successful outcomes at appeal; and the value of civil penalties recovered as a proportion of the net penalty values issued.

2. Recommendation 2 – Improve the accuracy and clarity of financial reporting of penalties by ensuring net recoverable debt is highlighted alongside monitoring total number of cases received for each month.

Accepted and work in progress.

2.1 The Agency is committed to open and transparent reporting. Following a number of consultation exercises we have reviewed and revised monthly management information and briefing to make them more accessible.

2.2 We now monitor age of debt on a monthly basis and will include details of net recoverable debt in management information.

3. Recommendation 3 – Ensure that Enforcement Teams understand fully the lessons learned from the appeals process.

Accepted and completed.

3.1 From April to September 2010, we have delivered extensive training to front-line enforcement teams to raise awareness and improve the quality of referrals. This training highlighted key lessons learned, including from appeals.

3.2 We now use clearer headings and plain English in feedback notes to enforcement teams providing sharper focus. These changes have been welcomed by staff.

4. Recommendation 4 – Accurately measure the performance by region, including the provision of feedback to Enforcement Teams, so processes can be improved.

Accepted and in progress.

4.1 As above, we have reviewed and improved the monthly management information packs to make them more accessible and to ensure they are focused on outcomes. The feedback from enforcement colleagues has been very positive.

4.2 We have devised and are implementing a new Communications Strategy. Our network of regional single points of contact has been refreshed to enhance regional relationships.

4.3 We have implemented two joint working pilots with the aim of raising awareness and improving communications between the CPCT and our regional teams. Closer working will drive up the quality of referrals. Use of local knowledge and contacts will enable us to target penalties more effectively and to increase the impact of enforcement. Learning points will be rolled out quickly to other regions.

5. Recommendation 5 – In advance of a new computer system, urgently review the current system’s security and audit arrangements to ensure they are compliant with government policy and relevant legislation, e.g. the Data Protection Act 1988.

Accepted and in progress.

5.1 The CPCT database has been reviewed and immediate enhanced measures put in place to improve resilience and data security. Work has also been completed to reduce the size of the database to further improve resilience in advance of any replacement system.

5.2 We have implemented improved systems audit checks, developed restricted system profiles, and are building further systems audit controls, including read only access.

6. Recommendation 6 – Improve the current quality assurance process and training of staff so that consistent, evidence based decisions are made.

Accepted and in progress.

6.1 We are pleased that the Chief Inspector highlighted the positive commitment to internal quality assurance. We have now formalised our quality assurance strategy covering all aspects of the process. Regular quality checks are summarised monthly and recorded. Findings are fed into training and development.

6.2 Structured training and mentoring had already been delivered to all staff. This has now been clearly documented and formalised. Refresher training is being rolled out based on lessons learned from the wider front-line training recently completed.

7. Recommendation 7 – Review whether it is efficient and effective to have two separate civil penalty schemes administered separately within one organisation.

Accepted and in progress.

7.1 We have implemented a cross-cutting Secretariat to share good practice, co-ordinate processes, and improve performance across the civil penalty regimes.

7.2 We are reviewing what further efficiencies would be beneficial, including the benefits of combining regimes and will report on this in February 2011.