



**Australian Government**  
**Australian Customs Service**

# Strategic Statement 2007-2010

## We aspire to be:

- the community's trusted agent for border protection
- respected by industry for the support we give to legitimate trade and travel
- valued as a partner by other law enforcement and regulatory agencies.

# Customs is Australia's primary border protection agency

Customs plays a vital role in preventing the illegal movement of people and harmful goods across Australia's border.

The border extends into Australia's Exclusive Economic Zone where we have a key role in addressing threats to our maritime environment through our contribution to the Border Protection Command.

We also apply trade measures and collect border related duties and taxes.

In performing our role we work closely with a range of agencies. Together we are called on to provide a sense of security to the community, supporting the continuation of the Australian lifestyle.

This role is all the more important and challenging in today's environment.

## Our Operating Environment

We operate in a complex and dynamic environment that is characterised by:

- the typically short intervention times we have at the border to prevent the illegal movement of people or harmful goods
- the responsiveness of those trying to breach our border to the interventions we develop
- the importance of working closely with the range of agencies with an interest in the border—often exercising powers on their behalf, at other times working with them to complement each others capabilities and powers
- the tension inherent in our border protection role. People understand that border protection means there has to be some impact on trade and travel, but there are limits to what will be accepted—supporting the movement of legitimate travellers and goods is therefore essential
- broad agreement to the World Customs Organization's Framework of Standards that emphasises greater co-operation between Customs administrations and those administrations and industry in managing the whole of the trade supply chain.

## Strategic Risks

1. Australia's security, environment or lifestyle is compromised by a failure on our part to meet our border protection responsibilities
2. Australia's economy is adversely affected by a failure to properly facilitate trade or meet our revenue collection responsibilities
3. We lose the community's confidence through approaches that unreasonably compromise travel or trade or because the integrity of our staff or operations are severely compromised
4. Our border protection operations are compromised by an inability to maintain a quality workforce or to manage our resources (including an inability to achieve required efficiency improvements)
5. A major sustained disruption to our operations caused by external events or a failure in our processes or systems.

## Our Mission

To provide effective border protection for the Australian community designed in such a way as to best support legitimate trade and travel and ensure collection of border related revenue and trade statistics.

## Corporate Priorities

- Deliver on our border protection, facilitation and revenue commitments to Government.
- Maintain the community's confidence in the way we go about performing our role.
- Build for the future based on a comprehensive and continuously refined analysis of future risks to the border and our future operating environment.

# How we will deliver on our mission

**Provide effective border protection for the Australian community**

Designed in such a way as to

**Best support legitimate trade and travel**

and

**Ensure collection of border related revenue and trade statistics**

Continually develop the capabilities and powers needed to detect the illegal movement of people or harmful goods in an environment characterised by short intervention timeframes.

Jointly leverage off Customs and other agencies intelligence, examination and investigation capabilities to identify and bring to account those attempting to breach Australia's borders.

Continually pursue opportunities for pre-arrival identification and for managing risks at their source rather than awaiting arrival at the border.

Conduct real-time interventions, post-clearance audits and client engagement activities to deal appropriately with failures to meet revenue, cargo control or information requirements and to promote future compliance.

Promote industry best practice in compliance and co-operation in meeting security and information requirements and differentiate treatments accordingly.

Explore how joint management of international trade and travel with other Customs administrations might improve outcomes for us, industry and for travellers.

Ensure Customs has staff that are equipped, skilled and committed to delivering for the community and that Customs operates to the highest standards of professional integrity.

Work with industry and stakeholders to design our information collection and clearance processes as part of end to end business models for trade and travel-integrating processes wherever possible.

Co-ordinate security approaches with other government agencies, allowing mutual recognition of compliance with each other's requirements, wherever possible.