

Report for the Balanced ScoreCard: September 2008

DECISION QUALITY

1. In the past I have graded Posts and Regions according to whether they were better or worse than a global average and used Standard Deviations in order to determine how much better or worse. My gradings have not been transferred accurately into the Scorecard and I have decided to use fixed performance levels from now in the hope that they will be better understood.
2. I have agreed that there should be a stretching target of 95% of Refusal Notices being lawful, reasonable and having correct information about rights of appeal. A score of under 85% is Poor.

The October 2007 to March 2008 file sample

3. Assessing the UK Border Agency's performance overall, in 85.6% of the 822 cases examined, the Refusal Notices were lawful, reasonable and provided correct information about rights of appeal. This figure includes cases that are not within my remit but were included in the sample having been given inaccurate information on appeal rights. Global performance falls into the **Fair** band by a small margin and is a move in the right direction compared with 83.7% in the last file sample.

4. Regional ratings:

Africa	88%	FAIR
Americas	87%	FAIR
Euromed+ Russian Federation+		
Commonwealth of Independent States	83%	POOR
Pacific	82%	POOR
South Asia Gulf	84%	POOR

5. The regional ratings are not directly comparable with my last review because that was based on the former regional divisions. I do note, however, that there were three scores of 80% or below last time and the lowest score this time is 82%, once again a move in the right direction.

6. I can provide Post specific scores when the sample size is large enough to be robust:

Abuja	85%	FAIR
Accra	71%	POOR
Islamabad	88%	FAIR
Lagos	94%	FAIR
Mumbai	83%	POOR
Moscow	93%	FAIR
New Delhi	84%	POOR

and also where I have assessed all of the files in the six month period, rather than a sample:

Damascus	50%	POOR
Mexico	60%	POOR
Reykjavik	71%	POOR
Suva	50%	POOR

- For the larger Posts, I note that Lagos came within a whisker of earning a **Good** rating, confirming that high quality work is achievable in demanding circumstances given adequate resources.
- In the 100% sample Posts I am clear that the problem is not poor work overall but inadequate knowledge of rules and guidance. For example, the Damascus score was adversely affected by them not knowing that medical visitors, if intending to see a qualifying family member in the UK, qualify for full appeal rights.

Visits

- I have visited 4 Posts in the past 6 months. I have converted their file sample scores to meet the new benchmark and note that the gradings may be different from the ones given at the time. These visit scores should supercede scores from the file sample as the sampled cases are more recent.

Istanbul	88%	FAIR
Accra	75%	POOR
New Delhi	86%	FAIR
Moscow	91%	FAIR

INFORMATION

Istanbul	FAIR
Accra	FAIR
New Delhi	GOOD
Moscow	FAIR

COMPLAINT HANDLING

Istanbul	FAIR
Accra	GOOD
New Delhi	GOOD
Moscow	FAIR

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