



THE UK BORDER AGENCY RESPONSE TO THE INDEPENDENT CHIEF INSPECTOR'S REPORT ON THE INSPECTION OF THE COMMAND AND CONTROL UNIT

THE UK BORDER AGENCY RESPONSE TO RECOMMENDATIONS FROM THE INDEPENDENT CHIEF INSPECTOR'S REPORT ON THE COMMAND AND CONTROL UNIT (CCU)

- 1. Recommendation 1 – that the UK Border Agency fundamentally reviews the purpose of the CCU and introduces call monitoring standards to ensure that callers' enquires are handled effectively.**

Accepted and work already in train.

- 1.1 Since the inspection, we have commissioned and are now considering the recommendations from a report looking at the CCU and other response services that we operate with a view to managing these in a more cost effective and efficient way.
- 1.2 We were very conscious of the limitations of the existing telephony system and have identified a redundant system within the Home Office which is currently being re-configured to meet CCU's requirements - to be installed by mid December 2010.

- 2. Recommendation 2 – we accurately measure the performance of the CCU against an agreed suite of performance measures.**

Accepted and work already in train.

- 2.1 The improved telephony system would help considerably with this and we are working with Performance Services to agree a set of measures that will meaningfully assess the performance of the CCU against our needs and those of key corporate partners.

- 3. Recommendation 3 – implement a formal stakeholder engagement system in the CCU which informs performance and harnesses the expertise of the Police National Computer (PNC) Team.**

Accepted and work already in train.

- 3.1 The Command and Control Unit has committed to acquire a Customer Service Excellence accreditation and work is in progress to define both a Communications and a Stakeholder Engagement strategy by December 2010.

- 4 Recommendation 4 – introduce Information Sharing Agreements with client organisations so that responsibilities and levels of accountabilities are clearly defined.**

Accepted and work already in train.

- 4.1 As part of the Customer Service Excellence accreditation, we will formalise Service Level Agreements with all users of the Command and Control Unit. Once the Agency strategy for the future of CCU has been defined, we will commence detailed liaison with all client organisations with a view to having Information Sharing Agreements in place by March 2011.

- 5. Recommendation 5 – immediately review the current information security procedures in the CCU.**

Accepted and work already in train.

- 5.1 As a matter of urgency, the CCU Security Manager will seek to identify an effective caller verification process - which will be documented in the proposed service level agreements - to ensure that information is shared securely.
- 6. **Recommendation 6 – ensure that all records currently held on the PNC are up to date, accurate and comply with data protection legislation.**

Accepted and work already in train.

- 6.1 This issue is wider than just the CCU. The Criminality and Detention Group are re-focussing how the Agency records information on the PNC with a view to: (a) an Agency-wide PNC access strategy in one place for better consistency, and; (b) Agency-wide PNC checking needs delivered entirely in-house for greater cost-efficiency. Meanwhile, in addition to a compliance awareness initiative aimed at managers, we have an ongoing review of all records on PNC.
- 7. **Recommendation 7 – we regularly test the CCU business continuity plan.**

Accepted and ongoing.

- 7.1 The plan has been tested once since the inspection was carried out and is currently being re-drafted. The Business Continuity Plan for CCU will henceforth be tested on a regular basis.
- 8. **Recommendation 8 – use the experience of the CCU to formally learn from critical incidents and subsequently inform regional and national risk registers.**

Accepted and work already in train.

- 8.1 We are working with colleagues in Customer Service Improvement Directorate (CSID) to agree a formal review process so that we can learn from critical incidents across the wider business. This is an issue that is wider than just the CCU, hence the involvement of CSID and others, including the Head of Professional Standards for Enforcement
- 9. **Recommendation 9 – implement a more formal approach to quality assurance of the CCU.**

Accepted and work already in train.

- 9.1 The introduction of a new telephony system would help with the provision of basic data to support the quality assurance of the team as will the new suite of performance measures. One of the CCU managers has been designated Performance Manager to better focus on analysing management information and she will seek advice from Performance Services and others to identify meaningful qualitative measures to put us in a much stronger position to monitor and improve the quality of the CCU's services.