BLUEPRINT FOR REFORM
2013 – 2018

Australian Customs and Border Protection Service

Highlights
A Blueprint for the Reform of the Australian Customs and Border Protection Service

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Summary

The Blueprint is for our people and their representatives, industry, the community, partners here in Australia and internationally, and the government. It provides us all with a clear picture of the future and the areas we intend to focus on in the near term to realise our vision.

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The Service performs a vital role protecting the safety, security and commercial interests of Australia. Over 5,000 highly dedicated officers undertake this task for the Australian community, working closely with industry, other law enforcement partners, government and international agencies.

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The future outlook for Australia's border is particularly challenging. More than ever before, ensuring the security and integrity of our borders is essential for the economic prosperity and protection of the Australian community.

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Our Transformation

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Our vision is founded on three tracks – Our People and Operating Model; Modernisation; and Integrity. A range of initiatives across seven transformations support the realisation of our vision.

Foreword by the CEO

Michael Pezzullo
Chief Executive Officer

The Australian Customs and Border Protection Service (the Service) is Australia's primary border agency.

We have a long and proud history protecting the border and serving the community, having existed in various guises with these responsibilities since Federation.

The Service plays a critical role in ensuring Australia and its people can embrace the opportunities for economic growth and long-term prosperity flowing from Asia's continued rise over the next century. As Australia has developed and adapted to change as a nation, so has our Service. It's now time for us to evolve again.

To ensure Australia's protection and economic prosperity, we must act now to both anticipate and prepare for the challenges facing the border. In the near future we expect:

• significant increases in the amount of international trade and travel

• more complex cargo supply chains and passenger travel routes

• increasingly sophisticated serious and organised crime.

We have been alert to the risk of criminal infiltration in particular for some time, and recent events have highlighted this risk to our officers. To combat this, our officers must be alert to the threat and commit to a professional, disciplined culture with the highest levels of integrity.

While we do a good job today, the way we currently operate will not be enough to protect the border in the future. I believe we can do better—and must do better—to meet the challenges ahead.

Our people are fundamental to this reform. They must be skilled, professional and high performing to meet the challenges ahead. We are committed to providing opportunities to further develop skills and capabilities, and to provide the tools needed to do the job.

We must also modernise our systems to deal with ongoing and rapid increases in the volume of travel and trade.

> **"** "Our people are fundamental to this reform. Our workforce must be skilled, professional and high-performing to meet the challenges ahead."

We need new, sophisticated intelligence approaches to tackle the increasing threat posed by serious and organised crime.

The way we work and do business needs to change. This is the only way to deal with the speed and complexity of the future border protection environment.

The *Blueprint for Reform: 2013–2018* is our roadmap to change. It sets out our vision and the broad reform initiatives to realise this.

Our reform is focused on three tracks:

1. **Our People and Operating Model:** A professional and agile Service that is adaptive to change

2. **Modernisation:** Efficient business systems, streamlined processes and sophisticated intelligence

3. **Integrity:** A disciplined Service culture and workforce hardened against corruption

These reforms will position the Service to deliver strong border protection and foster lawful trade and travel that contribute to economic growth.

The process will bring some exciting changes. It will build on significant reform and modernisation of our systems and capability over recent years, particularly in the maritime area. We already have several initiatives under way, while others we will start in the near future.

Reform is a large, complex and integrated task, involving new systems, tools and processes. We will need to have further conversations with our officers and other stakeholders and undertake detailed planning over the next year.

The decisions required will need to be made and implemented over the life of several parliaments.

In developing the Blueprint we have drawn on many inputs: suggestions from our people and their representatives, industry and government stakeholders, and external advice from the Customs Reform Board and the recent independent Capability Review of the Service carried out by the Australian Public Service Commission.

We will need to work together to be successful in transforming the Service and continuing to fulfil our obligations to the community and Government. Our leadership team is committed to consulting and working with our people and our partners—including staff representatives, industry, the community, other government agencies and international partners—as we explore, design and progress key areas of transformation.

The Blueprint provides a clear path to develop our future and I encourage you to familiarise yourself with it and contribute as opportunities arise. Together, we can build a Service we can all be proud of.

Summary

The *Blueprint for Reform: 2013—2018* shares with our people, strategic partners and the community our vision for the future: **To protect Australia's borders and foster lawful trade and travel.**

It describes our Service within the border environment and sets out the reasons we need to change.

The Blueprint is based on three tracks of reform: our people and operating model, modernisation and integrity. These are overlaid by seven areas of transformation (see Figure 1). These transformations build on recent achievements, particularly recent modernisation of our maritime capability and our implementation of new anti-corruption measures.

Areas of initial focus within each transformation are outlined in the Blueprint. This includes a focus on new sophisticated intelligence approaches to handle large amounts of data, new ways to interact with the trading community, and new ways to streamline traveller interactions. It also includes building strategic partnerships, enhanced compliance and patrol activity, and the development of a new career system for our future workforce.

To bring these initiatives to life, further engagement and detailed planning will be needed with our people and their representatives, our partners, industry, the community and other government agencies. This will be our focus across 2013–14.

Successfully realising our vision will support Australia's long-term economic growth and prosperity. It will mean up-skilling of our officers, streamlining our processes and modernising our business systems to create a more efficient environment for Australia to trade with the world, and encourages traders to undertake commerce with Australia and overseas.

We will create a more secure border by improving our ability to work ahead of the border, securing our maritime zone and supply chains, and preventing illicit goods and unauthorised people from entering the country. With the right intelligence and tools we can support Australian businesses, ensure effective revenue collection, and minimise interventions in legitimate trade and travel.

The Blueprint explains our governance arrangements, including use of robust programme management and the role of the Reform Taskforce and future Programme Management Office in overseeing coordination and planning. We have also mapped our reform journey to show our planned timeframes for transformation.

The Blueprint is for our people and their representatives, industry, the community, partners here in Australia and internationally, and the government. It provides us all with a clear picture of the future and the areas we intend to focus on in the near term to realise our vision.

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The Blueprint is for our people and their representatives, industry, the community, partners here in Australia and internationally, and the government. It provides all of us a clear picture of the future and the areas we intend to focus on in the near term to achieve our vision.

People and Operating Model	Modernisation	Integrity
1. Culture, Leadership and Integrity		
2. Workforce		
3. Intelligence		
4. Trade and Goods		
5. Traveller		
6. Enforcement		
7. Enabling		

Figure 1: Reform Tracks and Transformations

The Border

Australia has one of the largest and most challenging border environments in the world. Our border includes approximately 37,000 kilometres of coastline—much of this coastline passing through remote regions of our nation—eight major international airports, over 60 international seaports, and an offshore exclusive economic zone covering 10 million square kilometres of ocean.

The Border Continuum

The border is a strategic national asset; it is fundamental both to our national security and to our economic prosperity. In today's world, the border can no longer be considered a purely physical barrier which separates nation states. The border is a complex continuum which enables and controls the flow of people and the movement of goods through dynamic supply chains.

This continuum stretches onshore and offshore and includes the overseas, maritime, physical border and domestic dimensions of the border. We call this the Border Continuum (Figure 3).

By working effectively across each dimension of the continuum, we are able to control who and what has the right to enter or exit, and under what conditions. To protect the safety, security and commercial interests of Australia, we work with our partner border agencies to employ an intelligence-led model across the border continuum.

This includes significant effort in the maritime area to identify and respond to unauthorised arrivals, and to conduct surveillance of our exclusive economic zone for illegal fishing and other maritime threats. It also means we seek to make it as easy as possible for legitimate trade and travel, and focus our efforts and resources where they will have the greatest impact.
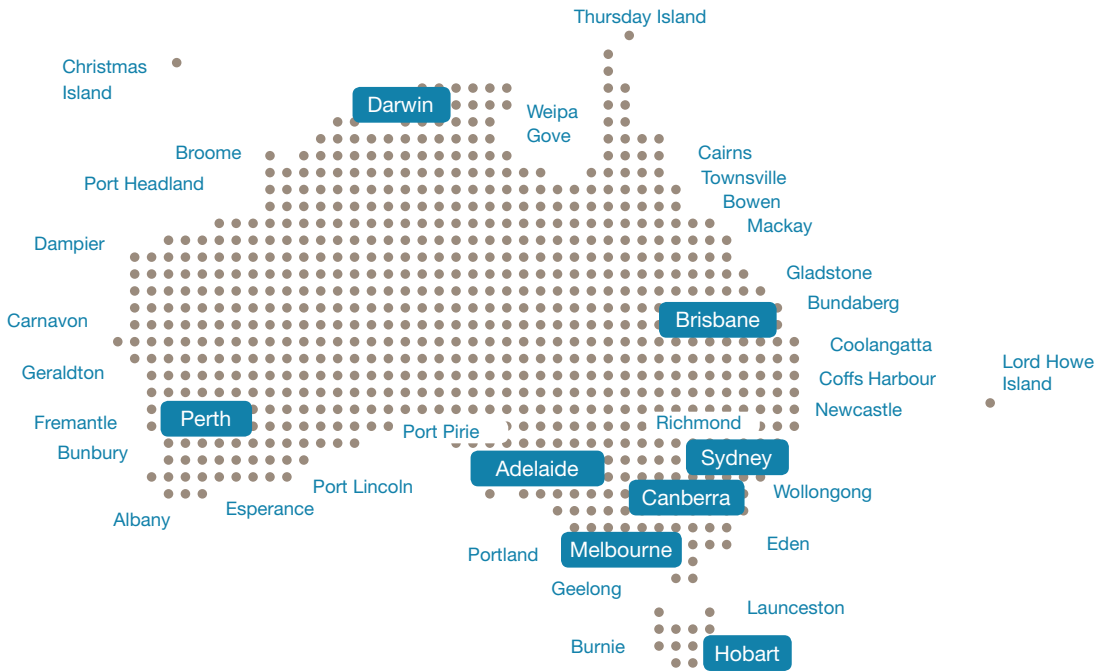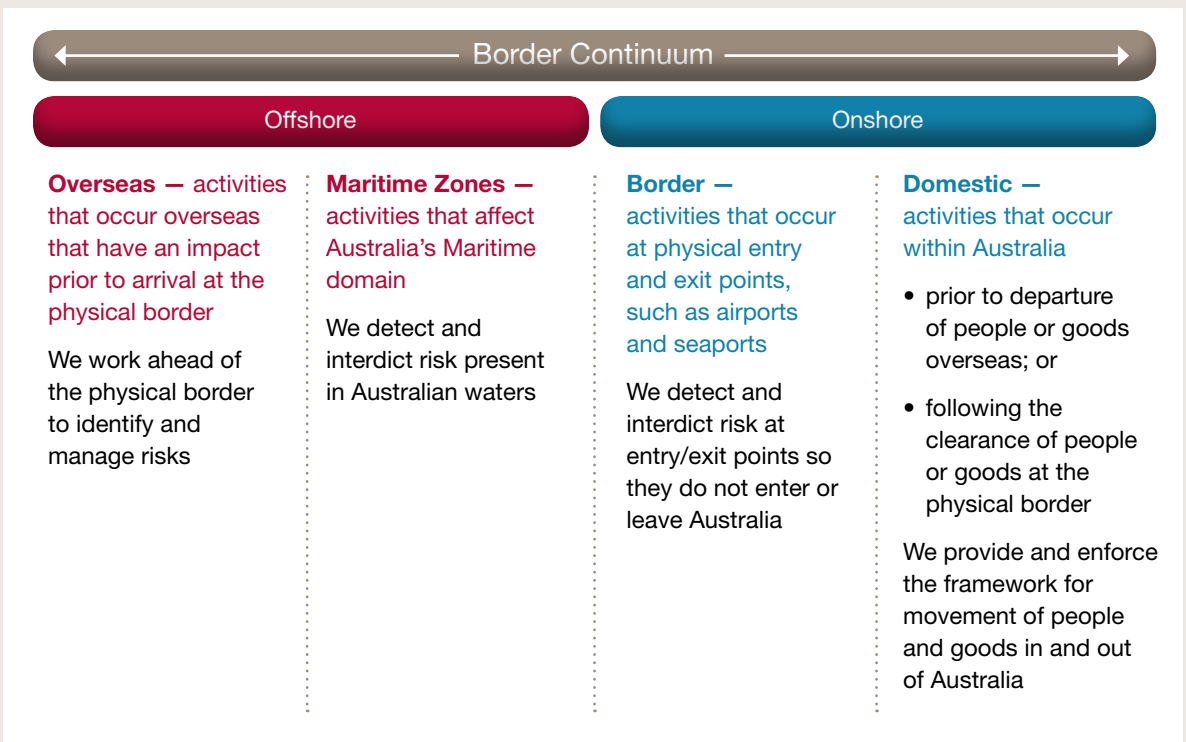
Figure 2: ACBPS Locations across Australia

Thursday Island
Christmas Island
Darwin
Weipa
Gove
Broome
Cairns
Port Headland
Townsville
Bowen
Mackay
Dampier
Gladstone
Bundaberg
Carnavon
Brisbane
Geraldton
Coolangatta
Coffs Harbour
Fremantle
Perth
Newcastle
Bunbury
Port Pirie
Richmond
Sydney
Adelaide
Wollongong
Port Lincoln
Canberra
Albany
Esperance
Eden
Portland
Melbourne
Geelong
Launceston
Burnie
Hobart
Lord Howe Island

Figure 3: The Border Continuum

Border Continuum

Offshore		Onshore	
Overseas — activities that occur overseas that have an impact prior to arrival at the physical border We work ahead of the physical border to identify and manage risks	**Maritime Zones —** activities that affect Australia's Maritime domain We detect and interdict risk present in Australian waters	**Border —** activities that occur at physical entry and exit points, such as airports and seaports We detect and interdict risk at entry/exit points so they do not enter or leave Australia	**Domestic —** activities that occur within Australia • prior to departure of people or goods overseas; or • following the clearance of people or goods at the physical border We provide and enforce the framework for movement of people and goods in and out of Australia

About the Service

The Service performs a vital role protecting the safety, security and commercial interests of Australia. Over 5,000 highly dedicated officers undertake this task for the Australian community, working closely with industry, other law enforcement partners, government and international agencies.

Our People

The commitment and experience of our officers is important to our role protecting Australia's borders. In 2012–13, we have over 5,000 officers across Australia and around the world.

Our Locations

We are located throughout Australia, with our national office in Canberra. We are represented overseas in Thailand, China, Belgium, Indonesia, Papua New Guinea, Solomon Islands, the United States, India, Malaysia and Sri Lanka.

Our History

Our Service has a long and proud history, with over 100 years of serving the Australian community. Beginning in 1901 as the Department of Trade and Customs, we have a strong history of supporting the economic prosperity of Australia. We have been at the forefront of establishing international standards for customs and trade functions, including introducing electronic reporting in the 1970s.

We have also worked with our partners to protect Australia's borders. Our first vessel, the Vigilant, was acquired in 1938, and we launched our newest vessel, the Cape St George, in 2013. From the late 1990s a number of operational officers have been armed with personal defensive equipment, including firearms.

Pre 2008

AUSTRALIAN
CUSTOMS
PROTECTING OUR BORDERS

Post 2008

Australian
CUSTOMS AND
BORDER PROTECTION

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Our key stakeholders include the community, Australian Government, industry, travellers and other government agencies.

In 2008, the Australian Customs Service was tasked by government with new border protection and national security responsibilities, and renamed the Australian Customs and Border Protection Service. This new role kept the strength and history of our customs and trade function, while adding an enhanced border protection and national security focus.

The Service has undergone several reviews of our function and performance in the past. In each case we have risen to meet the challenge and reformed our Service to best serve traders, travellers and the Australian community.

Our Partnerships

We work with, and on behalf of, dozens of other agencies to apply border controls as a national asset for economic prosperity, national security, law enforcement and community protection purposes.

Our key stakeholders in this include the community, the Australian Government, industry, travellers and other government agencies.

Recognising our roles supporting economic prosperity and protecting the community, we also support the World Customs Organization's Framework of Standards. This Framework focuses on cooperation and collaboration between customs administrations and industry in managing the whole-of-trade supply chain.

Our Role

- Facilitate legitimate trade and travel

- Deliver Australia's trade and industry policy, including through tariffs, tariff concessions and the anti-dumping and countervailing schemes

- Prevent, deter and detect the illegal movement of people across Australia's border

- Prevent, deter and detect the unlawful movement of prohibited, restricted, or regulated goods into Australia

- Investigate suspected breaches of a range of border controls

- Counter civil maritime security threats in Australian waters through the Border Protection Command, a joint partnership between the Service and Defence

- Collect border-related revenue and statistics

The Need for Change

The future outlook for Australia's border is particularly challenging. More than ever before, ensuring the security and integrity of our borders is essential for the protection of the Australian community and economic prosperity.

Fostering Trade and Travel

Australia has a productive, open and resilient economy that is one of the strongest in the world. Our exports exceeded $300 billion in 2012, representing more than 20 per cent of gross domestic product.[1] Around one in five Australian jobs is connected to trade.[2]

As a trading nation, Australia is in a good position to make the most of the forecast growth in our region over the next century. In just a few years, Asia will be the world's largest producer of goods and services, and the largest consumer of them. By 2030, the Asian middle class is expected to reach 3.2 billion people.[3]

The opportunities presented by the Asian Century won't be realised without appropriate border settings. Getting these settings right will support our economic competitiveness, maximise efficiencies in infrastructure and supply chains, and promote Australia as an attractive tourism destination.
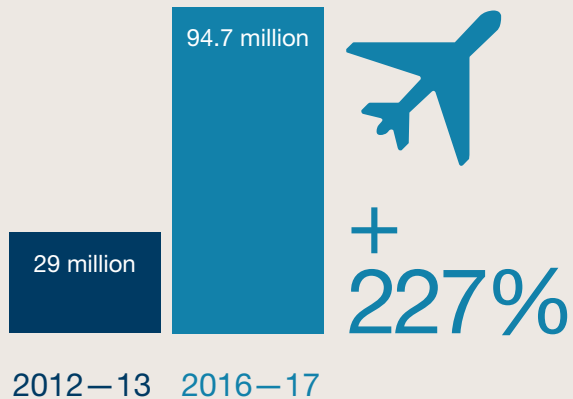
[1] Deapartment of Foreign Affairs and Trade, *Australia's Trade in Goods and Services By Top 10 Partners – 2012*, May 2013

[2] Department of Foreign Affairs and Trade, *Trade at a Glance,* 2012, p1

[3] Australian Government, *Australia in the Asian Century White Paper, 2012*, p63

[4] Dr Cong S Pham and co, Trading on Time, Review of Economics and Statistics, February 2010, p166

[5] Australian Logistics Council, *Response to the Productivity Commission – Business Regulation Benchmarking: Role of Local Government,* 2011

[6] Port of Melbourne, *Past Present Future*, http://portcapacity.portofmelbourne.com/pages/past-present-future.asp accessed 1 June 2013

[7] Tourism Research Australia, *Key Facts: Tourism Data Card April 2012*, 2012, p2

Air Cargo

94.7 million

29 million

+ 227%

2012—13   2016—17

*

By 2020, tourism from our top 10 visitor countries will be worth an estimated $34 billion to the economy
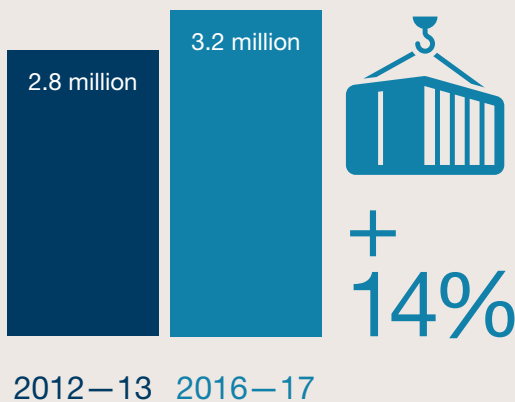..

The effect of a slowdown in border processing cannot be understated; every additional day that a product is delayed before being shipped reduces a country's trade by more than one per cent.[4] In an Australian context, this equates to $8 million per day in lost exports. Delays in processing border movements also puts pressure on airport and port infrastructure, with flow-on effects for integrated logistics and supply chains. The Australian Logistics Council estimates savings of $1.5 billion for the economy in associated costs for every one per cent increase in efficiency of transport and logistics supply chains.[5]

In just four years, our border systems will need to cope with an expected increase of 227 per cent in air cargo and 14 per cent in containerised sea cargo. Longer term projections forecast the volume of freight moved by Australia's busiest container port to more than double over the next 10 years.[6]
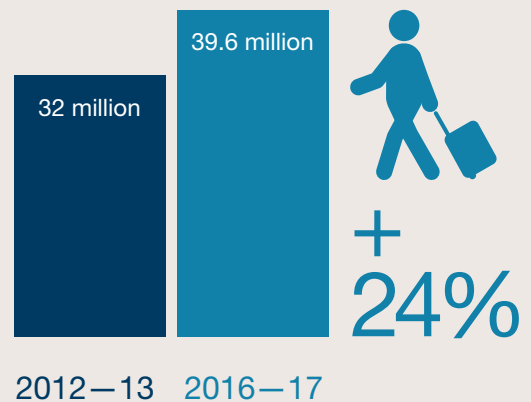
Efficient and seamless traveller experiences will also be important to promoting tourism, with the number of travellers forecast to increase by 7 million in the next four years. By 2020, tourism from our top 10 visitor countries will be worth an estimated $34 billion to the economy.[7]

To best support traders and travellers, our future border systems and processes will need to be highly efficient and sophisticated. Our Reform Programme is about modernising these systems and processes, and providing tools and e-service options for travellers and industry. Automating old processes will also provide new opportunities for our officers. Rather than being tied up with manual processing and data entry, they will have the opportunity to work on more complex tasks, supported by fit-for-purpose analytical tools. This will allow for a more seamless, free-flowing experience for legitimate travellers and traders, and focus our border interventions only where they are required.

Sea Cargo

2.8 million — 2012—13
3.2 million — 2016—17

+14%

International Travellers

32 million — 2012—13
39.6 million — 2016—17

+24%

Shifts in manufacturing, technology and global wealth are creating new complexities that make our task at the border harder

Increasing Complexity

As the world grows richer and a new middle class emerges, particularly in Asia, we are seeing ports, airports and other infrastructure hubs being used in new and different ways. Aircraft and cargo ships are getting larger. Supply chains and travel routes are becoming more dynamic. This includes complex routes behind the unauthorised arrival of people and other activities in the maritime space, requiring a sophisticated civil maritime surveillance and response effort.

These new and emerging complexities can obscure the true point of origin of goods and travellers, and make determining the intent behind cross-border movements a much more challenging task. The true value of goods can also be more difficult to determine, posing a risk to the competitiveness of Australian industry. The increase in dumping and subsidisation investigations, which have doubled in the last three years, is likely to continue.

We will need to continue to improve the responsiveness, efficiency and effectiveness of the anti-dumping system and reduce its cost and complexity for industry.

Savings of $1.5 billion

The Australian Logistic Council estimates savings of $1.5 billion for the economy in associated costs for every one per cent increase in efficiency of transport and logistics supply chains.

The way Australians are doing business is also changing, with the internet continuing to drive growth and complexity in trade, including self-service and travel. As a result, our client base will continue to expand—not only with more companies importing goods but also with individual consumers buying online directly from foreign suppliers. These small shipments, usually through the air and mail stream, cover a wide variety of goods, and are as increasingly important to society as traditional sea cargo shipments. We will need to adapt our intelligence and border targeting practices to ensure that we continue to protect the community from new and emerging risks, such as synthetic drugs, that might travel through this supply chain. At the same time, we need to ensure we contribute to Australia's economic prosperity with a border system that expedites the clearance of legitimate goods.

Changes in the digital environment will also need to be monitored, such as emerging manufacturing technology like 3D printing. This is not just because of the potential for criminals to take advantage of this technology to circumvent import controls on restricted goods such as firearms and other like goods, more generally, new manufacturing methods shape the economy and society, and therefore the border.

With these complexities will come a 'big data' challenge: how can we best make sense of the increased volume of data we collect? This data is not only essential for border protection; it is used to produce vital trade statistics, without which the government would be missing a fundamental part of the evidence base it needs to steer the economy.

In order to address the big data challenge, the Service needs to enhance its information management processes and intelligence capabilities. We also need to enhance the underpinning technical capacity that supports these approaches and information sharing arrangements with other agencies. The Service's IT systems will need to be able to handle the large volume of information within our own holdings, as well as those of other agencies and industry partners we share information with. A wide variety of information will need to be accessed and manipulated in near real-time to ensure its effective use, while complying with legislative and privacy controls. To do this, we will need expert information and technical officers capable of managing the complexities of this data, as well as highly skilled intelligence officers to analyse this information.

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Changes in the digital environment will also need to be monitored, such as emerging manufacturing technology like 3D printing.

Criminal enterprises will continue to seek new and varied ways to move people and goods across the Australian border illegally. Organised crime activities are not just limited to illicit drug markets; organised criminals are involved in a range of activities across the border continuum, including revenue evasion, tobacco smuggling, money laundering and people smuggling.

Serious and Organised Crime

The nature and type of commodities traded for illicit profit is likely to expand into the future, aided by the speed and complexity of new travel routes and supply chains. The Australian Crime Commission conservatively estimates that serious and organised crime currently costs Australia between $10 billion and $15 billion every year.[8]

Those trying to breach our borders are highly adaptable and opportunistic, and almost all major crime organisations have some form of international connection. This makes the border crucial for our operations and efforts against organised crime. This includes the maritime space, where the Service has invested significant resources to meet our responsibilities for responding to unauthorised maritime arrivals, illegal exploitation of natural resources, piracy, robbery and violence at sea, maritime terrorism and other risks.

$10-15 billion

The Australian Crime Commission conservatively estimates that serious and organised crime currently costs Australia between $10 billion and $15 billion every year.

Previous efforts to combat organised crime have had significant success; however, the ongoing and pervasive threat associated with organised crime requires that our approach is dynamic, targeted, comprehensive and integrated with our law enforcement partners, both domestically and internationally. To continue to meet the challenge, our officers need to have the right tools and capabilities.

We also need to ensure our officers are highly professional and resistant to corruption. Corruption is a serious and ongoing concern for all law enforcement and regulatory agencies, and recent events have highlighted the need to strengthen the Service's anti-corruption and integrity measures.

Significant progress has been made to harden the Service against corruption, including the introduction of drug and alcohol testing and targeted integrity testing. Chief Executive Officer Orders have also been issued on professional standards and the mandatory reporting of serious misconduct, corrupt conduct and criminal activity (see page 26). Our reform will further strengthen our anti-corruption framework and controls.

Meeting the challenges posed by organised crime and corruption requires a sustained effort to embed a culture hardened against corruption but which also allows an agile workforce to effectively respond to the changes in criminal behaviour. No matter how good our modern systems and intelligence platform, we cannot underestimate the edge that a uniformed border protection officer, with their intuition and presence, can provide us at the border.

To strengthen our approach and our operational agility, we need to introduce improved command and control structures and enhance the skills and capabilities of our uniformed workforce. Across the Service we will also strengthen capability and leadership skills through enhanced recruitment processes, active career management, and structured professional development.

[8]Australian Crime Commission, *Organised Crime in Australia*, 2011 p3

To protect Australia's borders and foster lawful trade and travel

Vision

Our officers are highly skilled and act with integrity, professionalism and respect when engaging with all users of the Service

Our community has trust in the Service to provide border protection across all our operating domains (overseas, maritime, border and domestic)

Our legitimate traders and travellers experience expedited and supported trade and travel

Our partners, whether in Australia or overseas, work with us in mutually beneficial partnerships

Reform Tracks

Achieving our vision is founded on three key tracks of reform:
Our People and Operating Model; Modernisation; and Integrity.

Our People and Operating Model

A professional and agile Service that is adaptive to change

Our people are fundamental to the Service of the future. We need highly skilled and professional officers who can meet the challenges we face now and those we expect in the future. We must develop our officers, provide strong leadership, and offer rewarding and clear career paths. We must embody professionalism and integrity, be held accountable to these standards, and work collaboratively within the border community through strategic partnerships.

Our operating model must also be geared to respond to the speed and complexity of the future environment. It must allow agility and mobility of people and resources so that we can respond quickly to new and unexpected changes, whether they are new criminal methodologies or emerging trade practices. Our work across the border continuum must draw on the expertise and capabilities of our partners across government and industry to achieve shared outcomes.

Modernisation

Efficient business systems, streamlined processes and sophisticated intelligence

Modernisation means giving our officers tools that allow us to use big data analytics to better detect criminal behaviour. It means providing industry and the community with new ways of working with us to make it as easy as possible for those that want to do the right thing to find their own information, manage their own transactions and understand their obligations.

Modernising our systems and processes means the Service takes advantage of new technologies to deliver efficient services, and sophisticated tools to store and share knowledge.

Sophisticated intelligence approaches, supported by modern systems capable of holding and analysing the vast amounts of data generated by future trade and travel, will help ensure intervention is more targeted and legitimate trade and travel is expedited.

Integrity

A disciplined Service culture and workforce hardened against corruption

The Service operates in a position of trust within the border environment. We are charged with protecting Australia's border against a range of criminal activities.

The Service must ensure we have the community's confidence in the work we do to protect the safety, security and commercial interests of Australia. To do this, we must have a culture that is resistant to corruption and has integrity of the highest order. We must have management and supervisory structures, practices and systems in place to prevent and detect corruption.

The Experience Towards 2020 and Beyond

We are committed to transforming the border experience. We see our vision being realised through the following types of experiences for our officers, and for legitimate travellers and traders across the air and maritime domains:

Our People

- Operate as One Service, with One Culture and One Purpose.

- Are multidisciplinary, highly skilled and act with integrity, professionalism and respect when engaging with users of the Service.

- Experience diverse and rewarding careers that are structured and actively managed.

- Are supported by visible and unified leadership.

See pages 22-23 for an illustration of this experience.

Travellers

- Experience a fast, seamless process using self-service and automated technologies, with the majority of legitimate travellers moving rapidly through next generation e-Gate technology.

- Advance information works with new intelligence processes and technologies to provide a contactless experience for legitimate travellers while identifying persons of interest.

- Our seamless approach encourages travellers to visit Australia.

See page 24 for an illustration of this experience.

Traders[9]

- Experience an easily understood and simplified border clearance process in which the number and speed of border checks is reduced based on enhanced intelligence processes.

- Traders provide us information once and earlier, which is reused wherever possible for all electronic cargo clearances and in identifying goods of concern before they depart for Australia.

- Our seamless approach encourages traders to undertake commerce with Australia and overseas.

See page 25 for an illustration of this experience.

[9] Traders include individual members of the community who make infrequent or one-off purchases of goods eg. one-off purchases of goods overseas on the internet

Border Force officer

David is a Border Force officer within the Service. He chose this career stream to be part of the Service's frontline with a focus on protecting Australia's borders. He passed fitness, medical and psychological tests to join the Border Force.

- Uniformed
- Clear vocation
- Sense of purpose

How I serve

David is proud to have an active role serving the community. He acts with integrity, professionalism and respect when engaging with users of the Service across the entire border continuum, including air and sea ports, and Australia's extended maritime domain.

- Professional
- Supported by Intelligence
- Highest levels of integrity

Future Experience:
Border Force

Uniformed • Visible • Mobile

- Visible
- Strong leadership
- Multi-disciplinary

- Highly skilled
- Active career management
- Structured training and development

Where I serve

As a Border Force officer, David can be deployed regionally by domain (airport, seaport, cargo or maritime) or function (i.e. aircraft and vessel search, patrol, audit, investigate). Mobile technology supports his ability to meet operational needs, including real-time collection of intelligence.
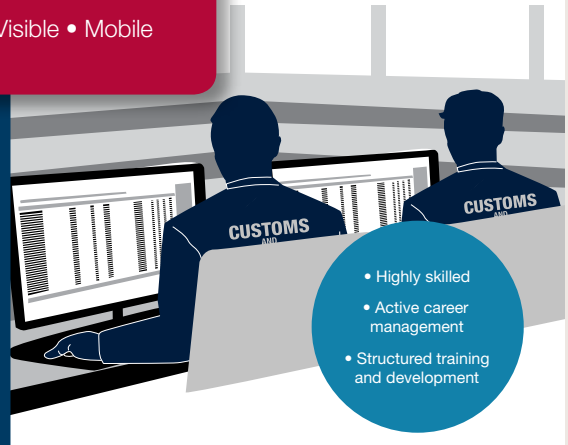
My Career Opportunities

As part of his career development, David is provided structured learning and development to equip him for a range of tasks. To progress his career, he is provided opportunities across the Service.

Appeals to sense of purpose

Sarah is expecting to graduate in six months and is looking for a job. She subscribes to a job alert service and is sent a great ad about unique opportunities for intelligence officers within the Service.

- Unique operational remit
- Intel led
- Appealing job description

Common Induction

Sarah attends a standard induction with colleagues from across the Service. She develops deep technical skills and builds relationships that help her succeed in her early years in the Service.

- One service, one culture, one purpose
- Common induction
- Foundational technical and leadership skills

Future Experience: Career Development

Rewarding • Mobile • Structured

- Structured career management
- Clear pathways
- Open dialogue around development

- Mobility
- Leadership development
- Enriched breadth of experience

Mentored and guided

During Sarah's first posting to the Intelligence Division in Canberra, Sarah's supervisor provides her with information regarding career paths and associated development opportunities within the Service and partner agencies.

Varied career experience

After three years in her most recent role, Sarah is provided the opportunity to do a secondment in a partner agency. This broadens her experience and enhances her intelligence tradecraft.

Pre-departure enquiry

George uses his smartphone to take a photo of an item and send it to the Service to find out whether he will be able to bring it back into Australia.

- Ease of access to rules and regulations
- Clear, simple information
- Customer confidence

Check-in pre-travel information

While checking-in for his flight on his laptop, George submits border clearance information which is passed to the Service for assessment.

- Data gathering ahead of border
- Natural systems (integrated with check-in)
- Paperless

Future Experience: **Traveller**

Seamless • Low-touch • High-tech

- Triggers identified and risks analysed
- Invisible to traveller
- No touch, seamless

- No touch screening
- High-tech
- Seamless experience

In-transit security checks

During an uneventful flight, the Service assesses George's data against risk criteria and intelligence holdings.

Arrival and clearance

George disembarks and passes through the arrivals hall en route to the exit. No-touch, high-tech security technology operates in the background, and no alerts are triggered for George.

Understanding obligations

Maya owns a small-to-medium enterprise. Instead of using a broker, she self-manages her own imports and exports through the Service's online portal and mobile applications. Maya uses the portal to research import requirements.

- Self-managed
- Online
- Informative
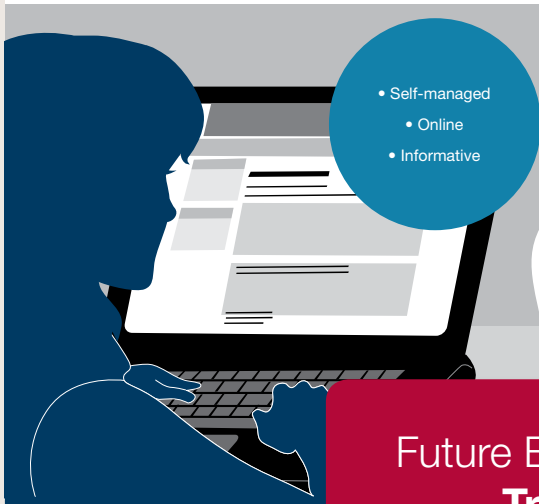
Applying to import

Maya accesses her account via a secure log-in, which provides smart forms that auto-populate common fields. Depending on what she imports, the portal will alert her to permit requirements and guide her through the application process.

- Guided process
- Pre-population of info
- Automated permit applications

Future Experience:
Trader

Self-managed • Simplified • Informative

- Ease of access to information
- Tailored online experience
- Customer confidence

- Certainty and assurance
- Timely and relevant
- Feedback is captured

Custom Portal Notification

cancel   view

Seeking certainty

Maya uses the portal's instant messaging function to make an enquiry. This helps her clarify her obligations quickly, and provides assurance she has followed all the rules and regulations.

Change notifications

Maya later logs in to her account via her smartphone and views tailored messages relating to policy and regulation changes applicable to her business activities.

Our Reform Achievements To-date

We have taken great strides in maximising the national value and benefit of our system of border controls. Most recently, we have taken steps towards reforming the Service across all three of our reform tracks with initiatives to define our people and operating model, modernise our systems and processes and improve our integrity culture. As at June 2013 we:

Our People and Operating Model

- Commenced a three-step People Engagement plan to run for the next 18 months. The initial 'Have Your Say' campaign engages officers in the change journey and seeks ideas on how the Service should evolve.

- All field operations relating to cargo movements across the border, compliance operations, sea port operations, and our investigators have been integrated into a single Division, along with coordination of all formal non-maritime operations.

- Increased our waterfront patrol activity nationally by 55 per cent, and linked with intelligence and operational activity from new mutli-agency waterfront taskforces.

- Formed a new Intelligence Division, which includes a Chief Information Officer, to bring a Service-wide approach to information management built around our intelligence-led model.

- Created a Support Division responsible for delivery of enterprise-wide support across people policy and practice, IT delivery and infrastructure services. This includes the new role of Chief Technology Officer.

- Reviewed the Service's honours, recognition and awards framework.

- Strengthened our relationship with the AFP through secondment of a senior AFP Officer to the Reform Taskforce and through the establishment of stronger operational coordination between the two agencies.

Modernisation

- Expanded SmartGates to manage traveller growth and implemented new, innovative solutions to maximise use.

- Enhanced our anti-dumping and countervailing legislation and established an Anti-Dumping Commission led by an Anti-Dumping Commissioner. The Commissioner reports directly to the Minister for Home Affairs in respect of anti-dumping and countervailing decisions, and is supported on a day-to-day basis by the Service.

- Started work to establish the National Border Targeting Centre to target high-risk passengers and cargo through better coordination and sharing of information and intelligence between partner agencies.

- Launched the first of eight new Cape Class vessels, ACV Cape St George, to strengthen and refresh our maritime capability.

- Commenced procurement of a purpose-built patrol vessel, ACV Thaiyak, to provide a new, near-permanent surveillance and enforcement capability to protect the Ashmore Reef National Nature Reserve and Cartier Island Marine Reserve.

Integrity

- Introduced drug and alcohol testing across the Service.

- Introduced targeted integrity testing.

- The CEO now has the power to make a declaration that an officer's employment has been terminated as a result of serious misconduct.

- Officers are now required to report any suspected misconduct or corruption. Failure to report misconduct and corruption is a breach of the Code of Conduct.

- An Integrity Support and Referral Network has been established to provide support and advice on options regarding reporting obligations.

- Established a new Integrity, Security and Assurance Division to bring together corporate governance and decision making; integrity; professional standards capability; and security.

- Launched a new e-learning course 'Integrity, Fraud and Corruption Awareness', which sets out expectations of ethical behavior and everyday sound decision-making processes.

Our Transformation

We have a range of identified initiatives across seven areas (Figure 1) to focus on over the next five years.

People and Operating Model | Modernisation | Integrity

1. Culture, Leadership and Integrity
2. Workforce
3. Intelligence
4. Trade and Goods
5. Traveller
6. Enforcement
7. Enabling

Our immediate focus in 2013–14 will be talking to our people and partners, including employee representatives, industry and other government agencies to help us plan and co-design the way forward. In some cases, consideration and agreement will be required by government over several parliamentary terms.
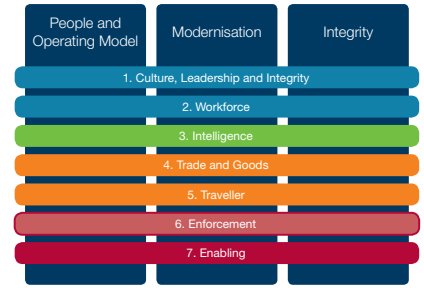
The Future Service: A Strategic Approach to Border Operations

While we will try to automate and streamline as many of our processes as possible so that travellers and traders experience the least amount of impediment in their border transactions, the reality is that our borders still need to be watched and guarded against those who would seek to breach our borders for illicit gain or to attack our community. In order to more effectively protect our borders and foster lawful trade and travel, we will reorganise and improve our national border command and control system, so that our border operations are better targeted against those who would seek to breach our borders. This new command and control system will be built on clear accountabilities for the conduct of border operations, assigned by the CEO to leaders and cascaded through the command structure of the Service, from Deputy CEOs through to front-line officers.

The centrepiece of this new system will be a strategic border command, which will have the authority and tools to coordinate the deployment of resources against national risks to the border (except in the maritime domain, where maritime border protection will continue to be delivered by the joint command arrangements we have put in place over several decades with our Defence partners). Strategic border command will have advanced real-time intelligence, communications and surveillance systems to monitor and manage the border on an integrated, real-time 24/7 basis. Links with other law enforcement and national security agencies will ensure that Australia has a national border command centre watching over our borders, while allowing lawful trade and travel to pass through with minimal impediment.

This strategic level command will oversee regional ACBPS commands, which will be organised on State and Territory lines so that seamless interaction can occur with State and Territory law enforcement and regulatory agencies. Strategic border command will host the National Border Targeting Centre, provide real-time support to regional border operations as well as direct and coordinate resource deployment during emergencies and planned surges (for instance to cover special events such as major sporting contests or high level governmental meetings). The strategic border command will also control and coordinate national border capabilities such as detector dogs, field surveillance, advanced ship search, border technologies (like x-ray and trace detection), field communications systems and border cyber capabilities.

The strategic and regional levels of our border operations will be predominantly staffed by Border Force officers who will be deployed on a national, regional and district basis. Regional or District Commanders will have control of the workforce and assets for activity across all ports of entry and remote areas in their region or district, under the overall command of strategic border command. In national operations, or some special circumstances such as counter-terrorism and counter-proliferation efforts, strategic border command will assume direct control of operations. This is a very conventional command and control framework, well understood and practised in like fields such as policing or military operations.

1 Culture, Leadership and Integrity

The key areas of focus to transform our culture, leadership and integrity include:

Building a professional culture

Building on our proud history and the dedication of our officers, we will develop a Service-wide program to build a professional culture for the future. We will work collaboratively to identify the values and behaviours we expect from all levels of the Service. We will embed these behaviours in everything we do, including the high level of service we will provide to those who comply, or seek to comply, with border requirements. Our values and behaviours will promote a culture resistant to corruption, as well as recognising and rewarding performance.

Focus ('FY)
'13 '14 '15 '16 '17

Growing our leaders at all levels

To grow the Service's current and future leadership capability, we will introduce a new leadership development program for officers across all levels of the Service. Our leaders will be professional, and promote and uphold high standards of integrity as the first line of defence against corruption. We will attract, retain and develop our leaders. Our operational managers will be visible, supportive and engaging leaders who can take the Service into the future.

Focus ('FY)
'13 '14 '15 '16 '17

Appointing a Special Integrity Adviser

To build on our integrity reforms we will appoint a Special Integrity Adviser who will report directly to the Chief Executive Officer. This role will manage the investigation of complex and serious cases of misconduct, including those undertaken jointly with ACLEI. The Special Integrity Adviser will also develop and implement integrity assurance arrangements and ensure that our anti-corruption processes and systems are fair.

Focus ('FY)
'13 '14 '15 '16 '17

Strengthening our Professional Standards capability

A new professional standards practice model will be implemented to further strengthen our professional standards function. It will include a revised structure and an enhanced complaint and case management capability. We will also implement new and rigorous performance and management reporting arrangements for the professional standards function, and capability standards and qualifications for certain roles.

Focus ('FY)
'13 '14 '15 '16 '17

Enhanced integrity measures

We will implement further reforms to address corruption vulnerabilities. This includes toughening our policy on use of personal mobile devices across all sensitive operational areas. We will link mobility to fixed tenure periods for specific roles as an integrity risk mitigation strategy. We will introduce a requirement for anti-corruption impact assessment statements when introducing any major business changes to help us identify and mitigate risk at an early stage.

Focus ('FY)
'13 '14 '15 '16 '17

Enhancing organisational suitability assessments

We will enhance our organisational suitability checking processes to be able to better detect and deal with officers with criminal associations. We will raise the standard and increase the range of information and intelligence sources against which prospective employees will be checked; redesign our post-commencement screening activities to be more flexible and dynamic; develop an early identification and intervention system; and further integrate integrity, workforce and people practices.

Focus ('FY)
'13 '14 '15 '16 '17

Secondary employment review

We will tighten up policy and practices around secondary employment. We will work collaboratively with our people to achieve this. This new approach will support our reforms to organisational suitability assessments, career management and fixed tenure.

Focus ('FY)
'13 '14 '15 '16 '17

Continued enhancements to our integrity framework

We will continue to act upon identified vulnerabilities and work with our law enforcement counterparts to identify new vulnerabilities and implement strategies to address them. This will include exploring new initiatives to enhance our anti-corruption measures and embed integrity controls into our systems and processes. Our Integrity Support and Referral Network will help us identify new measures.

Focus ('FY)
'13 '14 '15 '16 '17

2 Workforce

The key areas of focus to transform our workforce include:

Developing a new workforce model

We will develop a workforce model to provide a new career system that offers attractive and rewarding job choices to our people. Career streams will be built around four specific capabilities: trade and customs (strategic, regulatory and policy), border force (delivering border protection), intelligence (information, analysis and enabling effective decision making) and support services (cross-enterprise support functions) – see pages 32-33 for more detail. These career streams will link to our new people strategy, active career management and structured learning and development (see below) to make us a workplace of choice.

Focus ('FY)
'13 '14 '15 '16 '17

My Commitment: Your Contribution

I am firmly of the view that every officer in the Service has a role to play in delivering our reform. My commitment is that by 1 July 2014 all officers will have a clear and documented career plan linked to reform. This will identify the career stream officers want to join and the skills or training needed to achieve this.

To ensure all officers are supported during this process, they will have the opportunity to discuss their career aspirations and plan with their supervisor and a Career Support Officer from within the Support Division. What I ask in return is that everyone in the Service takes time to understand why we need to reform and the importance reform plays in realising the vision we have set out for the Service. By working together, I have every confidence that we will create a Service that is a great place to work and one that makes Australia a safer and more prosperous place.

A new people strategy

Our officers are central to the delivery of our business. Our new people strategy will deliver active career management that connects individual officers with better performance feedback, wider career choices, and structured learning and development. It will connect with our leadership strategy. We will also develop a talent management program to attract, retain, develop and deploy our people.

Focus ('FY)
'13 '14 '15 '16 '17

Building our people capability

To meet the needs of today and the challenges of the future, our people will need to be agile and skilled. We will build a standardised approach to training across the Service, including a structured pathway for learning that stretches from induction and on-boarding, through to active career management and continuous development. This will ensure our officers have the right skills to do their job. We will also explore options for the most appropriate way to deliver training and development, including considering the role of a formal Customs and Border Protection Training College.

Awards and recognition

We will introduce a new Awards and Recognition Framework to formally recognise excellence, effort and service. The new Framework will include CEO Awards and Commendations covering conspicuous service, bravery, excellence and innovation. It will recognise our officers who excel, meet challenges in the face of dangerous conditions, and who display the values and culture of the Service.

Secondments and exchanges

Building on our successful partnerships with the AFP, with Defence in Border Protection Command, and with other agencies in the multi-agency taskforce on people smuggling, we will develop a secondment and exchange program. This will provide opportunities to embed our officers with, and host other officers from, partners in government and industry. The program will provide our officers and our partners with new opportunities to strengthen our relationships and networks.

Tenure and mobility

To provide new opportunities and ensure we have officers with the required capabilities and mix of skills for the future, we will link mobility to different periods of tenure. All officers across the Service will be considered in scope for mobility, with different time periods depending on the role. This will be a period of three years for the majority of officers in key operational roles. This process will work in combination with active career management. Posting rotations will also act as a mitigation strategy against integrity risk.

Future Workforce

The development of our future workforce will focus on:
Trade and Customs, Border Force, Intelligence and Support.

These capabilities are linked by a common culture and supported by strong leadership, structured career management and a national approach to learning and development.

Border Force

Border Force will be the visible front-line of the Service—a uniformed and disciplined enforcement body undertaking functions across the entire border continuum, including air and sea ports, and Australia's extended maritime domain.

Border Force officers will be trained and equipped to perform a range of tasks across these domains. Cross-skilling will allow officers to be mobilised and deployed to routine or priority tasking, and/or to supplement and surge operations across the Service.

Border Force officers will work in an exciting and stimulating environment where their varied duties will provide broad operational career experiences. Officers will be regionally based, operating under the direction of regional commanders responsible for delivering on nationally consistent direction and priorities. Specialised training and skills, such as the application of force, maritime and investigation skills, will complement standard training to allow officers to specialise in a particular function. Diversity in duties across domains and specialised functions will be a key attraction in joining the Border Force, with active career management and opportunities across the Service.

The Border Force will strive for excellence in front-line operations. Its operating model will be comparable with modern uniformed enforcement agencies. This will include pre-requisites (such as fitness, medical and psychological testing) to ensure officers attain the right standards to perform the duties required; a structured training regimen to ensure officers are adequately prepared to perform their jobs; and a culture of discipline and respect for authority. Consistent with the wider Service, the Border Force will have the highest standards of integrity, safety and professionalism.

Trade and Customs reflects the well-recognised role of the Service—the development of strategy and policy to support the movement of travellers and trade across the border.

Areas of focus will include policy related to revenue collection and tariffs, anti-dumping and countervailing, regulated goods at the border, industry support and advice, and liaison with international counterparts.

Trade and Customs will comprise technical and policy experts who work closely with industry and partners in Australia and overseas. Active career management and structured development will build skills to deliver world-leading trade and customs support and advice.

This workforce will be deployed centrally and regionally.

Trade and Customs

Sophisticated intelligence is the future foundation of the Service.

Professionals will formulate intelligence products to support decision making and resource allocation, and to counter border threats.

Professional training will develop tradecraft and industry-relevant skills, and link to distinct and rewarding career streams.

A key attraction for intelligence officers will be the strong linkages the Service has with domestic and international partners, as well as the broader intelligence community.

The workforce will be deployed centrally and regionally.

Intelligence

Support consists of high-performing professionals.

These professionals have core technical and functional expertise in human resources, professional standards, information technology, finance, legal, property security, and communications functions.

The requirement to undertake these functions in a dynamic operational environment and be involved in surge responses will be a key attraction to the Support workforce. Focused training will ensure that skills in the workforce remain current and industry leading.

This workforce will be deployed centrally and regionally.

Support

3 Intelligence

The key areas of focus to transform our intelligence approach include:

National Border Targeting Centre

We will establish the National Border Targeting Centre (NBTC) to provide an enhanced approach to identifying high-risk international travellers and cargo. Our initial focus will be improving our targeting processes and capabilities and designing a multi-agency operating model for coordinated identification. A second phase of activity will establish a dedicated facility to house multiple agencies under one roof. This will enable joint planning of operations, supported by improved cross-agency integration and data sharing. Through the NBTC, we will work closely with border management, intelligence, law enforcement and regulatory agencies with a border interest. We will also work collaboratively with regional partners and targeting centres in the United States, Canada, the United Kingdom and New Zealand. The Australian Government has provided $30 million to establish the NBTC.

Focus ('FY)
'13 '14 '15 '16 '17

Connected information environment – Big Data

There is more information today than ever before, and this explosion of 'big data' will only increase. By connecting this information we can gain insights that help us protect the community from serious threats. To improve our ability to do this we will design the processes, systems and supporting infrastructure we need to handle 'big data'. We will also better connect our systems with the private sector and improve our ability to share classified information with trusted partners. Information from our officers in the field, who will be using real-time mobile technology, will feed into our intelligence pool. This change is critical if we are to fully exploit our information holdings to identify and defeat terrorists and organised crime networks, and defend against the illicit importation of drugs and firearms. This will link with initiatives in Transformation 4, 5 and 6.

Focus ('FY)
'13 '14 '15 '16 '17

Building our intelligence capability

We will build a new intelligence framework that enhances our business decision making and our intelligence-led approach to deal with threats from terrorists and criminals, and the illicit importation of drugs and firearms. We will develop policies and processes for the collection, management, exploitation, storage, use and sharing of information and intelligence.

Focus ('FY)
'13 '14 '15 '16 '17

This will integrate with our new field technologies to link up intelligence collected by our officers. We will look at new advanced analytics and situational awareness systems, while maximising opportunities to automate our risk analysis, profiling and targeting activities. This will allow us to focus our efforts on producing high-value analysis and assessments to support better decision making.

Investing in our people

We will develop a skills program to strengthen the capabilities of our intelligence officers and information management professionals. This will include training to develop new tradecraft and distinct career pathways that include ongoing professional development. We will also work with our domestic and international national security and law enforcement partners to learn from their experience and establish secondments within our structured approach to mobility and building people capability (see Transformation 2).

Focus ('FY)
'13 '14 '15 '16 '17

4 Trade and Goods

The key areas of focus to transform our trade and goods approach include:

Facilitating trusted trade

We want the trader experience to be fast and seamless, making business easier and contributing to greater economic growth. We will work with industry to provide trusted and compliant traders with expedited border clearance where they have strong security and integrity practices. We will also increase our work ahead of the border, focusing on Mutual Recognition Agreements with trading partners to acknowledge authorised economic operator and trusted trader schemes that reduce risk to our border.

Focus ('FY)
'13 '14 '15 '16 '17

Connected cargo systems

We will work with industry to examine earlier reporting and more effective data sharing. This will include how we can integrate with trusted trader's logistics systems to enable direct access. The sharing of intelligence and other information will enable closer partnering with traders to better facilitate trade and combat illicit activity in the supply chain. This will link with the connected information environment (see Transformation 3).

Focus ('FY)
'13 '14 '15 '16 '17

eCargo: digital by default

To modernise our approach to cargo, we will enable full electronic interaction for border-related cargo and mail activities. This will mean that all forms, application processes and related decisions will be electronic. We will work jointly with Australia Post to implement this approach where border processing, including revenue collection, is largely manual. Our digital by default approach will link to our new enterprise case management solution to automate workflows, provide single entity views and manage queries (see Transformation 6). Our system options to achieve this will be scalable, to handle expected increases in trade data.

Focus ('FY)
'13 '14 '15 '16 '17

Improving trade assistance technologies and tools

We will work with our industry partners to improve compliance. This will include developing intuitive, user-friendly portals and other interactive tools, such as mobile applications. These self-service tools will help small to medium traders manage their own clearance arrangements. We will use social media to help individuals and infrequent traders understand their obligations. This approach will simplify the path to trading internationally, while enhanced information systems will allow our officers to provide advice on complex matters. As part of this approach we will also help businesses lower the burden of compliance by moving to a 'tell us once' approach to providing us with information.

Focus ('FY)
'13 '14 '15 '16 '17

5 Traveller

The key areas of focus to transform our traveller approach include:

A seamless future traveller experience

We want the travelling experience of the future to be fast and seamless for legitimate travellers—a low-touch experience beyond traditional barriers. We will work with other border agencies, airport operators and the airline industry to explore how our vision of a seamless airport zone can be brought to life. This includes looking at future technologies, such as 'face on the move' and 'face in the crowd', and building on improvements for travellers through the expansion of current and next generation e-Gates.

Focus ('FY)
'13 '14 '15 '16 '17

Expansion of SmartGates

To provide travellers with options for self-processing and manage annual traveller growth, by 2020 we need around 90 per cent of arriving travellers to be able to use e-Gates (from a current rate of 20 per cent). As a first step to achieving this, we will install additional SmartGates and expand the use of existing SmartGates to e-passport holders of other nationalities.

Focus ('FY)
'13 '14 '15 '16 '17

NextGen e-Gates

As a second phase of managing traveller increases, we will investigate the use of next generation e-Gates and mobile e-Gates to allow more travellers to self-process, including in remote locations. We will also work with partner agencies and industry to further broaden eligibility to use e-Gates and enable processing of groups and families.

Focus ('FY)
'13 '14 '15 '16 '17

Automating departures

We will work with stakeholders to undertake a feasibility assessment for automating the departure experience. We will also introduce new e-service options to automate the Tourist Refund Scheme claims process at departure. These approaches will further streamline the experience and help us deal with an increasing volume of outbound travellers and TRS claims at a time when the number of departures exceeds arriving travellers.

Focus ('FY)
'13 '14 '15 '16 '17

New traveller processing platform

Our current processing systems will be unable to cope with future increases in traveller volumes. We will develop an integrated system that provides information about responsibilities to travellers, supports improved collaboration and data exchange with partner agencies and industry, and enables real-time assessment of persons of interest.

Focus ('FY)
'13 '14 '15 '16 '17

6 Enforcement

The key areas of focus to transform our enforcement approach include:

Fighting border crime: A strategic partnership with the AFP

To enhance our fight against border crime we will build a strategic partnership with the AFP. As a first step, we will trial a new model for undertaking border crime investigations. This new model will combine the skills, intelligence and investigative resources of the ACBPS and AFP to disrupt criminals and prosecute breaches of Australia's border legislation. The trial will also enhance our shared understanding of criminal impacts at the border to inform a proposed future operating model. We will also build the partnership through the permanent secondment of a senior AFP officer within the Service's Border Enforcement function. The seconded AFP officer will have a range of enforcement and investigation responsibilities, and will provide a direct link to operational components of the AFP. They will also have responsibility to implement the new model for border crime investigations.

Focus ('FY)
'13 '14 '15 '16 '17

New Command and Control arrangements

We will reorganise and improve our command and control systems so that operational resources are linked up across the nation and more effectively deployed and targeted. A strategic border command, housed in a fit-for-purpose national border command centre, will control and coordinate national capabilities (border technologies, detector dogs, field surveillance etc). This strategic level command will host the NBTC and be linked to law enforcement and national security agencies, with access to real-time intelligence, communications and surveillance systems to monitor and manage the border 24/7. This strategic level command will oversee regional commands, which will be organised on State and Territory lines so that seamless interaction with State and Territory law enforcement and regulatory agencies can occur. Regional or District Commanders will have control of the workforce and assets for activity across all ports of entry and remote areas in their region or district. In national operations, or some special circumstances such as counter-terrorism and counter-proliferation efforts, strategic border command will assume direct control of operations.

Focus ('FY)
'13 '14 '15 '16 '17

A stronger and smarter compliance approach

To address the significant effect that non-compliant trading can have on the economy and the safety of the community, we will build on recent efforts and take a tougher stance on such behaviour by increasing our use of sanctions and targeting weaknesses in the border control framework. To support this, we will provide our officers with the right powers, sanctions, technology and other tools to effectively identify and treat non-compliance and to encourage lasting behavioural change. We will also work smarter, building stronger international and cross-agency connections to support our operational activities, including pursuing trade data exchanges with key trading partners. We will seek out opportunities to work more collaboratively with Australian industry stakeholders to respond to border threats.

Focus ('FY)
'13 '14 '15 '16 '17

Enhanced patrols

To make it harder for organised crime to infiltrate or exploit maritime or aviation systems, we are enhancing our patrols of the waterfront (wharves, harbours) and airports (airside, tarmac, baggage areas) around the country. This approach will build on our work with partner agencies to establish joint law enforcement taskforces in Melbourne, Sydney and Brisbane focused on organised crime in the maritime sectors.

Focus ('FY)
'13 '14 '15 '16 '17

Remote area patrols

We will increase patrols of remote areas and regional ports across the northern and western areas of Australia. This includes a rapid response capability to quickly counter new threats anywhere along our coastline with mobile regional teams in Western Australia, Northern Territory and far north Queensland. We will work closely with local communities in remote areas to identify and report unusual activity. We all also work with State and Territory government, including Police and Wildlife and Fisheries services, as part of our remote patrols to improve our capability to gather information and respond quickly.

Focus ('FY)
'13 '14 '15 '16 '17

Integrated case management

We will develop a case management system to standardise enforcement and compliance processes across the Service. This will centralise information, providing an integrated view of user interactions with the Service. It will also automate workflows and provide a monitoring system across areas such as permit utilisation and detained goods handling and destruction. Increased electronic information and enhanced case management will work together to free up our officers for higher value tasks.

Focus ('FY)
'13 '14 '15 '16 '17

Real-time and mobile technologies

We will introduce new tools that provide rapid and easy access to information for the community and our officers. This includes providing our officers on the frontline with new technologies focused on access to data in the field and receiving new taskings while on the go. It is also about ensuring intelligence and intervention activity can be captured in real time and linked back to our information holdings. We will also support the community with improved ways of reporting border crime, including through social media.

Focus ('FY)
'13 '14 '15 '16 '17

7 Enabling

The key areas of focus to transform our enabling approach include:

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To ensure we are always ready for the future, we will deliver world-class technology solutions for our people based on evolving trends.

....

Enhanced support systems

We need efficient support systems to connect our people to career and learning opportunities and efficiently manage our dispersed workforce (see Transformation 2). We will deliver improved support for performance management, talent management, payroll and self-service functions. We will also improve our internal workflow, resource and task planning solutions.

Focus ('FY)
'13 '14 '15 '16 '17

Transformed technology platform

We will design a new technology platform that consolidates and standardises our IT systems. We will base this design on sound governance approaches that improve decision making and support analysis. This will eliminate redundancies in systems and consolidate purchases of products and services. The approach will include IT security and cyber security, which are critical to protect the Service against threat of organised crime.

Focus ('FY)
'13 '14 '15 '16 '17

Future technology and tools program

To ensure we are always ready for the future, we will deliver world-class technology solutions for our people based on evolving trends. We will investigate solutions that support our transformed technology platform, including tools for analytics and advanced facial recognition, and wearable technologies. We will focus on technologies and tools that allow us to evolve and respond to new threats.

Focus ('FY)
'13 '14 '15 '16 '17

Legislation and policy alignment

We will comprehensively review our legislative and regulatory frameworks. The focus of the review will be on ensuring legislation and regulatory frameworks support the vision for Reform. We will work with our partners in industry and across government in this review.

Focus ('FY)
'13 '14 '15 '16 '17

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Engagement

The initiatives in our Blueprint have been drawn from a range of inputs. This includes suggestions and ideas from individual officers and their representatives. These suggestions have been received via informal channels, such as emails to the CEO and Reform Taskforce, and formal channels such as the 'Have Your Say' engagement mailbox, Regional Consultative Committees and the National Strategic Consultative Forum.

We have listened to our partners in industry and across government. This has included engagement and discussions in the Customs and Border Protection National Consultative Committee and the National Passenger Facilitation Committee. We have also received official submissions related to reform which has informed the Blueprint.

We have also drawn on, considered and woven in recent expert advice from the Customs Reform Board and the 2013 Capability Review of the Service.

On-going Engagement

As we shape a new future for the Service, we are committed to working with our people, their representatives and other key partners and stakeholders. Engagement is a priority for 2013–14, with a focus on consultation and co-design. This provides time for further conversations and will ensure that we get these reforms right. In some cases, consideration and agreement will also be required by government over several parliamentary terms.

Our People

Our people are central to reform. A rolling programme of briefings and engagement activity will occur over the coming year to encourage feedback and contribute to the design and implementation process. All leaders across the Service will play an important role in facilitating these sessions and will be supported in this process.

We will meet regularly with staff representatives to discuss the Reform Programme and set up regular engagement sessions to seek specific input. Opportunities will also be provided for staff representatives to meet with their members to provide feedback and comments for input into the design process.

We are seeking ideas, discussion and consultation across all levels of the Service.

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As we shape a new future for the Service, we are committed to working with our people, their representatives and other key partners and stakeholders.

Industry and Partners

As we design and develop the initiatives in the Blueprint we will actively engage and consult with the CEOs and leaders of Australia's largest enterprises which rely on a well-run and efficient border. This includes large traders, airport operators and owners, airlines and representatives such as Qantas and the Australian Airports Association, logistic providers including the Conference of Asia Pacific Express Carriers and Australia Post, as well as representative bodies such as the Customs Brokers and Forwarders Council of Australia. We will also engage with government partners here in Australia and international stakeholders.

We will establish issue and initiative focused forums to gain further input from our partners. This engagement will focus on co-design to ensure we get reform right for both the Service and its users.

Implementation – Programme Management Office

To drive the reform agenda we have set out in our Blueprint, robust programme management and governance are needed. As a first step, we have established a Reform Taskforce to provide strategic direction, coordination and planning for a phased rollout of the Blueprint.

As the detailed planning concludes and the implementation phase begins, we will establish a Programme Management Office, which will report directly to the Executive Committee. This Office will oversee the delivery of reform projects in line with approved scope, timeliness and budget tolerances. The Office will operate with clear governance parameters and reporting lines, and individual leaders across the Service will have clear accountability for the delivery of change initiatives.

Our implementation will be bolstered by measures to strengthen the Service's leadership. Leaders will have personal accountability to deliver components of the reform agenda. This will ensure that the reform agenda is embedded in the day-to-day operations of the Service.

The Programme Management Office will engage and manage our internal and external stakeholders and coordinate the change management approach. The Office will support the realisation of reform benefits and strategic objectives.

Reform is an ongoing endeavour. We will need to review and update our Blueprint to take account of significant shifts in the environment. Our focus over the short term is on a wide-ranging engagement program with our people to capture new ideas that will feed into future reviews.

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