



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

Annual Plan 2011–2012



We protect the safety, security and commercial interests of Australians through border protection designed to support legitimate trade and travel and ensure collection of border revenue and trade statistics

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From the CEO

The 2011-2012 Australian Customs and Border Protection Annual Plan establishes clear priorities for how we will improve the way we protect and support the Australian community.

The Annual Plan identifies where we will invest in major improvements and where we will look for ongoing refinements to our approaches while continuing our move towards intelligence-led risk-based intervention and assurance.

It reflects the expectations of us as a lead operational agency in protecting Australia's border while also supporting legitimate trade and travel.

The Annual Plan highlights our collaborative efforts and increasingly interdependent role in the whole-of-government border management environment. It also reflects the expectation that agencies pursue ways of doing their job more efficiently.

This Plan sets the direction for the development of Divisional and Branch Plans, which will detail the contributions each Branch and Division will make to achieving the outcomes and improvements reflected in the Annual Plan.



Michael Carmody,
Chief Executive Officer



Our mission

The protection of the safety, security and commercial interests of Australians through border protection designed to support legitimate trade and travel and ensure collection of border revenue and trade statistics.

Our aspiration

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; and
- valued as a partner by other law enforcement and regulatory agencies.

Intelligence-led risk-based

The Australian Customs and Border Protection Service (Customs and Border Protection) leads the management of risks to Australia's border in close collaboration with other government agencies. Our interventions place an increasing emphasis on working ahead of the border as part of a layered approach across the border continuum.

We utilise advanced analytical techniques and tools that allow us to focus on high-risk people, goods and environments. These risk based interventions are backed up by assurance and campaign approaches that are designed to confirm the effectiveness of our interventions

and keep us alert to emerging risks. We support cross-agency activities to prevent, deter and detect prohibited, harmful and illegal goods and people entering Australia – including operating in our Exclusive Economic Zone (EEZ).

Intelligence analysis, risk-based targeting, a range of interventions at the airports, seaports and international mail gateways, coordinated operational responses as well as engagement internationally with source and transit countries are among the strategies we employ to realise the intelligence-led risk-based approach.

Refining our model

We also continue to refine our risk-based approach to strategic planning and have made a number of changes to our risk model for 2011-12. This reflects the iterative nature of our risk thinking, as well as the evolving nature of the external risk environment. These changes are designed to ensure all aspects of our business are captured by our risk-based strategic planning framework.

Most notably, Health and Safety has been elevated to an Enabling Function for the first time, reflecting the Executive's commitment to maintaining a safe work environment for all staff. A new Border Risk has also been included – Economic. This

Risk is being developed to ensure our activities to facilitate legitimate trade and travel, which are substantial, are appropriately captured.

A number of risks that had previously been subsumed within broader categories have also been explicitly called out as Border Risks in their own right for this year's Annual Plan. This reflects the increased attention the agency is giving to these high risk areas, which include: Illegal Movement of Money; Irregular Movement of People (Maritime); Unlawful activity in our Maritime zone (Inshore and onshore); and Illicit Drugs and Precursors.

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* Excluding Irregular Movement of People

Protecting Australia's Borders

Customs and Border Protection's role in the border continuum

OVERSEAS

Work ahead of the physical border to identify, deter and where possible, mitigate risks from moving in and out of Australia

IN-COUNTRY DISRUPTIONS

Work with partner agencies offshore to disrupt and defeat threats to the border before they arrive



CAPACITY BUILDING

Strengthen capability throughout the region through capacity building to improve governance, cooperation, detection and border security



PASSENGER PRE-ARRIVAL

Analyse advance passenger information to identify high-risk passengers prior to arrival



CARGO AND VESSEL PRE-ARRIVAL

Analyse air and sea cargo reports and vessel reports to identify high risk cargo and vessels prior to arrival.



DOMESTIC (POST BORDER)

Provide and enforce the framework that allows movement in and out of Australia



MARITIME ZONE

Detect and interdict risks en route to, or departing from, Australia

SURVEILLANCE AND RESPONSE

Deter and respond to offshore maritime security risks in Australia's Exclusive Economic Zone (EEZ)



SOUTHERN OCEAN PATROLS

Deter and respond to breaches of our laws, particularly environmental laws, and illegal, unregulated and unreported fishing in the Heard Island and McDonald Islands EEZ





- Verification of compliance through post-transaction audits
- Investigation and prosecution of offences


BORDER
Detect and interdict risks at physical entry and exit points so that they do not enter or leave Australia

BORDER OPERATIONS



- First port boardings to verify, identify and search high-risk vessels and crew
- Illegal fisher processing
- Onshore patrol and response

PASSENGER CLEARANCE



- Interventions at the primary line to verify identity and respond to risk assessments
- Officer assessment of persons of interest through use of detector dogs, questioning, baggage examination and personal search
- Collection of revenue

CARGO CLEARANCE



- Maintain Customs control of goods imported by air, sea and mail to ensure that intervention strategies and revenue collection can be finalised prior to release of goods
- Inspect and examine targeted goods at the border using technology and physical validation
- Undertake campaign and coverage activities for deterrence and assurance



Our Strategic Priorities

We must deliver our business today and prepare for tomorrow, in an ever-changing environment. The 2011-2012 Strategic Priorities will guide our planning and investment decisions in the future so we can improve the way we perform our role.

Border risk priorities

We recognise that we must continue our focus on areas of high risk to the border while making sure that our available resources are directed in a coherent and targeted fashion.

Illicit drugs and precursors will continue to be a focus for us in 2011-12, including further developing our joint approaches with partner agencies to target criminality at the waterfront. Similarly, maritime people smuggling will remain a high area of risk for the agency as we continue to contribute to whole-of-government efforts to contain the activities of people smugglers. We will also work with our partner agencies to further develop our capacity to respond to significant events involving goods of a consumer or community safety concern. The development of our intelligence and targeting capability for the illegal movement of money will also receive attention.

The global financial crisis and increasing traveller and trade volumes have highlighted the important role Customs and Border Protection plays in supporting the economy. A priority for the 2011-12 year will be implementing improvements to Australia's anti-dumping and countervailing system announced by the Government in June 2011, and strengthening our approach to responding to the 'economic' risks the border presents.

Over the past 12 months we have focussed on working jointly with our various partner agencies to address a range of border risks. We will continue with this focus in the coming financial year and seek to further strengthen our joint working arrangements with them and overseas agencies.

Workforce

We are a knowledge driven, people dependent agency that needs an employment and training model that matches business requirements. The diversity of the location and type of work Customs and Border Protection staff undertake is unique and presents significant challenges to attracting and retaining suitably qualified staff. We are also operating with an ageing workforce in a labour market where competition for particular skills and capabilities is high.

This year our focus will be on continuing to support, develop and train staff so they have the skills to do their job. We will mature our People Capability Plan by further developing and implementing an integrated suite of people-related policies and practices, placing a renewed emphasis on listening to staff and engaging them at every level of the organisation. We will embed the Workforce Planning Framework, implement the new payroll system (COMPASS), negotiate a new Enterprise Agreement and deliver more robust governance and management of work safety.

Risk-based planning

Like most public sector agencies around the world, we are operating in an increasingly tight fiscal environment, where there is much greater emphasis on the reprioritisation of existing funding, rather than the injection of new money. In this context, we need to find ways to make sure the limited resources we do have are allocated to the highest priorities of our business.

We will achieve this by further developing and embedding a strategic planning process that realises the risk-based intelligence-led approach of the agency. This needs to be a rigorous approach that identifies our key risk gaps, translates these into the agency's strategic planning priorities, and allocates our resources accordingly. It will be an ongoing process that enables us to continuously:

- reassess the threats to the border and our business needs;
- evaluate the adequacy and effectiveness of our control strategies and enabling functions;
- formulate improvement initiatives to respond to identified gaps in our controls and business functions; and
- link these initiatives to the budget so that resources are allocated annually to areas of highest priority.

This is a large, complex undertaking that will be iteratively completed and matured over several years, incorporating input from every area of the organisation. In 2011-12 we will re-align the planning process so that it drives the budget process and the internal allocation of resources.

This will mean that, while core business activities will continue, any major new project, initiative or acquisition will need to be fully justified in the agency Risk Plan if it is to be considered for funding. It may also mean that, as a result of our assessments of the risk environment, core resources will get moved around the agency to ensure our highest risks are appropriately controlled.

Intelligence and targeting

As an intelligence-led risk-based agency, we are increasingly dependant on a myriad of information and data to target and enable our response to border risks. Integration and interoperability of systems and staff across streams and government are critical to analysing this information quickly and accurately.

This year, we will:

- continue the re-engineering of our passenger risk assessment, analysis, intervention and response capability; this work incorporates major changes to both our business practices and processes and IT systems (EPAC) and will be introduced progressively with significant completion scheduled for 2012-13;
- transition to a professional stream of intelligence analysts, which will involve a heavier investment in the recruitment and training of officers who seek a career as analysts;
- continue to enhance our specialist analytical teams;
- finalise planning for a national targeting centre for air and sea passengers;
- increase the size and capability of our centralised data analytics team; and
- introduce improved IT connectivity to the national security systems operated by our partner agencies.

Information management capability

Capabilities in the management of knowledge and systems are essential to enable effective management of border risks and for the delivery of organisational and whole of government outcomes. Information management is at the core of our ability to direct our operations to the areas of highest risk, as well as our ability to deliver more streamlined management of border transactions.

We need knowledge and information systems and technology services that:

- provide security and continuity, free of disruptions for business-critical functions;
- deliver Information and Communications Technology (ICT) support for each business process, border risk and emerging priorities;
- are able to respond quickly to changes in the business and threat environment; and
- drive an enterprise-wide (whole-of-agency) and whole-of-Government approach to knowledge and information management.

Future ICT projects will need to explicitly take an enterprise view. Our ability to respond quickly and effectively to border risks and threats will be undermined if we are unable to effectively identify, integrate or link information holdings across the agency and across Government.

This year, we will give priority to:

- implementing Enterprise Capability roadmaps to ensure that ICT investments are aligned with our strategic directions and requirements, including, in particular, support for our intelligence-led, risk-based intervention capabilities;
- developing a whole-of-agency/government knowledge and information management capability;
- enhancing our capability to protect the agency's information assets; and
- improving our capability to proactively manage information systems and operational challenges effectively.

Portfolio Budget Statements (PBS) Programs

Our organisation is structured to meet our strategic priorities and deliver our core business, reflected in our five Portfolio Budget Statement (PBS) Programs. The PBS informs the Parliament of Australia and the public of our proposed resource allocation against Government outcomes.

		Customs and Border Protection Outcome					
		Effective border protection for the Australian community designed in a way that best supports legitimate trade and travel and the collection of border-related revenue and trade statistics.					
Annual Plan and Risk Plan	PBS Programs	PROGRAM 1 Passenger facilitation	PROGRAM 2 Trade facilitation	PROGRAM 3 Border protection and enforcement	PROGRAM 4 Civil maritime surveillance and response	PROGRAM 5 Border-related revenue collection	
	Risks we manage at the border	Terrorism					
		Irregular movement of people (Air)			Irregular movement of people (Air & Maritime)	Irregular movement of people (Maritime)	
		Economic					Economic
		Prohibited, restricted or regulated goods					
		Unlawful activity in our maritime zones (Inshore & Onshore)					
		Unlawful activity in our maritime zones (Offshore)					
		Revenue					Revenue
		Illegal movement of money					
	Tobacco Smuggling					Tobacco Smuggling	
Enabling Functions	<ul style="list-style-type: none"> Infiltration and corruption Leadership and workforce Corporate governance Knowledge and systems 		<ul style="list-style-type: none"> Infrastructure and facilities Policy Financial management Health and Safety 		<ul style="list-style-type: none"> Corporate Projects Legal 		



Passenger facilitation

Program objective

End-to-end passenger and crew processing that supports legitimate travel and the interventions needed to prevent the illegal movement of people and goods they bring across the border.

Key Divisions: Passengers, Enforcement and Investigations, Intelligence and Targeting.

Strategies

- Regulate and facilitate international passengers and crew through:
 - pre-arrival and pre-departure risk assessment based on advance passenger data, information and intelligence to identify potential persons of interest from a whole-of-government perspective;
 - pre-arrival and pre-departure traveller information to provide advice about regulatory requirements and to support the traveller's positive entry and exit experience;
 - primary interventions at the primary line on arrival and departure for identity verification, for legislative entry and exit processing and to activate secondary assessment of persons of interest;
 - assessment of passengers and crew on arrival through the deployment of detector dogs and real-time officer assessment and response activities; and
 - secondary interventions on arrival and pre-departure for the assessment of persons of interest (questioning, baggage examination, personal search) and related follow-on activities (formal interviews, referral to Investigations Branch or other agencies such as the AFP) and on arrival for the collection of border-related revenue.
- Continue to leverage whole-of-airport collaboration with other government agencies and industry.
- Continue engagement with industry and other government agencies to improve and standardise approaches to clearance of cruise ship travellers.

Measures of success

- Percentage of passengers processed within 30 minutes of joining the inwards queue (92 per cent).
- Number of arriving international air passenger referrals to DIAC and the Department of Health and Ageing.
- Externally and internally generated referrals for persons of interest are responded to.
- Passengers are satisfied with the level of service provided.
- The proportion of passenger complaints declines.
- The quality of partnerships with industry through collaboration and co-design.



Trade facilitation

Program objective

Effective border protection for the Australian community by regulating and facilitating legitimate trade and undertaking intelligence led, risk-based interventions to prevent the illegal movement of goods across the border.

Key Divisions: Trade and Compliance, Cargo, Enforcement and Investigations, Intelligence and Targeting, Passengers.

Strategies

- Regulate and facilitate legitimate trade through:
 - intelligence-led risk-based interventions at the border in order to detect and prevent the import or export of prohibited items;
 - referrals of matters for investigation and potential prosecution;
 - supporting traders to understand and meet their reporting, revenue, permit and cargo movement obligations at the border through effective risk-based compliance management and anti-dumping, countervailing, customs duty, tariff classification, valuation of goods, rules of origin and import and export advice services;
 - the identification, and penalising, of reckless or deliberate non-compliance with regulated goods reporting requirements;
 - the effective delivery of industry assistance schemes, including Australia's anti-dumping and countervailing and tariff concession schemes;
 - co-designing Australian trade, industry and border protection policies with strategic partners in a way that minimises the impact on legitimate trade;
 - minimising the regulatory burdens at the border so that goods are delivered in the most efficient and cost effective way;
 - encouraging Australia's trading partners minimise regulatory burden at the border through capacity building activities and bilateral and multilateral trade negotiations;
 - implementing and managing Australia's international commitments under Free Trade Agreements, the Harmonized System Convention and WTO Agreements;
 - effective engagement with other government agencies;
 - providing accurate import and export data for international trade and related statistics, such as Australia's Balance of Payments;
 - developing a Service Delivery Framework; and
 - effectively managing cargo intervention business processes and supporting systems.
- Continue to monitor, influence and engage through the Enhanced Trade Solutions program, including:
- working with industry to identify and implement improvement opportunities for the control and clearance of cargo;
 - incorporating border agency requirements into air and seaport congestion solutions; and
 - continuing to undertake an annual Time Release Study.

Measures of success

Achievement of PBS deliverables

- volume of cargo subject to inspection and examination;
 - sea cargo - number of twenty-foot equivalent units (TEU) inspected (101,500);
 - sea cargo - number of TEU examined (14,000);
 - air cargo - number of consignments inspected (1.5 million);
 - mail - number of parcels/Express Mail Service/registered items inspected (20 million); and
 - mail - number of letter class mail items inspected (20 million).
- Availability of electronic cargo systems to Customs and Border Protection clients—excluding scheduled outages (99.7 per cent).
- Proportion of electronically lodged cargo documents where a response message is transmitted within five minutes (98 per cent).
- Proportion of tariff classification, valuation and rules of origin advices completed in accordance with client service standards (85 per cent).
- Proportion of internal reviews of tariff classification, valuation and rules of origin advices completed in accordance with client service standards (85 per cent).
- Proportion of external merit and judicial review applications finalised during the performance period that overturned a Customs and Border Protection advice on tariff classification, valuation or rules of origin.
- Proportion of external merit and judicial review applications finalised during the performance period that overturned a Customs and Border Protection decision on refund or drawback claim.
- Proportion of anti-dumping/countervailing investigations, reviews, continuations and duty assessments completed within 155 days (100 per cent).
- Number of cargo control breaches identified.
- Number of penalty records created.

- Number of infringement records created.
- Proportion of customs broker, depot and warehouse licence applications processed in accordance with client service standards (100 per cent).
- Proportion of import and export declarations assessed pre-clearance that contained a regulated goods error.
- Proportion of import and export declarations assessed post-transaction that contained a regulated goods error.
- Proportion of cargo (total bills) reported in line with legislated time frames for sea cargo and air cargo.
- Number of customs broker, depot and warehouse licences issued.

Non-PBS measures

- Proportion of external merit and judicial review applications finalised during the performance period that overturned a Customs and Border Protection CEO's decision on anti-dumping or countervailing or that recommended reinvestigation in the case of Ministerial decisions;
- Time Release Study for 2011 completed; and
- CEF procurement process completed and PBS targets maintained.

Border protection and enforcement

Program objective

- Prevent, deter and detect prohibited, harmful or illegal goods or people entering Australia or operating illegally or irregularly in the Australian maritime domain, through:
- preventing, deterring and detecting the movement of illicit drugs and their precursors in concert with law enforcement partners;
- preventing, deterring and detecting illicit firearms crossing the border;
- preventing, deterring and disrupting tobacco smuggling in concert with government, industry and international partners;
- providing inshore, onshore and offshore capability in relation to illegal foreign fishing, suspected irregular arrivals and other maritime security threats;
- supporting whole-of-government efforts to deliver integrated regulatory, transactional and physical security measures that safeguard people, goods, vessels and aircraft against terrorist-related threats;
- supporting cross-jurisdictional efforts at both domestic and international levels to prevent, detect and disrupt the activities of organised crime syndicates; and
- having accurate intelligence and insights about risks and threats necessary to perform effective border protection.

Key Divisions: Border Protection Command, Cargo, Enforcement and Investigations, Intelligence and Targeting, Maritime Operations Support, Passengers, Strategy Risk and Coordination, Trade and Compliance

Strategies

Respond to threats and suspected breaches at the border through:

- land-based surveillance of the coastline, seaports and waterfronts;
- surveillance and patrol of Australian waters to provide deterrence and to detect suspected breaches that are then subject to response activity;

- processing apprehended foreign fishers;
- risk assessment, boarding, compliance and search activities in relation to passengers, crew, ships and craft entering and departing Australia;
- operational activity responding to threats and suspected breaches;
- investigations and prosecutions related to breaches of the border involving non-narcotic prohibited goods, import fraud and duty evasion and proceeds of crime under the Customs Act 1901 and other relevant Commonwealth legislation;
- intelligence and targeting activities for the identification of people and goods of interest consistent with Customs and Border Protection's requirements as well as immigration, health, family law, and other law enforcement and national security requirements;
- the evaluation and deployment of a range of detection technologies; and
- working with other government agencies, including international agencies offshore, to develop strategies across a range of law enforcement-related topics that impact our activities at the border.

Measures of success

Achievement of PBS deliverables

- Number of illegal foreign fishers apprehended and processed (400).
- Percentage of prosecution briefs completed, which resulted in a conviction (85–95 per cent).
- Number of commercial vessels boarded (6,450).
- Number and weight of illicit drug detections.
- Percentage of cases accepted for investigation (18–25 per cent).

Non-PBS measures

- Number of international maritime people smuggling disruptions (this measures an element of prevention).
- Number of SIEVs detected.

Civil maritime surveillance and response

Security threats in Australia's maritime domain include:

- illegal activity in protected areas;
- illegal exploitation of natural resources;
- marine pollution;
- prohibited imports and exports;
- unauthorised maritime arrivals;
- compromise to biosecurity;
- piracy, robbery or violence at sea; and
- maritime terrorism.

The area of responsibility covers the territorial sea, the contiguous zone, the EEZ and continental shelf including the Southern Ocean EEZ and for responsibility as Australia's Security Force Authority, Rescue Region 10.

Maritime security operations are led and coordinated by Border Protection Command (BPC) using Customs and Border Protection and Australian Defence Force (ADF) maritime surveillance and response assets. BPC is a standing multi-agency authority situated in Customs and Border Protection and staffed by officers from Customs and Border Protection, Defence, the Australian Fisheries Management Authority and the Department of Agriculture, Fisheries and Forestry.

Program objectives

To protect Australia's national interests by generating awareness of activity in Australia's maritime domain and responding to mitigate, or eliminate, the risks posed by security threats.

To coordinate whole-of-government efforts in preventing, detecting and responding to potential or actual non-compliance with relevant laws in Australia's maritime domain, and to provide maritime domain awareness across government. This includes coordinating the whole-of-government effort to respond to maritime people smuggling activity in Australia's maritime domain.

Key Divisions: BPC, Maritime Operations Support, Intelligence and Targeting, Enforcement and Investigations.

Strategies

Identifying and evaluating the capabilities of Customs and Border Protection to protect Australia's national interests in our maritime domain. This includes supporting long-term investment decisions through a strategic approach to maritime capability development for responding to existing and emerging on water threats.

The whole-of-government efforts in preventing, detecting and responding to potential or actual non-compliance with relevant laws in Australia's maritime domain includes the:

- control and coordination of the Australian Maritime Information System (AMIS);
- conduct of aerial and Southern Ocean commercial satellite surveillance;
- coordination of Customs and Border Protection and ADF assigned maritime surveillance and response assets;
- preparation of appropriate threat and risk assessment; and
- conduct of international capacity building initiatives.

Also contributing to whole-of-government efforts in the Australian maritime domain is the development of the:

- Future Civil Maritime Security Operating Concept; and
- Pacific Maritime Security Program strategy.

A major enhancement to our maritime security operations will come with the new Cape Class Patrol Boats, which will replace the current Bay Class vessels. Customs and Border Protection will enter into contract in the first quarter of 2011-12 to build and support the eight new vessels, with the first vessel expected to be delivered in 2012-2013. The Cape Class Patrol Boats will have significantly enhanced surveillance and response capability and the ability to travel greater distances than the current Bay Class vessels.

Measures of success

Achievement of PBS deliverables

- Customs and Border Protection contracted aircraft and Royal Australian Air Force assets (forecast 140 million square nautical miles).
- Commercial contracted satellite (forecast 9.6 million square nautical miles).
- Customs and Border Protection Marine Unit (forecast 2,400 Bay Class patrol days).
- Northern Waters surveillance ACV Triton (forecast 240 patrol days).
- ACV Ashmore Guardian (forecast 330 station and steaming days).
- Southern Ocean Vessel surveillance ACV Ocean Protector (forecast 120 patrol days).
- Number of apprehensions of illegal foreign fishing vessels (forecast 45).
- Number of illegal, unregulated and unreported vessels sighted and identified in Australia's EEZ in the Southern Ocean.
- Number of illegal, unregulated and unreported vessels boarded in the Southern Ocean.
- Number of illegal, unregulated and unreported vessels apprehended in the Southern Ocean.
- Trends in sightings of potentially illegal foreign vessels in Australia's northern waters including illegal foreign fishing vessels.
- Number of detections and interceptions of suspected irregular entry vessels at sea
- Number of suspect unlawful non-citizens intercepted at sea—including ship's crew.

Other key performance indicators

- Deliver the necessary surveillance assets to achieve the Customs and Border Protection PBS aerial surveillance outcome.
- Workforce modernisation is implemented within schedule.

Deliver government decisions

- Managing the acquisition and entry into service of the Cape Class Patrol Boats within budget and schedule.
- Put to Government business cases for a replacement Southern Ocean Capable Patrol Vessel and the Long Term Ashmore Capability.
- Agreed Future Civil Maritime Security Operating Concept to 2025 and the Pacific Maritime Security Program.



Border-related revenue collection

Program objective

To provide assurance that the customs duty, indirect taxes and charges payable on imported goods are correctly assessed, reported and paid, and that revenue concessions, exemptions and refunds are correctly applied.

To collect revenue from passenger and crew processing and administer the Tourist Refund Scheme.

Key Divisions: Trade and Compliance, Cargo, Passengers, Enforcement and Investigations

Strategies

Effectively manage revenue collection by:

- providing assurance that border-related revenue administered by Customs and Border Protection and revenue collected on behalf of other agencies is correctly assessed, reported and paid;
- providing assurance that refunds, revenue concessions and exemptions are correctly applied;
- undertaking effective risk-based compliance management that supports traders in understanding and meeting their revenue reporting and payment obligations;
- collecting passenger movement charges and administering the Tourist Refund Scheme; and
- identifying and penalising reckless or deliberate non-compliance of revenue and reporting obligations.

Measures of success

- Proportion of drawbacks delivered in accordance with client service standards (90 per cent).
- Proportion of refunds delivered in accordance with client service standards (90 per cent).
- Proportion of Tariff Concession System applications processed in accordance with legislated timeframes (100 per cent).
- Proportion of external merit and judicial review applications during the performance period that overturned a Customs and Border Protection decision on concession eligibility under Schedule 4 of the Customs Tariff Act 1995.
- Proportion of revenue targeted import audits where revenue was adjusted by \$1,000 or more (55 per cent).
- Proportion of import declarations assessed pre-clearance that contained a significant revenue error.
- Proportion of import declarations assessed post-transaction that contained a significant revenue error.
- Net value of revenue adjustments from compliance activity.
- Number of customs broker and warehouse licences issued.
- Proportion of customs broker and warehouse licence applications processed in accordance with client service standards (100 per cent).
- Cargo control breaches identified.
- Number of penalty records created.
- Number of infringement notices served.



Border Risks

Illicit drugs and precursors

Risk lead:

National Director, Intelligence and Targeting

Australian Federal Police, Australian Crime Commission and others in the Law enforcement community including State agencies

NOTE: Lead Agency varies depending upon the activity being undertaken.

Overall assessment

Overall the control strategies used by our organisation to treat the risk of illicit drugs and precursors is commensurate with the risk. That is to say, a very large proportion of organisational effort and resources are used in treating a risk which is assessed as being major.

Despite the recent good performance in illicit drug and precursor detections demonstrating control strategies are having an impact, illicit drugs continue to be readily available as indicated by recent health survey data.

Traditional drug markets such as heroin, cocaine and amphetamine are generally steady with the usual price

and purity fluctuations. The MDMA market continues to decline due to worldwide shortages in precursor chemicals, however, there is a noticeable attempt to replace the MDMA market with other MDMA-like synthetic substances.

Customs and Border Protection needs to continue to commit a high proportion of resources and effort in the treatment of the illicit drug risk through continual improvements to a risk-based approach that focuses on high priority threats.

Control strategies

Customs and Border Protection deploys a range of controls in respect of illicit drugs and precursors, including:

- reporting of cargo, passengers and crew;
- the collection and use of intelligence for analytical and targeting purposes;
- the development of profiles and alerts for people, vessels, cargo and mail;
- the monitoring of the permit regime for precursor chemicals;

- boarding of vessels—commercial and pleasure craft;
- detection and identification of drugs and precursors through the use of detector dogs and various x-ray systems and trace detection technologies;
- the physical presence of officers and CCTV systems in airports and seaports;
- community participation programs such as Hotline and Frontline; and
- joint operational activity involving domestic and overseas partner agencies.

Focus for 2011–12

In 2011–12, Customs and Border Protection will:

- partner with key agencies to develop and implement strategies to address the highest threats;
- monitor the movement of funds;
- identify and assess new substances of concern and develop timely, effective responses to emerging illicit substances;
- leverage the intelligence gathering capabilities of our partner agencies;
- cultivate high value domestic and international partnerships for the purpose of sharing actionable intelligence;
- improve the use of fused intelligence and data analytics to more effectively utilise both internal and whole-of-government information, intelligence and capabilities;
- address several of the risks associated with known border vulnerabilities; and
- improve the technology in support of our drug interdiction efforts.



Unlawful activity in our maritime zone (Inshore and Onshore)

Risk lead:

National Director Enforcement and Investigations

Partner Agencies: Australian Federal Police, Australian Quarantine and Inspection Service, Department of Immigration and Citizenship, Australian Crime Commission and State/Territory police and crime commissions

NOTE: Lead Agency varies depending upon the activity being undertaken

Overall assessment

The inshore and onshore environment encompasses a large physical area and risks can alter quickly as organised criminal groups change their methodologies as they attempt to seek new ways to breach the border in response to our successes. We continue to ensure that we are combining our effort with other Commonwealth and State/Territory law enforcement agencies to enable a more comprehensive treatment of risks.

The risk environment is characterised by ongoing increases in shipping movements in remote areas and the proposed development of new ports due to the overseas demand for minerals, as well as the ongoing efforts by the cruise ship industry to increase access to Australia, which continue to change the location of our risks.

Customs and Border Protection seeks to implement flexible arrangements that enable us to maintain a proportionate response to each of these risks. This requires reprioritisation of our resources in the short- to mid-term against specific areas as new risks emerge.

In 2011-12 we will continue to assess the current high risk areas to ensure the appropriate allocation of resources.

Control strategies

Customs and Border Protection's control strategies for this risk include:

- maintaining waterfront and cargo security through joint operations with law enforcement partner agencies;
- land-based surveillance of the coastline, seaports and waterfronts;

- surveillance and patrol of Australian waters to provide deterrence and to detect suspected breaches that are then subject to response activity;
- processing apprehended foreign fishers;
- risk assessment, boarding, compliance and search activities in relation to passengers, crew, ships and craft entering and departing Australia;
- operational activity responding to threats and suspected breaches; and
- intelligence and targeting activities for the identification of people and goods of interest consistent with Customs and Border Protection's requirements as well as immigration, health, family law, and other law enforcement and national security requirements.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will:

- strengthen joint agency partnerships focusing on high risk entities operating within our inshore and onshore maritime environments and other operational activity to target current threats;
- conduct targeted operations against identified high risk threats and monitor the impact of our activity; and
- conduct border control activities to meet the border enforcement and information collection requirements for our own purposes and that of other law enforcement and regulatory agencies.

Unlawful activity in our maritime zones (Offshore - excluding irregular movement of people)

Risk Lead:

Commander, Border Protection Command

Partner Agencies: 26 Commonwealth and State partner agencies as stated in the Guide to Australian Maritime Security Arrangements

Overall assessment

Cumulatively, our control strategies are applied to the threats relevant to unlawful activity in our maritime zones proportionately to our tolerance for this risk. Maritime security threats relevant to the risk are:

- illegal activity in protected areas;
- illegal exploitation of natural resources;
- marine pollution; prohibited imports and exports;
- maritime terrorism;
- compromise to bio-security; and
- piracy, robbery and violence at sea.

Visible (aerial and surface) surveillance and response in conjunction with preventative measures focused on international engagement and cooperation remain central and powerful control strategies which have effectively reduced and contained this risk to within tolerable levels. These control strategies are applied dynamically, consistent with the level and location of perceived risk. Any reduction in surveillance and response will almost definitely be associated with a significant increase in risk. Accordingly, our control strategies are currently applied proportionately to the organisation's tolerance for this risk.

Control strategies

Our control strategies to treat the Unlawful Activity in Our Maritime Zones risk include:

- a layered surveillance strategy incorporating a range of surveillance methods and sources;
- targeted aerial surveillance over high risk areas;
- intelligence analysis of key threat and approach areas; and
- an effective and visible surface vessel presence and on water response strategy (particularly at the boundaries of Australia's EEZ) which is flexibly planned and deployed in order to respond to a changing threat environment.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will further enhance its contemporary and coordinated approach to maritime operations by improving the operational governance framework. This will be achieved through a variety of strategies, including:

- preparing a joint (Customs and Border Protection and Defence) civil maritime security Campaign Plan;
- revising the joint (Customs and Border Protection and Defence) Operation Maritime Protector Operations Order; and
- enhancing the Integrated Planning Process.



Prohibited, restricted and regulated goods

Risk Lead:

National Director, Trade and Compliance

Lead Agency: Customs and Border Protection

Partner Agencies: Attorney-General's Department, law enforcement, policy and regulatory agencies.

This risk includes:

- goods of counter proliferation concern;
- firearms and weapons;
- hazardous goods and consumer safety;
- other regulated goods; and
- objectionable material.

Overall assessment

The risk associated with prohibited, restricted and regulated goods varies according to the nature of those goods, and whether they are being imported or exported for permitted purposes. Legitimate trade is supported through public awareness raising strategies and permit systems, based on voluntary compliance and disclosure.

However, many of these goods can also be used for illicit purposes. Goods that threaten national security or community safety such as goods of proliferation concern, firearms and some weapons, pose a higher risk and require more stringent control.

Experience over the past two years indicates that the Australian community also faces a risk from goods that are detrimental to human health; for example, asbestos in manufactured goods, contaminated foods, and high levels of lead in toys and other consumer goods. Objectionable material has also been the subject of considerable scrutiny and public commentary, reflecting concerns about the availability of this material.

The control strategies used to address the risks presented by different types of goods vary according to the type of product and the circumstances involved. Many lower level risks can be addressed through collaboration with other policy and law enforcement agencies, industry and the public. Goods presenting a higher level of risk require an intelligence-led, targeted and proportionate response.

Control strategies

Control strategies for detecting, deterring and disrupting attempts to import and export goods illicitly are drawn from a suite of intervention tools implemented through various activities including:

- first port boarding of ships arriving in Australia;
- risk assessments of air and sea cargo reports;
- analysing import and export declarations to identify commodities or entities of concern;
- border control activities at all major international airports, including risk assessment of international passengers, crew and vessels before they enter Australia and interventions with arriving passengers and their baggage at international airports;
- screening of international mail parcels and articles;
- x-ray and physical examination of air and sea cargo;
- closed circuit television (CCTV) in Australian international air and seaports; and
- investigation and seizure, warning or prosecution.

Focus for 2011-2012

In 2011–12, we will focus on:

- continuing to consult with over 40 policy and regulatory agencies about the relative risk presented by over 70 different categories of regulated goods controlled at the border;
- developing new operating models for the management of the import and export of regulated goods, that are appropriate to the risk that those goods present to community safety and national or international security;
- developing Shared Responsibility Agreements (SRAs) with partner agencies that will govern our combined efforts to detect and deter the import or export of regulated goods;
- working with partner agencies to assess the efficiency and effectiveness of existing controls on regulated goods, and to implement revised, risk-based border control strategies, where appropriate;
- working with partner agencies to improve our ability to access, develop and apply high quality intelligence to counter illicit movements of strategic and dual-use goods;
- systematically reviewing regulated trade and compliance assurance profiles with a view to improving their effectiveness;
- implementing new information sharing arrangements to support the identification of goods controlled on import or export;

- collaborating with international partners agencies to exchange data and improve our capacity to identify risk before it presents at the Australian border;
- developing a capacity to respond to significant events involving goods of a consumer or community safety concern, in collaboration with policy and regulatory partner agencies; and
- developing and embedding policy and procedures (including operation command principles) to guide future operational responses.



Tobacco smuggling

Risk lead:

National Director Enforcement & Investigations

Lead agency: Customs and Border Protection

Partner agencies: Australian Taxation Office, Australian Federal Police, Australian Crime Commission, other law enforcement agencies.

Overall assessment

As an organisation, our targeting and intervention control strategies are treating Tobacco Smuggling proportionately to our tolerance for this risk when compared to other higher level threats such as Illicit Drugs and Precursors.

The Tobacco Industry generally is supportive of the current level of interventions, but has requested that further consideration be given to stricter penalties and enforcement of those penalties.

To effectively manage this risk we will seek to establish joint agency operations with law enforcement partners and implement policy initiatives to enhance penalties to target the more sophisticated criminal character of tobacco smugglers being encountered.

Control strategies

Control strategies for the effective management of tobacco smuggling include:

- gathering intelligence on tobacco smuggling;
- intelligence led risk-based targeting for the inspection and examination of high risk cargo, mail and passengers;
- seizing illicit tobacco detected at the border;
- investigating and prosecuting parties involved in tobacco smuggling;
- working with the ATO and the tobacco industry to identify areas requiring particular attention; and
- working with other law enforcement agencies to identify opportunities to prosecute and disrupt parties involved in tobacco smuggling.

Focus for 2011-2012

In 2011-12, Customs and Border Protection will:

- increase international collection to assist in addressing intelligence gaps;
- propose joint operations with other agencies to seek to disrupt high risk criminal syndicates involved in tobacco smuggling; and
- identify measures to increase the penalties and to facilitate their enforcement.

Terrorism

Risk lead: NM Border Strategies and Priorities

Lead agency: Department of the Prime Minister and Cabinet

Partner agencies: Customs and Border Protection, Australian Federal Police, Attorney-General's Department, Department of Defence, Department of Foreign Affairs and Trade, Department of Immigration and Citizenship and Office of Transport Security.

Overall assessment

Customs and Border Protection performs its counter-terrorism role predominantly through its normal border processes, relying on existing operational frameworks to detect and act on potential terrorist activity.

While Customs and Border Protection also has a number of specific responsibilities under the National Counter-Terrorism framework, over the past decade these have been integrated and aligned with the organisation's business-as-usual activities.

To ensure the level of control reflects the threat as it evolves, Customs and Border Protection has developed a flexible and scalable approach to counter-terrorism which is designed to adjust agency activity as the National Terrorism Alert Level changes.

Given the continued and evolving threat of terrorism is likely to remain a destabilising force for the foreseeable future and recognising the responsive counter-terrorism framework that Customs and Border Protection has developed, it is likely that the agency response to this risk will remain proportionate and resilient as the risk continues to evolve.

Control strategies

1. Prevention:

- Scrutinising passengers, crew and goods at entry and exit points, having regard to available intelligence.
- Reporting all suspicious national security-related activities at and around the border.
- Responding to requests from other agencies for information or assistance.
- Providing advice on border controls for strategic goods, including items under chemical, biological, radiological and nuclear (CBRN) weapons controls and controlled explosives.
- Responding to any increase in the national counter-terrorism alert level through additional vigilance.
- Working ahead of the border to build capacity in the region.
- Building relationships and programs with partner agencies and industry.
- Maintaining a high level of organisational awareness.

2. Preparedness:

- Operating under a Business Continuity Management (BCM) Framework that allows critical business functions to operate after or during all incidents, even at a reduced level of service until normal operations can resume.
- IT crisis management and disaster recovery planning.
- Applying protective security measures, officer safety and staff welfare policies across the organisation.
- Contributing to the national exercise program that tests, maintains and strengthens counter-terrorism capabilities.
- Conducting exercises to test internal capabilities to respond to counter-terrorism incidents and business continuity plans.
- Providing an internal training program to ensure officers are familiar with Customs and Border Protection whole-of-government counter-terrorism roles and responsibilities and internal coordination arrangements.

3. Response:

- Responding to requests from other agencies responsible for coordinating the whole-of-government response to the incident.
- Increasing prevention activity in line with commitments under Australia's counter-terrorism frameworks.
- Contributing to the whole-of-government arrangements for responding to international incidents.

4. Recovery:

- Activating Business Continuity Plans (BCPs) through the Crisis Management Team or the Business Continuity Steering Committee. BCPs will be crucial in facilitating the recovery process in the post-incident environment and outline how the critical functions of Customs business would be resumed and sustained.
- Where international assistance is required for the recovery effort, Customs and Border Protection will assist in facilitating the movements of personnel, goods or other equipment into and out of Australia.
- To assist in economic recovery Customs and Border Protection may dedicate resources to secure the supply chain and implement measures to enable trade resumption to occur as quickly as possible following an incident.

- pursue harmonisation and integration of international standards for supply chain security and Authorised Economic Operator (AEO) Programs in forums such as the International Civil Aviation Organisation (ICAO), World Customs Organisation (WCO) and Asia-Pacific Economic Cooperation (APEC);
- work with OTS to refine approaches to supply chain security and intervention for air cargo to deliver effective aviation security outcomes;
- participate in whole-of-government counter-terrorism exercises to test and identify vulnerabilities in our response and recovery procedures;
- participate in Proliferation Security Initiative exercises to increase international cooperation to interdict maritime-based shipments of weapons of mass destruction (WMD);
- participate in international initiatives designed to stop illicit diversion of precursor chemicals into the manufacture of improvised explosives devices (IED's); and
- build regional counter-terrorism capability through the delivery of training, workshops and provision of detection technologies and equipment aimed at increasing capacity to identify and combat the terrorist threat.

Focus for 2011-2012

In 2011-12, Customs and Border Protection will:

- implement the next phase of the Enhanced Passenger Assessment and Clearance (EPAC) program to improve the capacity of border security agencies to better establish the relative risk a passenger represents before they reach Australia's border;
- contribute to a review of Commonwealth explosives controls and regulations, under the auspices of Safework Australia. Plans are for the review to be finished in November 2011 with a view to developing and implementing new legislative frameworks and codes of practice during 2012-13;
- participate in preparations and management for the Commonwealth Heads of Government Meeting (CHOGM) in Perth in October 2011;

Irregular movement of people (Maritime)

Risk lead:

NM Border Strategies and Priorities Branch

Lead Agency: Customs and Border Protection

Partner agencies: Australian Federal Police, Department of Defence, Department of the Prime Minister and Cabinet, Department of Immigration and Citizenship, Department of Foreign Affairs and Trade, Attorney-General's Department, Australian Agency for International Development and the Australian Intelligence Community.

Overall assessment

Our control strategies are proportionate to the risk environment and, while not eliminating the risk, are successfully contributing to a containment effect.

Control strategies

- Lead a centralised intelligence and targeting support to counter maritime people smuggling efforts.
- Lead the development and implementation of detailed operational plans for the disruption of criminal syndicates involved in people smuggling activity.
- Lead a coordinated whole-of-government approach to engaging international foreign counterparts in source, transit and destination countries to promote operational cooperation, information sharing, and appropriate legal and policy responses.
- Promote the provision of coordinated whole-of-government policy support and advice to the Customs and Border Protection Executive, Minister for Home Affairs and other senior Government decision-makers.
- Deliver a whole-of-government approach to the conduct of civil maritime surveillance and response to identify and apprehend irregular maritime arrivals before they reach mainland Australia.
- Provide officers to the People Smuggling Strike Team to assist the investigation and prosecution of the criminal syndicates involved in people smuggling activity.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will:

- adjust its maritime surveillance and response strategy in response to changes in the threat environment;
- lead the implementation of counter people smuggling communications campaigns in key source and transit countries;
- prioritise communications activity to ensure the most effective use of limited resources;
- engage internationally to provide capacity building assistance to regional counterparts to counter maritime people smuggling;
- continue to provide the maritime people smuggling operations coordination function as part of the whole-of-government response to maritime people smuggling; and
- support cross-jurisdictional efforts at domestic and international levels to prevent, detect and disrupt the activities of maritime people smuggling crime syndicates.

Revenue (General)

Risk lead:

ND Trade and Compliance

Lead agency: Customs and Border Protection

Partner agencies: Australian Taxation Office (ATO), the Treasury, DIISR, and other policy agencies for revenue concessions and industry assistance schemes.

Overall assessment

Revenue includes revenue collected, revenue repaid, and revenue foregone. A range of strategies are used to mitigate risks to revenue collection, repayments and concessions to ensure that the residual risk to revenue is acceptable to Government. These include a risk-based compliance assurance program that includes targeted activity designed to reduce the risk of non-compliance with controls relating to revenue, and which monitors unusual trends and emerging risks. On the basis of the results of these strategies, we generally consider the risk to revenue low.

In collaboration with other policy and regulatory agencies, Customs and Border Protection will continue to commit resources and effort to the treatment of revenue risk, appropriate to the agreed tolerance for this risk. This will be achieved through continuous improvement of our intelligence-led, risk-based framework for managing revenue collection, repayments and concessions.

Control strategies

Control strategies for the effective management of revenue include:

- risk assessments of air and sea cargo reports;
- analysing import and export declarations to identify consignments of interest;
- Penalising entities for serious or repeated non-compliance;
- communicating information relating to legislative requirements and responsibilities for meeting those requirements to clients through a range of media on all areas of Customs and Border Protection's operations;
- ensuring information is available to clients through the Customs Information and Support Centre, Customs and Border Protection's website, email facilities and targeted industry information seminars and campaigns;
- developing and implementing complementary regulatory compliance programs with the Goods and Services Tax (GST) and Excise Business Lines of the ATO;
- implementing an enhanced, risk-based compliance assurance program that includes targeted activity designed to reduce the risk of non-compliance with controls related to revenue and the concessional system; that monitors unusual trends and emerging risks; and deals proportionately with deliberate, reckless and inadvertent non-compliance;
- administering the TRS on behalf of the ATO;
- administering a licensing regime for customs brokers, and for customs depots and warehouse operators;
- co-designing revenue policy, legislation, risk assessment and treatment methodologies with strategic internal and external partners;
- assessing, investigating and determining applications for TCO, refunds and duty drawback;
- managing the advance rulings framework that provides industry with timely tariff classification, valuation and origin advices;
- implementing and managing Australia's international commitments under Free Trade Agreements, the Harmonized System Convention and WTO Agreements;
- providing expert technical advice on rules of origin, tariff classification, anti-dumping and countervailing measures and customs procedures in bilateral and multilateral free trade agreement negotiations;
- developing, implementing and reviewing revenue related regulatory schemes to maintain currency and effectiveness;
- providing data and reports to partner agencies to assist in assessing revenue liabilities;
- administering specific industry assistance schemes and providing information to partner agencies to support the administration of other industry assistance schemes;

- managing relationships with key revenue related agencies including the Treasury, the ATO, the ABS, DIISR and the ANAO;
- encouraging voluntary disclosures from the brokering and import community; and
- reviewing and identifying opportunities to improve business processes and capability across core revenue related functions.
- collaborating with international partners agencies to exchange data and improve our capacity to identify risk before it presents at the Australian border;
- addressing Internal Audit and ANAO recommendations regarding debt management policy and processes;
- addressing Internal Audit and ANAO recommendations regarding Risk Management of Imports;

Focus for 2011-2012

In 2011–12, in addition to core business functions, we will focus on:

- implications of new FTAs;
- the Government's response to Productivity Commission inquiries into the implications of globalisation for the Australian retail industry, Australia's anti-dumping and countervailing system and the \$1,000 low value threshold;
- implications of the phasing down of duty rates for textile clothing and footwear and automotive and transport industries;
- addressing recommendations of the ANAO regarding compliance activity for the Passenger Movement Charge (PMC) and Risk Assessment in the cargo process;
- systematically reviewing trade and compliance assurance profiles with a view to improving their effectiveness;
- reviewing import processing charges;
- reviewing security administration and policy;
- managing and implementing a significant revenue related legislation program;
- developing and implementing new processes for the review of past TCO decisions;
- implementing the recommendations of Tariff Advice Review;
- implementing TRS regulation changes: and
- finalising Service Level Agreement and Risk Management Plans for the PMC.



Irregular movement of people (Air)

Risk lead: National Director, Passengers

Lead agency: Department of Immigration and Citizenship (DIAC)

Overall assessment

As an organisation, our control strategies are currently treating this risk proportionately. Existing control strategies are mitigating the current risk state by contributing to the detection, deterrence and disruption of attempts to circumvent border controls.

The prevalence of global drivers of the Irregular Movement of People (Air) risk is unlikely to change in the foreseeable future. It is therefore reasonable to expect that the threat will continue to present a risk to our border.

However the risk environment is fluid, with methods employed to defeat border controls often changing to adapt to perceived opportunity and vulnerabilities. Environmental factors such as increased traveller numbers and changes in flight patterns could mean that, in the future, our control settings are under-applied relative to our tolerance for the risk.

Our control settings therefore match the current state of the Irregular Movement of People (Air) risk environment, but we will need to stay vigilant to changes over the coming years.

Control strategies

Customs and Border Protection approaches the treatment of this risk from a whole of government perspective and by continually assessing and treating risk along the traveller pathway. The most appropriate response to identified risk may be to prevent travel or to intervene with travellers on arrival and to refer them to DIAC or other partner agencies. The Enhanced Passenger Assessment and Clearance (EPAC) Program Phase 2 will deliver an enhanced risk assessment and response capability and our partner agencies are engaged with us in its design and implementation.

We continue to work closely with DIAC in monitoring and seeking to increase the effectiveness of our performance of the immigration clearance function. We have continued the expansion of our SmartGate automated border capability processing which supports identity management at the border through travel document authentication, and through identity verification based on face recognition biometrics.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will:

- enhance the layered approach to managing this risk through continuing to deliver the EPAC2 program of initiatives;
- pursue a consistent and structured information sharing model with DIAC to better inform our understanding of the risk;
- undertake further analysis, around the post-primary line component of the traveller pathway to better link information related to the traveller's intent to the risk; and
- strengthen controls through implementation of DIAC's Biometrics at the Border initiative.

Illegal movement of money

Risk lead: ND Intelligence and Targeting

Lead Agency: Australian Federal Police

Partner Agencies: Australian Crime Commission, AUSTRAC, State law enforcement agencies

Overall assessment

As an organisation, our day-to-day activities in treating the risk of illegal cross border movement of money are focused on detecting the illicit movement of large quantities of cash and trade based money laundering. Although we cannot eliminate the risk associated with these particular activities, our present level of activity is proportionate.



Control strategies

Our control strategies for the illicit movement of money include:

- assisting travellers to comply with currency and Bearer of Negotiable Instruments (BNI) requirements;
- conducting pre-arrival and pre-departure risk assessment of passengers;
- deploying our intelligence, targeting, inspection, examination and detection capabilities to disrupt the illegal movement of money and support the prosecution of offenders;
- conducting secondary interventions on arrival and pre-departure for the assessment of persons of interest (questioning, baggage examination, personal search) and related follow-on activities such as facilitating reporting to AUSTRAC and referral to the AFP;
- conducting campaigns from time-to-time, targeting higher risk flights;
- placing alerts in relation to high-risk individuals; and
- contributing to whole-of-government regional anti-money laundering capacity building efforts.

Focus for 2011-2012

In 2011-12, Customs and Border Protection will:

- establish a small Financial Targeting Team (FTT) to operate in support of criminal network analysis in the whole of government space;
- produce risk indicators for use in the operational environment through behavioural analysis and pattern analysis;
- feed lessons learned from these processes back into continuous improvement of the functions;
- ensure that the FTT and the Advanced Analytics team have appropriate connections into whole of government activities in the space, particularly AUSTRAC analytical activity, ACC analytical activity and knowledge of cross border cash movements and the cross agency data analytics community of practice; and
- seek the use of AFP cash dogs as one means of targeting.

Economic

Risk lead: National Director, Trade and Compliance

Lead Agency: Customs and Border Protection

Partner Agencies: ATO, DIISR, Treasury, DAFF, DFAT, DoFD, DIAC, policy and regulatory agencies.

NOTE: This Border Risk is currently in development. Customs and Border Protection continues to develop its understanding of the risk, and refine its control strategies. This risk will be more fully developed in the 2012-13 planning cycle.

The global financial crisis, the prospect of significant growth in trade and traveller volumes in the medium to long term and an expectation of prompter, more predictable processing for imports and exports has heightened awareness of the role Customs and Border Protection plays in supporting Australia's economy. It is appropriate to reflect this renewed focus on 'economic' risks in our planning process, and to consider how we treat these risks at the border, now and in the future.

The risk

Australia's economy and reputation can be compromised by a failure to facilitate traders and travellers and the incorrect application of trade laws and policies. During times of economic downturn and/or uncertainty, it is common for business to experience increasing demand on trade support services and show increasing sensitivity to interruptions in trade flows.

Control strategies

We aim to support the Australian economy by facilitating legitimate cross border trade and travel and improving the economic viability and competitive advantage of Australian industry. We do this by:

- ensuring the primary clearance function for goods imported to and exported out of Australia is as streamlined as possible;
- ensuring the primary clearance function for travellers entering and leaving Australia is as streamlined as possible;
- intelligence led risk-based interventions at the border in order to detect and prevent the import or export of prohibited items;

- effective risk-based compliance management;
- supporting traders understand and meet their reporting, revenue, permit and cargo movement obligations at the border by providing them with accurate and timely anti-dumping, countervailing, customs duty, tariff classification, valuation of goods, rules of origin and import and export advice;
- effectively administering industry assistance schemes such as the Tariff Concession System, the objective of which is to assist Australian industry to become internationally competitive and to reduce costs to the general community by the reduction of duties where there is no local industry to protect;
- effectively administering Australia's anti-dumping and countervailing scheme caused by dumped and subsidised imports;
- co-designing Australian trade, industry and border protection policies with strategic partners in a way that minimises the impact on legitimate trade;
- minimising the regulatory burdens at the border so that goods are delivered in the most efficient and cost effective way; and
- encouraging Australia's trading partners to minimise the regulatory burdens at the border, through capacity building activities and bilateral and multilateral trade negotiations.

Focus for 2011-2012

In 2011-12, we will focus on:

- strengthening our understanding of economic risks and their treatment at the border;
- implementing a package of improvements to Australia's anti-dumping and countervailing system, which the Government announced in June 2011;
- implementing the outcomes of the Tariff Concession Rationalisation Better Regulation Ministerial Partnership, which focussed on simplification of Schedule 4 of the Customs Tariff Act 1995;
- implementing the recommendations of Tariff Advice Review;

- working with industry to identify and implement improvement opportunities for the control and clearance of cargo;
- incorporating border agency requirements into air and seaport congestion solutions; and
- continuing to undertake an annual Time Release Study.



Enabling Functions

Knowledge and systems

Function lead:

Chief Information and Knowledge Officer

Overall assessment

The Knowledge and Systems risk environment is characterised by information security threats from within and outside the organisation, an increasing need to identify, integrate and link information across the agency and government, and a continuing need to maintain appropriate capabilities to manage and support a diverse and complex ICT environment.

We are enhancing and intensifying our current control settings to meet this evolving risk environment and reduce the residual risk.

Control strategies

Control strategies for the effective management of Knowledge and Systems include:

Fragmentation of information holdings

- Develop whole of agency/government information management capability.
- Use the Enterprise Architecture to identify, build and align strategic holdings.
- Implementation of a true data warehouse across our enterprise data stores.

Cybersecurity

- Maintain, enhance and improve our capability to manage and monitor cybersecurity threats to our information systems.
- Work with I&PS to coordinate compliance with the PSM and ISM.
- Use security awareness programs to create a culture of awareness and diligence.
- Invest in mitigating cybersecurity risks.

Fraudulent or inappropriate use of information systems

- Work with I&PS to detect and prevent security incidents.
- Security awareness program.

- Role-based security and regular review of access and usage.
- Executive presentations.

Reactive management of information systems

- Through the IT Transformation Program, improve our capability to manage information systems and operational challenges effectively, for example, in the areas of business continuity, availability, performance, compliance and business value.
- Proactively identify and manage risks.
- Measure and report progress.

Delivery capability

- Leverage the ICT Strategy and IT Transformation program to align workforce capability with future demands.
- Develop and implement a strategic sourcing strategy.
- As part of IT Transformation:
 - develop and implement an Enterprise Capability roadmap through the enterprise architecture initiative to ensure that ICT investments are aligned with our strategic directions;
 - implement improved planning and governance processes to better manage and align demand and delivery;
 - improve our IT service management and delivery processes and capability; and
 - improve the capability and skills of our existing workforce through the implementation of a learning and development strategy.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will:

- implement an IT risk assurance and reporting framework to strengthen and improve our management of risk;
- continue to build and enhance our whole of agency/government information management capability;
- maintain, enhance and improve the Enterprise Architecture;

- use the enterprise architecture to identify, build and align strategic information holdings;
- manage and implement requirements stemming from changes to the ISM in November 2010;
- invest in mitigating cybersecurity threats; and
- through the IT Transformation Program, continue to enhance our capability to manage information systems effectively.



Health and safety

Function lead: National Director People and Place

Overall assessment

Our current strategies do address the occupational health and safety (OHS) risks at an organisational level, however further work is required to ensure that:

- risks within every work area are identified; and
- appropriate mitigation strategies applied and evaluated.

Further investment in targeted intervention strategies is likely to yield proportionate reductions in OHS risk.

Control strategies

Mechanisms to build the relationship with Comcare include:

- renewal of the existing Partnership Agreement;
- regular meetings held at the Director and National Manager levels; and
- scheduled progress meetings to evaluate progress as part of the Enforceable Undertaking (EU).

The review of the existing OHS governance structure and practices will identify any gaps in the visibility of OHS risk. Specific interventions planned include:

- risk management training for Executive scheduled as an action item of the EU;
- creation of an Executive driven OHS Steering Committee;
- review and development of relevant Practice Statements and Instructions and Guidelines; and
- enhanced OHS communications with staff.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will implement a whole-of-agency approach to ensure that OHS risk management principles and practices are consistently applied. Work that will be undertaken includes:

- undertaking a gap analysis to identify areas of non-compliance with the Model Workplace Health and Safety Act;
- creating a robust governance structure to ensure that the Executive has a sound understanding of the OHS risks and mitigation strategies; and
- introducing a comprehensive education and reporting regime to regularly inform the Executive of OHS performance.

Leadership and workforce

Function lead: National Director People and Place

Overall assessment

Whilst controls are in place to address attraction, engagement and employment branding, the competitive labour market presents a risk. Constant monitoring will remain in place to ensure that the mitigating strategies are proactively adjusted to address the ever changing market.

The tightening fiscal environment is placing increasing pressure on the workforce to find further efficiencies and may impact on the workforce's ability to maintain adequate flexibility/adaptability to address new and emerging challenges.

Control strategies

Customs and Border Protection has a strategic Workforce Planning Framework which is integrated into the Multi Year Planning and Budgetary Framework, which informs our people capability planning. In November 2010 the *People Capability Plan 2010/11 to 2012/13* was endorsed by the agency's Operations Committee.

The *People Capability Plan (PCP)* sets the strategies that enable the transition of the Customs and Border Protection workforce from its current state to that required to meet the challenges of the future. The PCP is a future focussed plan out to 2012/2013, taking account of longer term strategies in the *Strategic Outlook 2015 and Strategic Border Management Outlook 2020*. It includes an integrated series of policies which include the following themes:

- attraction, engagement and employment branding particularly for specialists and specific skill sets;
- selection and assessment processes that match labour market expectations for equity, transparency and speed;
- enhanced appointment and induction processes;
- Strategies to target employment types based on job roles;
- nationally consistent and quality corporate/operational training and development programs;
- an integrated management and leadership training framework;
- a review of the performance management process taking into account legislative and industrial requirements and direction of APS reforms
- a review of policy and processes for staff mobility with deployment and career management based on skills matching to role needs;
- diverse retention strategies that focus on critical workforce segments;
- development of, and articulation of, differentiated career paths with associated capability development strategies
- targeted exit and redeployment strategies; and
- new Enterprise Agreement is negotiated and implemented as soon as possible after 1 July 2011, and is in accordance with the Australian Public Service Bargaining Framework.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will:

- Review our base level (CL1/CT) recruitment and training model to:
 - promote a whole of agency base level recruitment and training approach;
 - deliver a flexible recruitment/training model streamed to business requirements; and
 - mature strategic base level workforce planning so that it provides a more robust platform for agency wide workforce planning.
- Deliver a mobility policy that will enable the agency to refresh and build employee capability, knowledge and experience across the range of functions undertaken in the agency. The policy will ensure Customs and Border Protection has a capable, flexible and engaged workforce that can adapt to changing priorities.
- As part of the Career Streams Project, develop and deliver a job capability framework. This will enable Customs and Border Protection to have improved visibility and analysis over current workforce capabilities and inform key HR strategies regarding recruitment, workforce planning and learning and development.

- Improve the Performance Assessment and Feedback (PAF) process and system. This will enable managers to have more effective and efficient performance discussions with their staff.
- Develop more targeted leadership and management training, so managers have the skills and tools to engage in more consultative and performance driven conversations in the workplace.
- Implement the endorsed recommendations from the Code of Conduct Review.
- Embed and mature the Workforce Planning Framework and practices of the agency.
- Negotiate and implement a new Enterprise Agreement to replace the current Enterprise Agreement 2010-11.
- Implement and embed the new payroll system, COMPASS.

Infiltration and corruption

Function lead: National Manager, Integrity and Professional Standards

Lead Agency: Customs and Border Protection

Partner Agency: Australian Commission for Law Enforcement Integrity

Overall assessment

Infiltration and Corruption is a risk affects all border risks and all programs administered by Customs and Border Protection. Experience demonstrates that fostering and building a strong ethical culture; the ability to respond quickly to threats and vulnerabilities; and the implementation of a strong risk mitigation strategy and controls to minimise or treats risks are essential elements in responding to this risk.

The agency has established the Security and Integrity Committee to oversight the major strategies that Customs and Border Protection is implementing to treat the risk of infiltration and corruption.

Consequences associated with the unlawful release and compromise of information has the potential to severely damage the reputation of Customs and Border Protection. It also has the potential to directly impact key service delivery areas across the agency.

The Fraud Control and Corruption Prevention Strategy aligns ownership and responsibility for managing the risk of infiltration and corruption and eliminates overlaps and overheads as a result of the treatment of identical risks by different program areas.

The Fraud, Corruption and Integrity Framework allows for the proactive and reactive management of infiltration and corruption risks, with monitoring and reporting to the Security and Integrity Committee as a major new control strategy to reduce risk.

The capability to guide program areas on changes to policy settings in mitigating corruption and infiltration risks will be a critical element to the framework. Due to high consequence levels associated with the risk, it is vital that controls are monitored to ensure they remain effective in mitigating the identified risks.

Control strategies

Preparedness

We have addressed the need for management support via setting an appropriate 'tone at the top' and establishing governance and regulatory compliance arrangements which promote an overall fraud and corruption prevention culture within the agency.

The development of robust policies, procedures and guidelines enables us to deal with incidents efficiently.

A strategy is in place to ensure that staff receive appropriate and specific fraud and corruption awareness training and have access to reliable material on what actions they should take on identifying and reporting unlawful activities.

Other specific controls include:

- promoting an interest in values-based management amongst staff whilst implementing an integrity framework without unduly constraining staff flexibility;
- demystifying the whistleblowing provisions under the Australian Public Service Act 1999 so that staff feel comfortable to report matters in accordance with the requirements;
- communicating key strategies that reduce the overall risk of corruption and infiltration across the agency;
- shaping the environment to achieve high levels of security awareness and maintaining the integrity of our staff, information and operations;
- developing an integrity partnership with ACLEI to ensure that business practices are sufficiently robust to manage the risk of corruption and infiltration. Within this integrity partnership, ACLEI provides independent assurance to Government about the integrity of our agency with reference to I&PS detection and prevention measures with a focus on risks, threats and vulnerabilities;
- implementing the whole of government security clearance model in which the one centralised agency (the Australian Government Security Vetting Agency) processes security clearances for all Australian Government agencies, excluding exempt agencies; and

- building partnerships with federal, state and territory police forces, other law enforcement bodies and security agencies, to ensure that I&PS has appropriate knowledge of the environment, to make informed decisions.

Prevention

We are addressing the need for a thorough understanding of the sources and potential pressure points associated with fraud and corruption by identifying and assessing risks based on the application of existing controls in all areas of the agency. We are implementing measures to identify and address relevant areas where there is the opportunity to improve on existing fraud and corruption strategies.

Other specific controls include:

- identifying corruption and infiltration risks in the broader context of overall agency risks;
- examining specific programs with reference to 'single points of failure' which impact on fraud and corruption risks and the need to implement additional strategies in those areas; and
- strategic intelligence and statistical data to identify vulnerabilities and risks associated with criminal behaviour, corruption, infiltration and serious misconduct.

Detection

The agency has established appropriate channels for reporting fraud and corruption. In addition, we are continually monitoring the effectiveness of our agency-wide detection mechanisms including compliance, investigations and analytical/intelligence capabilities.

Other specific controls include:

- a professional standard of investigation relating to criminal or corrupt allegations or matters of serious misconduct;
- assurance that all personnel are security cleared to hold the appropriate security clearance for the duties they perform;
- implementing the agency employment screening program consistent with the Protective Security Policy Framework; and
- establishment of appropriate fraud and corruption reporting avenues for staff and external parties.

Resolution

We have established strategies in place so that consideration can be given to prosecution or other available remedies in appropriate circumstances. The strategies allow for administrative, civil and/or criminal processes to be carried out.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will:

- implement the new Fraud, Corruption and Integrity Framework and the Corruption Prevention Strategy to provide assurance that business practices are sufficiently robust to prevent and detect infiltration and corruption risks across the organisation;
- continue developing the integrity partnership with ACLEI, in critical areas including joint investigations and analytical capabilities;
- develop an agency-wide fraud, corruption and infiltration risk assessment to form the basis of the Fraud Control and Corruption Prevention Plan 2012–2014;
- ongoing development, refinement and capability enhancement of the Organisational Suitability Assessment function and coordination of staff security clearances through AGSVA; and
- ongoing compliance with the Commonwealth Protective Security Policy Framework.

Legal

Function lead:

General Counsel, Legal Services Branch

Overall assessment

Legal risk is associated with everything that Customs and Border Protection does, and a range of control strategies have been put in place to control these risks, including:

- improved standing instructions and reporting mechanisms with external legal providers, which improves the likelihood of significant legal issues handled by external providers being brought to our attention; and
- a communications strategy and improved relationships with internal clients, so as to raise awareness of available in-house legal services, and to improve reporting of significant issues.

Control strategies

Strategies to ensure outcomes that are legally appropriate and within the scope of its legislative power include:

- delivering high quality, cost effective and efficient legal advice and litigation management services;
- effectively managing the Legislation Program;
- performing the role of the agency's Informed Purchaser of external legal services;
- ensuring the professional independence of legal services provided by in-house lawyers is maintained;
- promoting compliance with the Legal Services Directions 2005;
- reviewing and updating relevant policies and procedures;
- building our in house legal expertise; and
- implementing effective training and communication strategies to ensure that officers of the agency know when and how to use legal services.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will:

- deliver an internal communications strategy and further develop relations with internal clients to improve awareness across the Agency of the services that are available, and to report significant issues;
- implement and monitor standing instructions and improved reporting requirements for the delivery of legal services by external legal providers, including prosecution services;
- finalise and implement Practice Statements and Instructions and Guidelines in relation to obtaining legal services;
- further develop in-house legal capacity and expertise, in particular improving subject matter expertise;
- facilitate the review of current delegations and authorisations and the move to the new model of granting delegations;
- assist with the implementation of improved Workplace Health and Safety procedures for compliance with the WHS Act due to commence 1 January 2012; and
- implement the Matter Management System.

Financial management

Function lead:
Chief Finance Officer

Overall assessment

The Financial Management Enabling Function is a core accountability mechanism for the organisation and one of the fundamental components of good corporate governance. Proper management of the risk ensures that resource usage is optimised while ensuring high levels of compliance with the Commonwealth's Financial Framework. A failure to appropriately manage our finances will result in business opportunities lost, increased external scrutiny and reputation damage.

Our operating and fiscal environment necessitates that sound decision making is based on reliable data and analysis to assist in managing operational or tactical activities to ensure resources are focused on meeting government and organisational objectives.

Current control strategies are commensurate with the risk environment. Well established business processes and audit scrutiny, both internal and external, continually assess the financial control environment. There are no known risks which are not being treated although improvements to processes will continue to be sought.

Control strategies

Customs and Border Protection deploys a range of controls in managing its finances. These controls include:

- skilled and qualified staff;
- documented and repeatable financial and procurement processes;
- key reconciliations of financial information;
- internal and external financial reporting;
- close interaction with internal and external audit;
- system controls within FMIS;
- up to date financial policies including Chief Executive Instructions, Instructions and Guidelines and associated policies;
- stocktakes of physical assets;

- certificate of Compliance processes;
- separation of Duties;
- financial delegations;
- peer review;
- commonwealth's Financial and Budgetary frameworks and liaison with DOFD; and
- Commonwealth Procurement Guidelines and mandatory contract reporting.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will:

- finalise and operationalise the Budget and Resource Management Framework – enhancing financial information provision and better aligning resource allocation with organisational strategy and the broader Multi-Year Planning and Budgetary Framework;
- strategically position the organisation to enable it to respond to the anticipated tightening in the fiscal environment and the requirement to find further agency and portfolio wide savings as part of the 2012-13 Budget process;
- upgrade our Financial Management Information System (QSP) to ensure currency with industry best practice;
- support the implementation of COMPASS into the general ledger and financial reporting environment;
- conduct a comprehensive review of Debt Management and Administered Revenue reporting activities (Administered Statements Program of Work);
- review existing procurement processes to streamline and improve compliance including the implementation of centre led tools;
- in conjunction with IT Division, implement a revised asset management framework for IT Assets; and
- develop a program to expand financial management capability within FSD and Divisions.

Infrastructure and facilities

Function lead:

National Director People and Place

Overall assessment

Though infrastructure and facilities risks have not been completely eliminated, recent attention to strategic planning and collaboration has contributed to improved operational and financial outcomes.

Increased investment in control strategies is unlikely to yield a correlating risk reduction. Any significant change to border protection priorities by Government, for example increased/decreased interventions in one or more categories or locations, could mean that our control strategies are under/over applied relative to acceptable risk tolerance. The nature of Customs and Border Protection's business and the constraints imposed by limited property supply in many of the remote locations where we are required to operate means that such risks must often be accepted and rigorously monitored and reviewed.

Control strategies

Control strategies for the effective management of infrastructure and facilities include:

- The Commonwealth Property Management Guidelines (CPMG).
- The Property Management Plan 2010/11 to 2012/13 that was developed to promote the efficient, effective and ethical use of Commonwealth resources in the delivery of Customs and Border Protection's property requirements. Property management planning is one of the five principles outlined in the CPMG. The plan will be reviewed on an annual basis, consistent with the timing of other planning documents within our strategic planning framework.
- Capital works program and minor capital works program to meet agency infrastructure needs.
- Integrated business continuity plans are established for corporate sites, and tested regularly.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will:

- fully integrate workforce and property plans so as they are tightly aligned to agency priorities and government policy;
- design and implement Phase One (baseline and framework) of the 2020 Housing Strategy by December 2011;
- develop a detailed housing maintenance program by October 2011, which supports the delivery of business priorities and promotes staff well-being in remote locations;
- embed the new national property management contract;
- continue planning and early design work for future ACT accommodation needs; and
- develop and test Business Continuity Plans.

Policy

*Function lead:
National Director Strategy, Risk and Coordination*

Overall assessment

Customs and Border Protection's existing control strategies are commensurate with the risk environment. The policy risk is a subsidiary risk to the corporate governance and leadership and workforce risks, which are addressed separately.

Control strategies

Our governance arrangements are effective, with Customs and Border Protection maintaining a lead role in driving a collaborative border environment through the Border Management Group. We also work closely with law enforcement and broader public sector stakeholders through forums such as the Australian Crime Commission Board.

Our workforce risks directly impacting this function are more significant, with lengthy development periods and a relatively small pool of experienced officers to draw from. However, further action will be taken to address this risk in coming months.

While the risk cannot be eliminated entirely, with appropriate governance, leadership and workforce management our response is appropriate.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will focus on identifying:

- our current workforce capability to deliver policy;
- processes that will attract candidates with the right skills to policy positions; and
- development and succession planning guidance.



Corporate governance

Function lead:

National Director Strategy, Risk and Co-ordination

Overall assessment

As an organisation, our control strategies are currently treating the Corporate Governance Risk proportionately. To improve our control of this risk we will strengthen and introduce new control strategies over the next financial year to further reduce the risk posed by inadequate corporate governance.

Control strategies

- Continue to implement and embed frameworks that drive the strategic direction, support organisational responsiveness and ensure best practice governance, planning and management arrangements.
- Continue to provide responsive advice and support to Government and Senior Executive through improved processes and procedures.
- Maintain a nationally consistent approach to complying with the records management framework.
- Developing an overarching communication strategy to explain and promote the intelligence-led risk-based approach to managing border risks.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will:

- increase and support greater staff awareness when working with Parliament and Government;
- continue to build the capability of its staff to provide advice and ongoing support for the Minister, the Parliament and Customs and Border Protection Executive;
- continue to establish and embed protocols and processes on general agency arrangements, roles and responsibilities with Ministers and Minister's staff;
- implement a parliamentary workflow management system to support Customs and Border Protection to ensure reliable monitoring and reporting of Parliamentary documents;
- undertake a review of its committees;
- improve the Practice Statement and Instruction and Guideline framework;
- improve issues management capability within the organisation and across government;
- continue to embed good record-keeping , particularly to support sound decision making; and
- ensure staff are appropriately engaged in decision-making.

Corporate projects

Function lead:

National Manager, Design & CPO

Overall assessment

Customs and Border Protection's Project Framework contains the tools and guidelines to assist projects to deliver the required outcomes, realise benefits on time, on budget and to the necessary quality for facilitating change.

There is a risk of the Project Framework becoming too rigid and inflexible to meet the agencies operating needs. Additional effort is being made to ensure the Framework is further developed and streamlined in order to continue to be effectively utilised by project and programme teams. The Framework is being enhanced to include additional aspects of programme management and portfolio management.

Control strategies

Control Strategies for the effective management of projects and the implementation of change include:

- skills development, and application of design principles, within the branch and with programme and project teams will be focused on ensuring the change delivers outcomes for the right strategic intent;
- guidance on the application of design and project management approaches within the project framework will be supplied to all programmes and projects in such a way as to allow for optimal flexibility and tailoring of the framework and governance processes to meet the needs of the change; and
- gaps in, and inadequate development of, sections of the framework are given a priority to mitigate against perceived or actual lack of added value in using the framework to implement change.

Focus for 2011-2012

In 2011–12, Customs and Border Protection will:

- work with strategic partners to align the Project Framework with other governance frameworks (both existing and emerging);
- work with strategic partners to determine the priority and achievability for various change initiatives;
- extend the Project Framework to incorporate Programme and Portfolio level requirements;
- review and develop the Project Framework (where applicable) to ensure it is “fit for purpose” for various types of changes and provide pathways that enables project managers to realise project benefits; and
- implement the Portfolio, Programme, and Project Management (P3M) Capability Improvement Plan submitted to Department of Finance and Deregulation (DoFD) focusing on improvements to programme management, benefits management and resource management.

