



Home Office

**THE HOME OFFICE RESPONSE TO THE INDEPENDENT  
CHIEF INSPECTOR'S REPORT:**

**AN INVESTIGATION INTO THE ESTABLISHMENT OF  
THE PERFORMANCE AND COMPLIANCE UNIT.**

The Department welcomes this positive report and is pleased with the Performance & Compliance Unit's (PCU) early success. As the Home Secretary has told Parliament, bringing rigour and robustness in the Border and Immigration system is a key challenge that will take some time and significant effort to secure.

**The Department's response to the Independent Chief Inspector's recommendations:**

**1. Produce a comprehensive plan setting out the PCU's strategic aims, objectives and outcomes, as well as timescales for their delivery; and puts in place an effective governance structure to oversee its implementation:** The Department accepts this recommendation.

- 1.1 PCU has a detailed delivery plan for 2013-14, covering each area of responsibility. Effective governance is achieved through various line and Board reporting arrangements.
- 1.2 Additionally, the Department believes it would be good practice for the Independent Chief Inspector to include inspection of PCU within his routine programme each year, so that Ministers and the Permanent Secretary can continue to have confidence in the Unit's work and approach.

**2. Ensures that all staff are clear about the outcomes the PCU is seeking to achieve and the role it expects them to play in supporting the new unit:** The Department accepts this recommendation

- 2.1 The Department has taken, and will continue to take steps, to create a culture where staff are clear about their responsibilities and the part they play in improving the performance and compliance of the Department. Success will be evidenced by changed behaviours and culture, not issue of internal communications material.

**3. Ensures that data is being recorded correctly and consistently across the organisation and is of the highest quality:** The Department accepts this recommendation.

- 3.1 This is part of PCU's core purpose and substantial work continues in this area. This includes on-going data cleansing work, being clearer and simpler about the data that is collected, using the structures of *transparency* and National Statistics publications to reinforce processes for quality assurance. In addition PCU is undertaking a progressive, root-and-branch review of operating standards and data processes in the Border and Immigration system.

**4. Distinguishes the roles of the PCU, the Operational Assurance Team and the Home Office Internal Audit Unit and communicates these to staff:** The Department accepts this recommendation.

- 4.1 PCU and the Internal Audit Unit have clear, separate roles, based on the standard audit 'three lines of defence' model. The Operational Assurance team has a wholly distinct role in helping areas prepare for inspection and other external scrutiny. These distinct roles are reflected in respective business plans.