



Australian Government
Australian Customs and
Border Protection Service

Ministerial No: 104535

Minister for Home Affairs

Statement of Intent 2011-12: Australian Customs and Border Protection Service

Deadline: No deadline.

Proposed action

That you note my response to your letter of 28 November 2011 outlining your expectations for the Australian Customs and Border Protection Service in 2011-12.

Reasons for proposed action

1. You wrote on to me on 28 November 2011 outlining your expectations for the Australian Customs and Border Protection Service in 2011-12.
2. The attached Statement of Intent is my response and outlines how Customs and Border Protection will implement the Statement of Expectations.
3. The Attorney-General's Department has been consulted in the preparation of my Statement.

Consultation

Attorney-General's Department

Recommendation

That you note the Statement of Intent 2011-12.

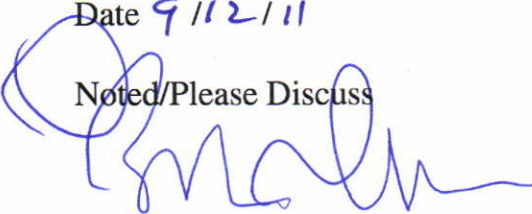
SIGNED:


.....

Michael Carmody
Chief Executive Officer

Date 9/12/11

Noted/Please Discuss


.....

Minister for Home Affairs

12 DEC 2011



Australian Government
**Australian Customs and
Border Protection Service**

CHIEF EXECUTIVE OFFICER

Customs House
5 Constitution Avenue
Canberra City ACT 2601

Phone: 02 6275 6800
Fax: 02 6275 6796

Minister for Home Affairs
The Hon Brendan O'Connor MP
Parliament House
CANBERRA ACT 2600

Dear Minister

**STATEMENT OF INTENT: AUSTRALIAN CUSTOMS AND BORDER
PROTECTION SERVICE**

I write in response to your letter of 28 November 2011 outlining your expectations for the Australian Customs and Border Protection Service (Customs and Border Protection) in 2011–12.

Working together with my executive, I am committed to ensuring Customs and Border Protection continues to improve and protect the security and commercial interests of Australia. We will achieve this through effective border protection which supports legitimate trade and travel and ensures collection of border revenue and trade statistics.

As we go about our complex and diverse border protection role, it is our aim to be respected, trusted and valued by the community, industry and our national and international law enforcement and regulatory partners.

Our Challenge

The expectations of those we serve and of those we partner with as the lead operational agency at the Australian border are matched by the challenges of the environment in which we operate in 2011–12.

These challenges include ongoing financial instability around the world and its impact on the Australian economy and this Federal Budget, increasing trade and traveller volumes and trade and travel becoming less predictable. These, coupled with the expectations that we will reduce border risk and promptly process legitimate imports, exports and travellers,

means we will continue to refine our intelligence-led risk-based intervention and assurance approaches.

We will continue to assess existing threats and emerging trends affecting the border and our business, and will make sure that our responses are effective and our resources allocated appropriately. At the same time, we will continue to develop and implement measures to efficiently manage the flow of passengers and cargo into and out of Australia.

Responding along the border continuum

As events have unfolded and threats and trends have emerged over the previous year, it has highlighted the dynamic nature of our operating environment and the growth in cross-border movements. Our response illustrates the finely balanced and critical role we play along the border continuum:

- overseas, we work ahead of the physical border to identify, deter and mitigate risks moving in and out of Australia
- in the maritime zone we detect and interdict risks en route to, or departing from, Australia
- at the border, we detect and interdict risks at entry and exit points so they do not enter or leave Australia, and
- domestically, we provide and enforce the framework to facilitate legitimate movement in and out of Australia.

The 2011–12 strategic priorities describe our focus areas along the border continuum. These priorities will guide our planning and investment decisions throughout the year.

Leading and collaborating at the border

Increasingly in 2011–12, our success in leading the whole-of-government approach to border management will be dependant on collaborative efforts with our partner agencies, foreign and domestic, as well as with industry.

During 2011–12, we will continue to take a leadership role at the border through mechanisms such as the multi-agency Border Management Group, which we will use to guide resource allocation, capability development and ensure sustainable and effective border management into the future. This will include development of a new Strategic Border Management Plan.

We will also contribute to the development of the Commonwealth Organised Crime Strategic Framework.

We will continue to work with the Department of Agriculture, Fisheries and Forestry (DAFF) as they develop proposals to Government on the new biosecurity architecture and service delivery structures.

Managing Border Risk

Illicit drugs and precursors will continue to be a focus throughout the year and we will further develop joint approaches with partner agencies to target criminality at the waterfront. We will continue to lead the whole-of-government response to maritime people smuggling to contain the activities of people smugglers.

We will also continue to contain illegal foreign fishing and the risk posed by the importation of illegal firearms and weapons.

Our collaboration with partner agencies will also be central to improving our capacity to respond to consumer and community safety concerns about imported goods, as well as our capability to focus on the illegal movement of money. We will continue to work collaboratively with other government agencies and partners to ensure we respond quickly and contribute appropriately to emergencies.

Delivering economic outcomes

This year, we will respond to Government direction by implementing improvements to Australia's anti-dumping and countervailing system and strengthening our response to economic risks to our border. We will continue to collect revenue in the form of duties and taxes on goods at the border.

Working with industry will be a key focus for the coming year, including in the area of strengthening supply chain security. We will also collaborate closely with industry in our efforts to improve passenger and cargo facilitation outcomes.

Maintaining our workforce

The location and extent of the work undertaken by Customs and Border Protection staff is diverse. In 2011–12, these factors, along with an ageing workforce and a competitive labour market, present significant challenges to attracting and retaining suitably qualified staff. We continue to maintain an understanding of our workforce to build capability for the future. To ensure we have the right people, with the right skills working in the right location, we will mature the People Capability Plan. In addition, we will implement the Enterprise Agreement within the agency, the Workforce Planning Framework and our new payroll system (COMPASS), as well as ensure compliance with the new *Work Health and Safety Act 2011*.

Embedding risk-based planning

In 2011–12, we will continue to allocate our finite resources to the areas of highest priority. We will achieve this by further developing and embedding our strategic planning process that is guided by an intelligence-led risk-based approach. Our focus in 2011–12 will be to realign the planning process to drive our budget process and internal allocation of resources. This means that while core business continues, any major new project, initiative or acquisition will be justified on the agency Risk Plan before it is considered for funding.

We will also use this approach to ensure that as new threats emerge and new risks are identified throughout the year, core resources will be moved or reallocated to ensure risks are appropriately controlled.

Intelligence-led risk-based approach

As an intelligence-led risk-based agency, we rely on large volumes of information and data to target our responses to border risks. We require integrated and interoperable systems supported by a skilled, highly analytic workforce capability to successfully use this information and data.

In response, this year we will improve our IT systems, practices and processes to enhance interoperability and integration within the agency and with partner agencies. The focus on systems, including the delivery of our Enhanced Passenger Assessment and Clearance initiatives, will be supported by building an enhanced workforce analytic capability. This will be achieved by introducing a professional analyst stream and by investing in training, capability development of existing officers and recruitment of appropriately skilled analysts. We will also seek to maximise the potential of emerging technologies and data fusion capabilities to strengthen our interventions at the border.

Information management capability

Effective management of and responses to border risks requires ICT systems and solutions which support knowledge and information management. Our focus throughout 2011–12 will be on driving an enterprise-wide and a whole-of-Government approach to knowledge and enterprise management. Priority will be on developing and implementing an enterprise architecture and capability which guides our ICT investments to ensure relevance and currency to our strategic priorities and requirements. Most particularly, it will provide the systems and support for our intelligence-led risk-based interventions and approaches.

Supporting Government decision making

In delivering this programme of work, I will ensure that Customs and Border Protection is responsive to your office and the Attorney-General's Department and will provide timely, clear and concise advice on matters significant to you.

I will provide timely and accurate reports about the agency's performance, objectives and functions to ensure the maintenance of community and Government confidence.

I will ensure effective and efficient management of the agency's resources in accordance with the *Financial Management and Accountability Act 1997*.

I will demonstrate best practice in corporate governance, privacy security and information management and compliance with relevant legislative requirements. In doing so, I will also promote and uphold the *Australian Public Service Values and Code of Conduct* as set out in sections 10 and 13 of the *Public Service Act 1999*.

Yours sincerely



Michael Carmody
Chief Executive Officer

9 December 2011



THE HON BRENDAN O'CONNOR MP

Minister for Home Affairs
Minister for Justice

28 NOV 2011

11/15981

Mr Michael Carmody AO
Chief Executive Officer
Australian Customs and Border Protection Service
Customs House
5 Constitution Avenue
CANBERRA CITY ACT 2601

Dear Mr Carmody

One of my key objectives for the coming year is to improve coordination across the Attorney-General's Department portfolio agencies in order to better analyse, prevent, detect and successfully prosecute crime. An important part of this process is for me to ensure that all portfolio agencies are aware of my expectations for the work they are undertaking for the remainder of the financial year.

This letter is intended to inform you of the key strategic priorities that I expect your agency to focus on and the outcomes to be achieved. My expectation of the key strategic priorities for the Australian Customs and Border Protection Service (Customs and Border Protection) is as follows.

- Take lead responsibility for the management of Australia's borders and be accountable to the Government for effectively managing key threats including maritime people smuggling, drugs and weapons, and illegal exploitation of resources including illegal foreign fishing.
- Support the implementation of the Commonwealth Organised Crime Strategic Framework including leading and assisting in the development of national operational responses identified in the Commonwealth Organised Crime Response Plan and the National Organised Crime Response Plan.
- In collaboration with partner agencies and industry, continue to develop and implement measures to manage and improve the flow of passengers and cargo into and out of Australia.
- Deliver effective industry support schemes to remedy the impacts of dumping and countervailable subsidisation and give access to duty free imports within Government policy settings.

- Deliver the reforms to the anti-dumping and countervailing duties regime.
- Collect revenue in the form of duties and taxes on goods at the border.
- Maximise the potential of emerging technologies and data fusion capabilities, including biometrics and information management to strengthen identity and intent management at the border in collaboration with partner agencies.
- Work closely with relevant industry sectors to strengthen cooperative and effective border controls across the full supply chain.
- Provide timely and high quality advice to the Government of threats, issues and strategic developments in the border environment.
- Lead strategic policy development in relation to border management issues, including a new iteration of the Strategic Border Management Plan, to support Australian Government decision making and planning.
- Collaborate with other agencies to ensure emergency response activities are appropriate, including responding to recommendations and lessons learned from recent inquiries.
- Build and maintain a strong collaborative and whole of Government approach to border management.
- Contribute to Australian Government initiatives to build international cooperation on border protection.

I would appreciate your advice as to how you will address these priorities. This is likely to include:

- being responsive to any requests for information from my Office and the Attorney-General's Department and alerting me to any significant events related to Customs and Border Protection's activities through clear, concise and timely advice
- keeping me informed in writing, comprehensively and in a timely way, about Customs and Border Protection's performance and about issues affecting its capacity to achieve its objectives and functions
- ensuring the community's confidence in Customs and Border Protection is maintained at all times
- managing Customs and Border Protection's resources efficiently and effectively in accordance with the *Financial Management and Accountability Act 1997* and the Finance Minister's Orders
- demonstrating best practice in corporate governance, privacy, security, and information management and compliance with relevant legislative requirements, and
- promoting and upholding the Australian Public Service Values and Code of Conduct as set out in sections 10 and 13 of the *Public Service Act 1999*.

I look forward to receiving your Statement of Intent outlining how you intend to implement the Statement of Expectations. I ask that you provide me with a Statement of Intent by 9 December 2011. It is my aim to have the Statement of Expectations and Statement of Intent made public by the end of the year, via Customs and Border Protection's website. This will promote transparency and raise community awareness about the Government's priorities for its agencies.

I also ask that you consult with the Attorney-General's Department if for any reason you believe any of these priorities may not be achievable or if you believe the list of priorities should be amended.

The action officer for this matter in the Attorney-General's Department is Mr Iain Anderson who can be contacted on 02 6141 3560.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Brendan O'Connor', written in a cursive style.

Brendan O'Connor