



**THE UK BORDER AGENCY RESPONSE TO THE  
INDEPENDENT CHIEF INSPECTOR OF BORDERS AND  
IMMIGRATION REPORT: A SHORT NOTICE INSPECTION  
OF DECISION MAKING QUALITY IN THE MADRID VISA  
SECTION**

The UK Border Agency thanks the Independent Chief Inspector (ICI) for advance sight of this positive report and is very pleased to note the findings in relation to good decision making quality, good performance against customer service targets and the strong evidence of having acted on previous recommendations.

**The UK Border Agency response to the Independent Chief Inspector's recommendation:**

**Raises staff awareness of the risk register, making it clear how they can contribute to it, in order to ensure that managers are alerted to potential, emerging or changing risks as early as possible:** The UK Border Agency accepts this recommendation and has implemented it.

- 1.1 Following a similar recommendation made in the report on the visa sections that process applications submitted in Africa, the UK Border Agency issued an Operational Policy Instruction in order to raise awareness of risk registers for all staff. A process map was made available which provides details on how to raise risks and the escalation process for doing so. The importance of regularly discussing the risk register at meetings with all staff was also highlighted, to ensure a consistent, high quality standard is maintained across the network.
- 1.2 Prior to this, in February 2012 a guidance presentation on risk was circulated to all Regional Managers to make staff aware of International Group's strategic and operational risks. The presentation emphasised the importance of keeping risk registers updated, and stressed the need to use a risk register template for consistency of approach, ease of reference and reporting.
- 1.3 The regional risk register has been circulated to all staff in the Madrid visa section together with an explanation of its role and how to contribute to it. The register has been discussed at weekly team meetings. All staff have been made aware of the threats facing the regional operation and have been encouraged to comment and contribute through their line management chain, or directly to the Senior Management Team. Madrid will regularly update the Register to reflect emerging and changing risks.