



Australian
BORDER FORCE

FACTBOOK 2019

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ABF Commissioner Michael Outram APM



Michael Outram APM was sworn in as the Commissioner of the Australian Border Force (ABF) on 14 May 2018.

Michael joined the Australian Customs and Border Protection Service on 9 March 2015 and was sworn in as the ABF's Deputy Commissioner Operations on 1 July 2015.

Michael has 39 years of experience in a diverse range of law enforcement organisations and settings, including community policing, intelligence operations, protective and major event security, public order management, the investigation of serious crime and border management.

Between 2011 and 2015, as an Assistant Commissioner with the Australian Federal Police (AFP), Michael was responsible for the AFP's national protective security function. During this time, Michael led the AFP's planning and support for the G20 Summit in Brisbane and the AFP's response to the downing of Malaysian Airlines Flight 17 over the Ukraine.

Michael joined the AFP from the Australian Crime Commission (ACC). In 2004, Michael was appointed as the ACC's Executive Director, Serious and Organised Crime and he was responsible for the national and international investigative and intelligence functions of the Agency.

Michael's career in Australia started in 2002 at the Independent Commission Against Corruption in New South Wales. His migration to Australia followed a secondment in 2000, to the New South Wales Police Service. He was seconded from the London Metropolitan Police Service in the UK, where he joined as a police cadet in 1980 and served as a police officer from 1982.

Michael was awarded the Australian Police Medal in 2014 in recognition of his outstanding service in law enforcement. In 2014, he was also awarded a Master of Business & Technology degree by the University of New South Wales and a university prize for academic achievement. In April 2018, Michael completed the Harvard Kennedy School executive education programme 'Leadership in Crises', which he attended having won a Sir James Wolfensohn Public Service Scholarship.

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Deputy Commissioner Operations Mandy Newton APM



Mandy Newton APM is Deputy Commissioner Operations of the Australian Border Force (ABF).

Mandy joined the ABF on 3 April 2017 as Deputy Commissioner Support following a 28 year career in law enforcement and policing with the Australian Federal Police (AFP). She transferred to the role of Deputy Commissioner Operations on 3 September 2018. Mandy is responsible for providing high-level strategic direction across all operational activities around the border. This includes the management of travellers, goods and cargo, as well as enforcement and maritime operations. Additionally, Mandy leads the detention and offshore regional processing operational activities.

Prior to joining the ABF, Mandy's was Assistant Commissioner, People, Safety and Security at the AFP — where she was responsible for security of the AFP and its staff, integrity and internal investigations, as well as health and human resource management.

In her 11 years as an Assistant Commissioner, Mandy led and managed national security as well as national and international investigation portfolios. This included overseeing the AFP's International Deployment Group; tactical response and maritime capabilities, economic, financial crime and special operations. Mandy has also managed the AFP's 24-hour operations centre, governance and major technology programmes, as well as its media, marketing and ministerial groups. Significantly, in 2006, Mandy developed the AFP's Aviation Portfolio at major airports across Australia.

Additionally, Mandy held the position of Deputy Chief Police Officer within ACT policing, has private sector experience working with ACTEW, and was an Assistant Commissioner at the Australian Taxation Office.

For her distinguished involvement to Aviation Security and the Canberra Bushfires Mandy was recognised for her leadership and contribution with an Australian Police Medal and National Police Service Medal respectively.

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Deputy Commissioner Support Justine Saunders APM



Justine Saunders APM commenced in the role of Deputy Commissioner Support on 29 October 2018.

Justine brings to the Deputy Commissioner position a significant breadth and depth of experience from across law enforcement and government, and has consistently demonstrated her ability to handle complex operational, capability and policy challenges with success.

She is an experienced leader who has the ability to drive and guide successful change through collaboration, consultation and negotiation. Prior to joining the ABF, Justine was a member of the Australian Federal Police (AFP) for 29 years and a member of the senior executive since 2005, performing leadership roles in counter terrorism, special references, drug and fraud investigation, in addition to her deployment to New York as Australia's police adviser to the Australian Mission to the United Nations.

Previously as the Chief Police Officer of the ACT, Justine ensured ACT Policing delivered on government and community expectations in terms of operational delivery, whilst also driving and implementing significant cultural and capability reforms aimed at developing a sustainable and effective policing service for the future.

As an Assistant Commissioner in the broader AFP, Justine has had responsibility for managing strategic relationships with key government stakeholders and law enforcement partners domestically and internationally, and had portfolio responsibilities for strategic policy, governance, corporate communications and support to the Commissioner as Chief of Staff.

She holds a Master of Leadership and Management (Policing), Bachelor of Social Sciences (Policing Studies) with Distinction and Graduate Certificate in Applied Management.

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1 Overview

1.1 Our Role

The Australian Border Force (ABF) is Australia's customs service and supports national prosperity through enabling legitimate trade and travel while protecting Australia's border. The ABF is the second highest revenue collector for Australia and plays a critical role in preventing, deterring and detecting the unlawful importation or exportation of prohibited, restricted or regulated goods into and out of Australia. To manage the border effectively the ABF works internationally, in the Australian maritime domain and across Australia. We also work collaboratively across the Home Affairs Portfolio and with domestic and international partners to identify, deter, disrupt, detect and manage border risks.

Illustrative of Australia's prosperity is the constantly increasing volume of trade and travel. The ABF works to enhance economic growth through streamlined trade and traveller processes albeit through ageing border systems. Conversely, the ABF undertakes trade enforcement activities to protect government revenue and ensuring compliance with Australia's customs laws.

The role of the ABF requires the confidence of the Australian Government, Australian community, our international and domestic partners, industry and civil society stakeholders. This confidence is realised through the demonstration of the key ABF values of integrity, respect, teamwork, professionalism and accountability. These values are the foundation for the leadership role all officers of the ABF are expected to demonstrate. The ABF conducts a diverse range of functions for which we embrace strategies for diversity in our workforce. This workforce is supported by the ABF College which through a nationally consistent curriculum, builds operational excellence, leadership and officer capability for trainee recruits and experienced ABF officers.

Our Mission

To protect Australia's border and enable legitimate travel and trade.

Our Vision

To be a global leader in border law enforcement and trusted partner that helps build a safe, secure and prosperous Australia.

Our Key values

Integrity	Professionalism
Respect	Accountability
Teamwork	

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1.2 Our relationship with the Department of Home Affairs

The ABF is an operationally independent body with a statutory head known as the Commissioner. While the ABF is operationally independent, it forms two groups within the Department of Home Affairs with the Secretary as the *Public Governance, Performance and Accountability Act 2013* (PGPA) authority for the ABF with budgetary and employment responsibilities.

The Department of Home Affairs delivers strategic policy including policy support for our Trade and Customs functions, planning and coordination support in addition to corporate and enabling services, such as intelligence, ICT, technology and human resource services to the ABF.

1.3 Governance arrangements

The functional and legislative inter-relationship between the ABF and the Department of Home Affairs requires a level of alignment between respective governance arrangements, including avenues for reporting and escalation of decision-making where required.

The ABF's senior executive participate as members in the Department of Home Affairs governance framework. The ABF has complementary governance arrangements in place that align to the Department of Home Affairs, governing and monitoring our operational priorities and performance. This provides the primary mechanism for organisational stewardship, accountability and operational performance monitoring.

2 Corporate Performance

2.1 Budget

The Secretary is the responsible Public Governance, Performance and Accountability authority for the ABF as well as the employer of ABF officers with the exception of the statutorily appointed Commissioner. The ABF is operationally independent, although it is established within the Department of Home Affairs for budgetary, employment and administrative purposes.

Within the Department of Home Affairs construct, as the operational arm, the ABF comprises of an Operations Group and a Support Group. The Commands within the Operations and Support Groups work closely to deliver a framework of management, operational policy and support required to effectively deliver border operations. Please refer to [Appendix 1](#).

The ABF's performance measures are reported as part of the Department of Home Affairs annual report. The ABF's operating budget as of February 2019 was \$856.4 million.

2.2 PBS and enterprise performance

The Portfolio Budget Statements (PBS) 2018–19 for the Home Affairs Portfolio included three Outcomes and 16 Programs for the Department of Home Affairs and the ABF. The ABF contributed to two out of the three outcomes across seven Programs.

Outcome 1

Protect Australia's sovereignty, security and safety through its national security, emergency management system, law enforcement, and managing its border, including managing the stay and departure of all non-citizens.

Outcome 3

Advance Australia's economic interests through the facilitation of the trade of goods to and from Australia and the collection of border revenue.

To deliver on the PBS Outcomes the ABF's contributions are achieved through a suite of core functions.

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2.3 Core Functions

The ABF delivers a wide range of functions across the border continuum that is pre, at and post border. Through our Operational Priorities, our core functions focus on delivering the following outcomes:

Trade Enforcement

- Effectively monitor and control areas where goods are subject to Customs laws, including depots, warehouses and other Customs licenced premises.
- Collect border related revenue for the Australian Government.
- Support traders and travellers to comply with customs regulations and laws, to ensure that relevant duties and taxes are correctly paid.
- Detecting and preventing border revenue evasion and fraud, and responding to trade-based money laundering.

Migration System

- Countering maritime people smuggling – through the multi-agency Operation Sovereign Borders, the ABF contributes to countering maritime people smuggling.
- Foster an environment of voluntary visa compliance while managing non-compliance to reduce risks to the community and ensure the integrity of Australia's migration system.
- Employer compliance – including workplace visits to ensure employers are only employing legal workers, that is, non-citizens who have appropriate work conditions attached to a valid visa.
- Enforcing visa conditions – including laws with respect to foreign workers as well as protecting vulnerable members of the community such as victims of human trafficking and sexual servitude.
- Enforcing adherence to migration laws – including managing the 'legacy case load' and other non-citizens who are resident within the Australian community.
- Maintaining a safe and secure detention capability – including managing those non-citizens who do not hold a valid visa, or are a national security, health or character risk, and are subject to immigration detention.

Border Protection

- Facilitate legitimate trade and travel across the border while detecting and deterring the illegal movement of people and the unlawful movement of prohibited, restricted and regulated goods.
- Detecting and preventing the importation of illicit goods – including, keeping Australians safe from illegal drugs and firearms and other harmful substances such as asbestos and illegal tobacco.
- Conducting investigations - including identifying, targeting, disrupting and dismantling serious and organised crime across the border continuum, in collaboration with other law enforcement agencies.
- Maritime surveillance and response – including monitoring and patrolling at sea, to mitigate and eliminate threats to border integrity in Australia's maritime jurisdiction. The ABF achieves this through working with Commonwealth and State law enforcement partners and a standing multiagency taskforce with the Australian Defence Force (ADF).
- Collecting information in relation to border related threats and sharing this with national and international partners.
- Identifying and prioritising areas of vulnerability at the border so that a rapid and targeted response by the ABF and partner agencies is delivered.

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2.4 Operational Performance

During 2018, the ABF maintained a range of activities focused on ensuring the integrity of Australia's borders and facilitating legitimate trade and travel. A summary of our activities is provided below:

- The ABF's role in border protection involves facilitating traveller and cargo clearance while preventing the cross border movements of individuals who represent a threat, and the importation of illicit drugs.
- In 2018, there were more than 44 million detections of illicit drugs; 17,123 undeclared firearms, parts and accessories detected and 217,753 detections of illicit tobacco at the border.
- The ABF plays a crucial role in maintaining the integrity of the migration and visa system, which enhances Australia's economic interest, and promotes a prosperous and cohesive society. In 2018, over 44 million air travellers were processed at the border, with more than 26 million using automated SmartGate technology.
- Our work with partner agencies helps identify, target and disrupt high-level criminal activity associated with the unlawful movement and exploitation of people. In 2018, the ABF located 2,061 illegal workers, and detained and affected the return and removal of unlawful non-citizens.
- Continued growth in cargo volumes saw more than 50 million air cargo consignments and more than 3 million sea cargo manifests processed in 2018. In the same year more than 49 million international mail items were inspected.
- The Department of Home Affairs whole of government approach to detecting and deterring illegal foreign fishing in the Australian Maritime Domain proved to be extremely effective, with 10 illegal foreign fishing vessels detected and intercepted in Australian waters during 2018.
- Australia's onshore immigration detention network has adapted to reflect changes to the detainee cohort, including the risks posed by those with serious criminal convictions. There were 1,285 people in Australian detention at the end of 2018.

2018 Key Statistics

17,123

detections of undeclared firearms, parts and accessories at the border



> 3.3m
sea cargo consignments



80,624
sea cargo inspections



> 49m
international mail items inspected

217,753

detections of undeclared tobacco at the border



> 1.9m
air cargo inspections



> 51.6m
air cargo consignments



10
illegal foreign fishing vessels apprehended

44,091

illicit and restricted drug detections at the border



> 44m
air travellers arrived

26,718,655

travellers processed using automated systems



> 2m sea travellers arrived

1,285

people in Australian Immigration Detention

6,094

people removed from onshore immigration detention centres in Australia



2,061
illegal workers located



> 17m
undeclared currency



55,707
visas cancelled

This data covers the full 2018 calendar year.

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3 Our Operational Priorities

The ABF manages its operational activity through the ABF Operational Planning Framework. For the 2018-19 financial year, the ABF has three key Operational Priorities—Trade Enforcement, the Migration System and Border Protection and 17 Lines of Effort:

Trade Enforcement	Migration System	Border Protection
Tobacco	People smuggling	Traveller and cargo clearance
Trade compliance	Visa and migration fraud	Illicit drugs
Trade measures	Foreign worker exploitation	Counter terrorism
Money laundering/transfer	Safe, secure and sustainable detention	Firearms
Supply chain integrity	Community protection, cancellations and removals	Child exploitation
		Exploitation of natural resources
		Asbestos

3.1 Trade Enforcement

As Australia's customs service, the ABF plays a vital role in the facilitation of legitimate trade across Australia's border, and securing supply chains against ever-evolving security threats, such as revenue evasion and fraud, illicit drugs and organised crime. Our trade facilitation role contributes to the advancement of Australia's economic interests and creates both a level playing field for industry and promotes trade.

A key priority for the ABF is enhancing its trade enforcement activities that will foster economic prosperity and reduce the economic harm associated with revenue evasion. Successful intervention through a robust trade enforcement capability contributes to the advancement of Australia's economic interests by maintaining the integrity of trade and reduces the economic harm to Australian businesses due to revenue evasion and the importation of non-conforming products.

Increasing trade and traveller volumes continue to place significant pressure on the ABF's operations. It is vital that the ABF maintains the integrity of Australia's border whilst keeping pace with an increasingly complex international trade environment and respond to existing and emerging threats. Opportunities exist to strengthen the ABF's current trade enforcement capability as minimal enforcement activities are undertaken and sanctions are under-utilised as a result of ongoing pressures and the need to prioritise activity and resources to the areas of highest threat and risk across the border continuum.

Organised crime groups (OCGs) and non-compliant actors will continue to make attempts to avoid paying border-related duty and taxes, and abusing trade incentives to increase profits or gain market advantage. As such, there is a need for the consistent and structured development of specialist tradecraft and a workforce dedicated to trade enforcement activities are key to supporting the ABF's enhanced trade enforcement capability.

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Trade compliance, Trade Measures and Supply Chain Integrity

- The complexity in international trade is increasing with the rise of e-commerce, new platforms and diversified supply chains. Threat levels are increasing and threat types are constantly changing. The trading community is largely compliant, paying duty and other border related taxes and complying with trade measures, but it also includes a sector that attempts to increase profits or gain market advantage through non-compliance or criminal behaviour.
- The ABF's current trade enforcement program is characterised by basic analysis in the risk areas, limited checks to identify consignments being deliberately undervalued to avoid the payment of duty and GST and the ABF's trade enforcement footprint is focussed on administrative processing functions as well as audit, revenue analysis and voluntary disclosures.
- Ineffective trade enforcement is a significant border risk and vulnerability. It undermines measures to protect Australian industry from unfair trade practices such as dumping, which can be circumvented by those seeking to exploit perceived vulnerabilities at the border.
- The ABF's current compliance and trade enforcement activities encompass monitoring and assurance at the low-risk end of the compliance spectrum through enforced regulation for high risk consignments and are directed toward the key risk areas of:
 - Regulated and restricted goods
 - Economic harm (including revenue evasion)
 - Supply chain integrity
- Trade enforcement is also a global priority. The ABF works with its national and international counterparts specifically through the Border5 (B5) and World Customs Organization (WCO) to deliver trade enforcement outcomes, particularly in areas of mutual challenges, such as:
 - Rise of ecommerce
 - Diversified supply chains
 - Use of transshipment hubs
 - Security threats from organised crime
 - Manipulation of tariff and temporary imports
 - Negligent or intentional misclassification to avoid dumping and countervailing duties
- The ABF is placing greater rigour and focus in the priority area of trade enforcement by building its trade enforcement expertise to enhance its capabilities to prevent, deter, detect and disrupt the intentional and negligent manipulation of border controls. Yet, for the ABF to realise these trade enforcement opportunities, while maintaining focus on all operational priorities will require capability investment for trade enforcement.

Trade-Based Money Laundering

- The International Monetary Fund has estimated that money laundering comprises between 2-5% of global gross domestic product (GDP), which is upwards of approximately \$4 trillion USD. In Australia for 2018, this equates to approximately \$52 billion USD (or 3.7% of Australia's GDP of \$1.3 trillion USD).
- Trade-based money laundering is emerging as a significant challenge. It involves the exploitation of Australia's international trade system to disguise the proceeds of crime by moving value through trade transactions. This attempts to legitimise the illicit origins of the value, or to finance criminal activities.

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- The ABF recognises the crucial role it plays within the anti-money laundering strategy. The frequent cross-border movement of trade, travellers and finances sees the ABF as pivotal in delivering effective border related enforcement measures to counter illicit financial flows. Additionally, the ABF contributes to national strategies on corporate and economic crime.

Tobacco – Illicit Tobacco Taskforce

- The Illicit Tobacco Taskforce (ITTF) is led by the ABF and builds on the previous success of the Tobacco Strike Team. It protects Commonwealth revenue by pro-actively targeting, disrupting and dismantling organised crime syndicates involved in the trade of illicit tobacco.
- The ITTF carried out its first operational activity on 24 July 2018 and seized more than 17 acres of illegal tobacco crops and 6 tonnes of tobacco leaf (estimated excise value of AUD \$13.3 million) near Katherine, Northern Territory.
- As at 28 February 2019, approximately 394 tonnes of undeclared tobacco by equivalent weight has been detected by the ABF during the 2018-19 financial year across all streams. This represents over AUD \$411 million in evaded duty.

3.2 Migration System

Australia is part of an increasingly complex and inter-connected world, in which technology, demographics, culture and economy are evolving. There are record numbers of travellers traversing the border annually. As these numbers increase, there is a need to remain vigilant for threats to the nation's security, while also taking advantage of the economic and social benefits that travellers and migrants bring to Australia.

Concurrently, threat levels are increasing and threat types are constantly evolving. The attractiveness of working in Australia, both legitimately and for criminal purposes, represent key pull factors for potential illegal immigrants and those who may not comply with their visa conditions, seeking entry to Australia. People smuggling; visa and migration fraud; human trafficking; the exploitation of foreign workers; and the location, detention and removal of non-citizens who have been identified as threats to the Australian community, remain complex challenges to the Migration System and are a high priority for the ABF.

Field Operations and Migration Enforcement

- A significant priority of the ABF is to improve visa compliance, as well as maintain an enduring commitment to protect the Australian community. Intelligence informed operations to locate, detain and remove non-citizens who pose a significant risk to the Australian community are given the highest priority.
- The ABF uses a risk based, tiered enforcement approach designed to ensure a high level of voluntary compliance from both individuals and organisations, while effectively managing those who do not comply with migration legislation.
- Unlawful non-citizens (UNC) whose visa status has been finally determined and no longer have outstanding matters with the Department of Home Affairs or before the courts, will be removed from Australia as soon as reasonably practicable providing the removal is compliant with Australia's international obligations.

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- Noting the majority of the UNC population has overstayed a visa (rather than had a visa cancelled), as at 30 June 2018, there were an estimated 62,950 unlawful non-citizens (UNC) in the community, comprising of the following visa categories.

Visa Type	UNCs
Visitors	47,050
Students	8,680
Temporary Residents	2,310
Working Holiday	1,570
Bridging Visa – Other	310
Bridging Visa E	270
Migrant	30
Other	2,730

Safe, Secure and Sustainable Detention

- Immigration detention is part of a strong border control and supports the integrity of Australia's migration program. The Australian Government, service providers and independent agencies work together to manage immigration detention with a shared goal of resolving the immigration status of each person as fairly and fast as possible.
- As at 16 April 2019, the total Immigration Detention Network population was 1,240. The three nationalities with the largest number of citizens currently in immigration detention are Iranian, New Zealanders, followed by Vietnamese.

People Smuggling

- The ABF through Maritime Border Command (MBC) leads the Detection, Interception and Transfer Task Group as part of the multi-agency Operation Sovereign Borders (OSB).
- Between 19 December 2013 and 28 April 2019, 827 people aboard 34 people smuggling ventures have been returned to their countries of origin or departure. With 80 ventures disrupted at source, and many more Potential Illegal Immigrants (PII) deterred from attempting a journey. It is over five years (December 2013) since the last known death at sea en-route to Australia.

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3.3 Border Protection

Rapid and continual changes in intelligence, technology and data affect how Australia manages the movement of people and goods across its border, as well as the new and divergent methodologies that criminal entities employ to do harm to the Australian community. Continuing to secure our border against these criminal entities while enabling the legitimate movement of people and goods are complex challenges to our Border Protection strategy and remain a high priority for the ABF.

Traveller and Cargo Clearance

- The ABF protects Australia's border to facilitate legitimate travel and trade while at the same time, ensuring compliance with regulatory controls. The ABF safeguards our border from people who seek to threaten Australia's safety and security, commit immigration fraud or evade payment of duties and taxes.
- Through an intelligence informed and risk-based approach, the ABF inspects baggage, cargo and mail to ensure that people and goods entering and leaving Australia adhere to our strict border controls. ABF officers use specialist technology at maritime ports, airports, depots, mail centres and have mobile detection capabilities to guard against terrorism and the movement of illegal or illicit products or substances.
- The ABF also operates container examination facilities (CEFs) in Melbourne, Sydney, Brisbane, Fremantle, Adelaide, Newcastle, Darwin and Townsville. They enable rapid inspection and physical examination of selected sea cargo to assist with detecting prohibited goods and verifying compliance with import and export requirements.

Asbestos

- Australia has a comprehensive prohibition on the importation of goods containing asbestos.
- Many of Australia's major trading partners have banned or restricted the use of asbestos domestically, but do not have import or export prohibitions to the same standards as Australia.
- The ABF has significantly increased its operational efforts towards addressing the risk of asbestos, with a substantial increase in the targeting and testing of at-risk goods. In 2017-18, there were 70 positive asbestos detections:
 - vehicles and/or vehicle parts (62 detections)
 - aircraft (2 detections)
 - building products (5 detections)
 - within a mineral (1 detection)
- In March 2019, strengthened penalties for asbestos border offences came into effect. A person found guilty of the unlawful importation or exportation of asbestos may now be imprisoned for up to five years.

Illicit Drugs

- Australia is a high profit illicit drug market, particularly compared to other countries. This is a major strategic driver of illicit drug importations into Australia. The ABF supports the role of Commonwealth and State and Territory law enforcement agencies in combatting the illicit drug trade market.
- Methamphetamine, cocaine and methylenedioxymethamphetamine (MDMA) are the three main drugs supplied to the Australian drug market. However, New Psychoactive Substances (NPS) have also emerged in recent years as a major threat to Australia.
- There were over 43,000 detections of illicit and restricted drugs at the border by the ABF during 2017-18, with a combined weight of more than 11 tonnes prevented from reaching the community.

Child Exploitation

- The ABF has detected more than 160 travellers with objectionable media at Australian airports, inclusive of child exploitation material and extremist propaganda during 2018-19.
- The *Passport Legislation Amendment (Overseas Travel by Child Sex Offenders) Act 2017* came into effect on 13 December 2017 after achieving Royal Assent on 27 June 2017. This Act makes it an offence for registered Australian child sex offenders with reporting obligations to competent authorities to depart Australia without permission.
- As at 31 December 2018, 278 Australian travellers on the Australian National Child Offenders Register attempted to depart Australia. Of the 278 travellers, 35 were not permitted to board. Travellers departing Australia were cleared by the AFP to travel from a competent authority.

Counter Terrorism

- It is the ABF's priority to contribute to the whole of government effort to prevent potential terrorist acts and actors affecting the safety, cohesion and wellbeing of Australian society, including returning foreign fighters and Right-Wing Extremists.
- ABF counter terrorism efforts include detecting and responding to maritime terrorist threats and the protection of offshore assets and resources through the development of our maritime capability and response. The ABF, through Maritime Border Command, is the coordinating authority for Australia's whole of government response to and recovery from terrorist acts in the offshore maritime environment to the outer boundary of Australia's Security Forces Authority Area (SFAA).
- The ABF Counter Terrorism Units (CTUs) enhance the ABF's onshore capability to deal with both inbound and outbound national security risks across the national security spectrum (inclusive of Right-Wing Extremists). They intervene or intercept persons of national security interest in ABF controlled areas under the *Customs Act 1901*.
- CTU responsibilities include detection, deterrence, and collection of information of intelligence value concerning persons of national security interest at the border in support of whole of government counter terrorism efforts. There were over 150,000 real time assessments with 321 interceptions through CTU activity measures in 2018-19 year-to-date.

Firearms

- The majority of undeclared firearm importations are sent by legitimate international firearms dealers who are unaware of Australia's restrictions on firearms.
- The ABF plays an important role in mitigating the threat of illicit firearms to the Australian community, through detections at the border and actively participating in multi-agency intelligence initiatives seeking to better monitor the movement, use and actors involved in illicit firearm activity.
- The ABF uses a variety of detection methodologies and technologies, including x-ray and detector dogs to prevent a significant number of firearms entering the community.
- From 2015 to 2017, more than \$4.2 million has been invested to significantly upgrade x-ray screening capabilities at container examination facilities (CEFs) and mobile mail screening capability, to assist officers combat the increasing sophistication of the methods of concealment employed by organised crime groups.

Exploitation of Natural Resources

- Australian waters and surrounding seas offer healthy fisheries resources that will continue to attract entities intent on illegally exploiting Australia's natural resources. Maritime Border Command (MBC) remains committed to countering the illegal exploitation of natural resources within the Australian Maritime Domain.

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- Foreign fishers operating illegally in the Australian Exclusive Economic Zone (AEEZ) pose a threat to Australia's natural resources, protected environments, biosecurity and border security.
- The Australian Fisheries Management Authority (AFMA) is the lead agency for implementing national fishing policy and acts on behalf of the Australian Government to implement a policy for the management and sustainable use of Commonwealth fish resources.
- MBC undertakes compliance and enforcement action on behalf of AFMA against illegal foreign fishers (IFF) operating in the AEEZ.
- Continued efforts in Australia's northern waters have led to a major decrease in IFF activity, with numbers of IFF vessels detected and intercepted in Australian waters dropping from more than 300 in 2006, to only 14 in 2017-18.

3.4 Focus areas

Below are some key areas of focus for the ABF in the coming year.

Operation Sovereign Borders

- Operation Sovereign Borders (OSB) was established in 2013 as a whole of government enterprise to protect the integrity of the Australian border, and prevent loss of life at sea by denying an irregular pathway to settlement in Australia, and deterring vulnerable people from attempting dangerous maritime ventures.
- Maritime Border Command (MBC) within the ABF leads the Detection, Interception and Transfer Task Group, in cooperation with the Australian Defence Force (ADF). It coordinates aerial surveillance and maritime patrols to detect and intercept Suspected Illegal Entry Vessels (SIEVs), and return the people aboard to their country of departure or country of origin. The safety of Australian Government officers and those on intercepted vessels is a paramount consideration during all operations, which are conducted in accordance with international obligations and domestic law.
- With more than 65 million people displaced globally, 2.9 million regionally¹ and Australia remaining an attractive destination, legal and illegal migration challenges will persist. While there has been a sustained reduction in maritime people smuggling ventures reaching Australia since OSB was established, retaining the OSB construct as an ongoing capability with effective interagency engagement, command coordination and oversight would ensure our agility to respond to future people smuggling challenges.

Illicit Tobacco Taskforce

- In May 2018, it was announced that a comprehensive tobacco package that formed part of the Black Economy Taskforce budget measures. A key feature of the announcement was the formation of an ABF led Illicit Tobacco Taskforce (ITTf).
- The illicit tobacco market is being exploited by serious and organised crime syndicates to fund more serious and insidious crimes that undermine Australia's national interests and deprive the Commonwealth Government of significant legitimate revenue.
- This whole of government Taskforce will have additional powers and capabilities to increase intelligence gathering and proactively target, disrupt and prosecute those involved in the illicit tobacco trade. The ITTF budget measure created specific funding and staffing for the ABF, Department of Home Affairs, ACIC, AUSTRAC, ATO and the Commonwealth Director of Public Prosecutions.

¹ Sourced from UNHCR Statistics Database (as at 31 June 2018) – http://popstats.unhcr.org/en/persons_of_concern

- The ITTF commenced operations on 1 July 2018 with all agencies working collectively in order to effectively coordinate and triage intelligence to drive operational priorities for the ITTF, and direct the operational activities of the ITTF in pursuit of strategic objectives.
- Since the establishment of the ITTF on 1 July 2018, the Taskforce has effected the seizure of in excess of 71 tonnes of smuggled tobacco and approximately 103 million smuggled cigarettes. This is equivalent to more than AUD \$161 million in evaded duty.

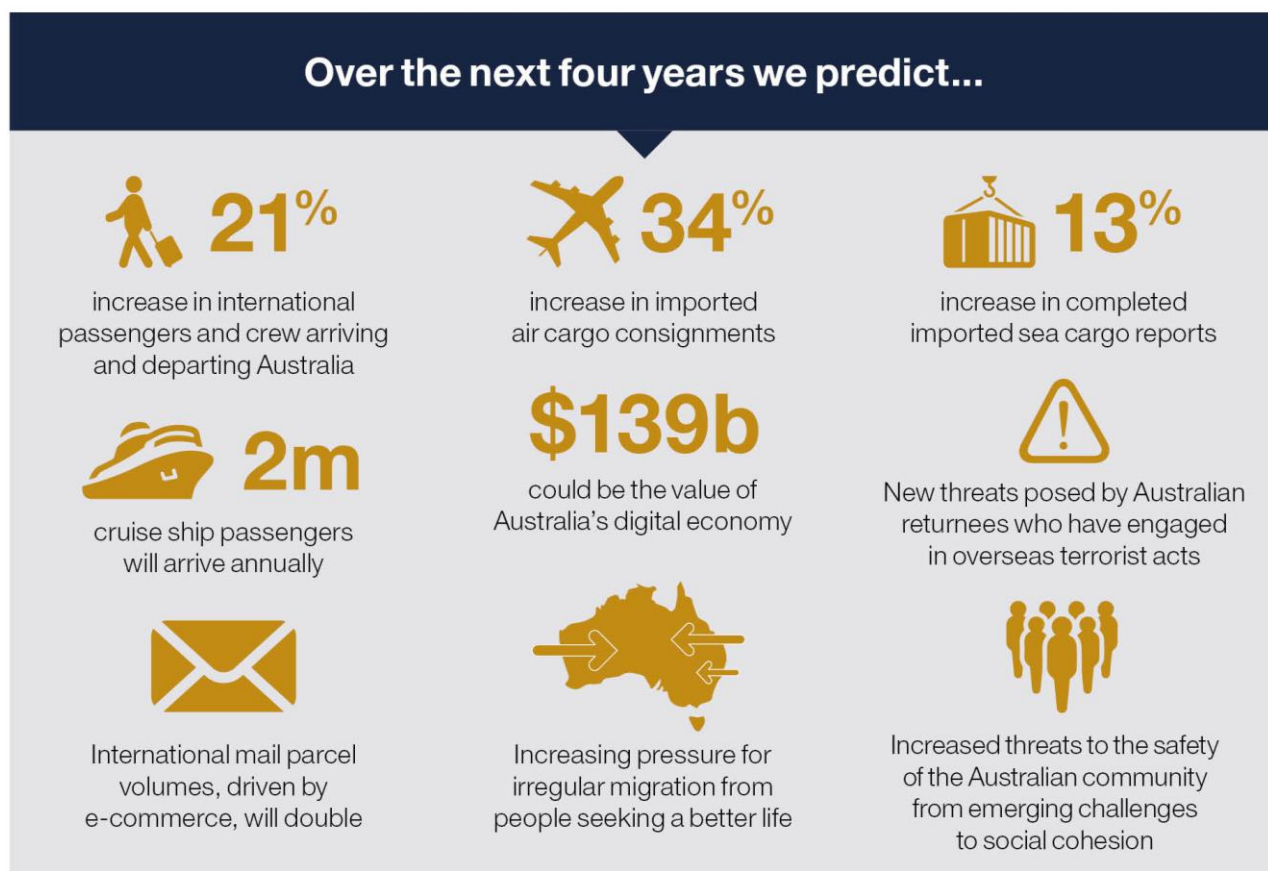
Serious Migration and Foreign Worker Exploitation

- The ABF led Taskforce Cadena, established with Fair Work Ombudsman (FWO) in 2015, to address illegal work, migration fraud and foreign worker exploitation, has identified threats posed by serious and organised crime groups actively exploiting Australia's migration system including using foreign workers for financial gain and to undertake criminal activities in Australia. Many of the most serious offenders remain offshore in order to subvert law enforcement activities to disrupt their activity.
- In particular, the ABF has identified that criminal syndicates are:
 - involved in other serious criminal offending including illegal sex work, human trafficking, modern slavery, illicit drug and tobacco importations and money laundering;
 - using complex financial structures to facilitate and hide illegal activity, and avoid payment of taxes, creditors and employee entitlements;
 - using complicit facilitators such as unregulated labour hire intermediaries, registered or unlawful migration agents to facilitate the movement of foreign workers, including pathways for permanent residency; and
 - adapting their methodology to defeat migration controls, compromise visa programs and sustain their criminal enterprise.
- The ABF will continue to apply available enforcement options, ranging from education, compliance and prosecution.
- There is a significant opportunity to enhance the response to serious migration fraud and exploitation of foreign workers through a dedicated multi-agency taskforce that delivers a more coordinated, targeted and enduring response. This could include:
 - improving the ability to identify and support victims through communication and engagement activities;
 - delivering targeted industry engagement activities to identify vulnerabilities and opportunities to mitigate exploitation;
 - coordinated and targeted operational activity that maps the supply chain, illicit financial flows and targets high risk industries and criminal actors;
 - targeting facilitators such as unscrupulous employers, complicit registered or unlawful migration services and financial service providers;
 - enhancing the investigation of serious migration and foreign worker exploitation, and other associated criminal activity by leveraging the specialist capabilities and resources of law enforcement agencies, domestically and internationally; and
 - policy and legislation change to harden the criminal environment and protect Australia's migration program.

Trade Enforcement through Trade Modernisation

- The Department of Home Affairs, together with the ABF, is developing an agenda to modernise Australia's international trade system and border processes. This agenda seeks to increase the efficiency and integrity of our international trading system.
- As Australia's customs service, the ABF's trade enforcement activities are critical to preventing, detecting and deterring trade related crime, revenue evasion and the systemic non-compliance with Australia's trade regulations.
- Successful intervention and compliance through a robust trade enforcement capability contributes to the advancement of Australia's economic interests by maintaining the integrity of the trade system, levelling the playing field across industry sectors and removing the unfair advantage that causes harm to Australian businesses and the Australian economy.
- Modernising our trade and cargo systems is critical to ensuring that we take advantage of emerging business trends and new technologies, to both facilitate legitimate trade and secure our border.
- Some of the current challenges we are facing in the trade environment include:
 - Australia's current trade regulatory environment is complex—involving more than 30 different regulatory agencies and 200 pieces of legislation;
 - increasing trade volumes are expected to more than double over the next four years;
 - threat levels that are increasing and threat types that are constantly changing;
 - a potential for sudden or unpredictable changes – as demonstrated by recent examples such as the Global Financial Crisis (GFC), Brexit and the retaliatory tariffs imposed by the United States and China. New trade regulations can lead to new efforts by opportunistic or criminal actors to circumvent regulations; and
 - a trading community that is largely compliant, paying duty and border-related taxes and complying with trade measures, but includes a sector that attempts to increase profits or gain market advantage through non-compliance or criminal behaviour.

4 Outlook



The ABF has finite human and financial resources. We operate in a constrained environment and endeavour to maximise efficiencies where possible and invest in new technologies to support border clearance processes. We must perform to the highest standards while remaining agile to anticipate and respond to emerging threats, and capitalise on opportunities to partner with domestic and international border, customs, immigration, intelligence and law enforcement agencies.

Over the next four years we predict that:

- Volumes in trade and travel will continue to increase at an exponential rate. We expect a 21 per cent increase in international passengers and crew arriving and departing Australia.
- Air cargo imports are forecast to increase by 34 per cent. This requires multi-skilled, agile ABF officers and innovative processes and responses. Growth in legitimate and illicit forms of trade, traveller and migration patterns means we need to work with domestic and international partner agencies more closely than ever before.
- With the rise of e-commerce, new platforms and diversified supply chains, several challenges lie ahead for the clearance of goods. The rapid proliferation of online retailers offering Australian consumers competitively priced products is likely to further facilitate deliberate non-compliant activities by opportunistic offenders, particularly if these retailers encourage activities like misdeclaration and the undervaluation of goods.

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- Supply chains, revenue evasion and fraud, terrorism, child exploitation, people smuggling, human trafficking, illicit drugs and illegal foreign fishing present complex challenges at the border. These require rapid and often multi-agency responses. We must be alert and responsive to changing threats, and work as a trusted partner across the border continuum.
- People smuggling remains an enduring threat, despite the reduced attempts to reach Australia illegally by boat, people smugglers remain active in our region and will seize opportunities to restart their trade. The ABF will need to balance border compliance and control with trade and travel services that ensure legitimate people and goods are able to move unhindered.
- For most major cruise ship terminals, cruise ship arrivals and departure are seasonal, with the peak season being between October and May. Cruise ship operators are looking to increase their offering to retain and attract customers which sees an increasing number of requests for border clearance services to be provided by the ABF away from established locations, particularly throughout remote and regional Australia.

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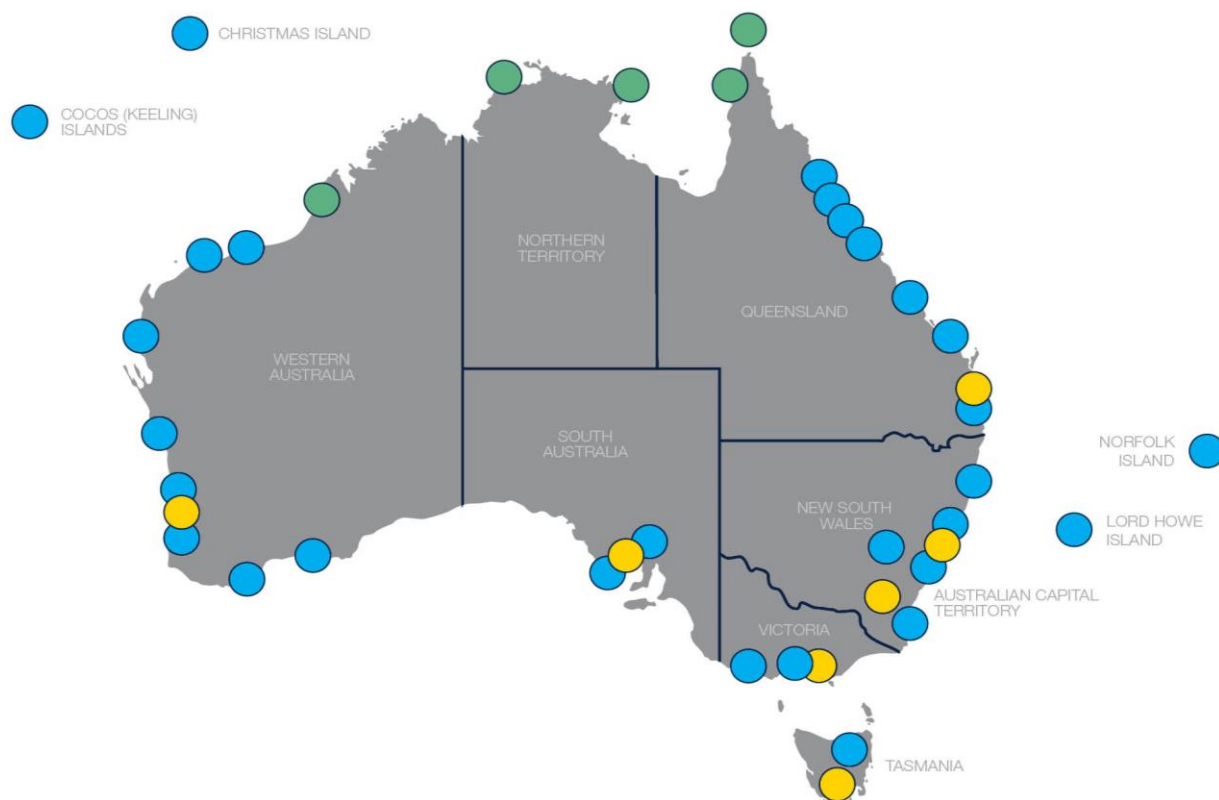
5 Our Operating Environment

5.1 National presence

The ABF's operational headquarters is located in Canberra with a permanent presence in all Australian States and Territories, and international representation in 19 countries. As at 30 April 2019, the national ABF headcount was 5,697.²

Nationally, the ABF operates across numerous areas, including international airports, international mail and cargo facilities, seaports, wharves and cruise terminals, regional and remote areas, within the Australian Maritime Domain (AMD) and across the immigration detention network. Currently, the ABF has a permanent presence at the 10 major international airports and is responsible for 68 ports appointed under section 15 of the *Customs Act 1901*.

² Figure does not include ABF officers posted overseas.



District Offices

Albany	Geraldton
Bowen	Gladstone
Bunbury	Launceston
Bundaberg	Lord Howe Island
Cairns	Mackay
Carnarvon	Newcastle
Christmas Island	Norfolk Island
Cocos (Keeling) Islands	Port Hedland
Coffs Harbour	Port Lincoln
Coolangatta	Port Pirie
Dampier	Portland
Eden	Richmond
Esperance	Townsville
Fremantle	Wollongong
Geelong	

Regional Commands

Australian Capital Territory
New South Wales
South Australia
Queensland
Victoria / Tasmania*
Western Australia

* Victoria / Tasmania is a joint regional command

Northern Command

Broome
Darwin
Gove
Thursday Island
Weipa

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Figure 1 - ABF Regional Commands, District Offices, Northern Command locations

National location breakdown	Headcount at 30 April 2019
Australian Capital Territory	1,461
New South Wales	1,370
Northern Territory	164
Queensland	821
South Australia	225
Tasmania	12
Victoria	1,052
Western Australia	592
Total	5,697

Table 1 - Breakdown by National location excluding Externals

5.2 International

Our internationally posted ABF officers and Airline Liaison Officers (ALO) work in high-risk source and transit countries to protect the Australian community with the intent of disrupting threats before they cross our border. They contribute to offshore detection and disruption efforts through tactical and strategic identification, detection and response to potential threats. The ABF forms part of the Department of Home Affairs international network working collaboratively to advance Australia's priorities and interests internationally. The ABF's international footprint comprises of 37 ABF officers posted at 19 strategic locations and our ALO network comprise 21 officers posted at 16 key international airports.

The ABF's Airline Liaison Offshore Program maintains a strong position offshore to monitor, detect and deter the global flow of illicit people movements across borders and to reduce and prevent the travel of those that represent a risk to the Australian community. This is achieved by detecting identity, passport and visa fraud, people with criminal links or who are of national security concern and feeding information back into the Department of Home Affairs to inform pre-visa grant decision makers on trends. ALOs also work in close consultation with airlines, airport security groups and host government authorities offshore to prevent the travel of improperly documented passengers and facilitate the travel of genuine passengers. In addition, it supports regional immigration partners to enhance their effectiveness in detecting the movement of people on false documentation.

Through our international network we also ensure our strategic and operational priorities are aligned with the Department of Home Affairs and managed in conjunction with other agencies such as the AFP, ASIO, ACIC and AUSTRAC and we may also assist in emergency and crisis management; deploying overseas where the Australian Government commits to assisting in the evacuation of Australians. The ABF leads and manages the bilateral and multilateral engagement with Customs administrations and Customs focused fora including the World Customs Organization (WCO) which is the lead inter-governmental body on Customs matters. Engagement with the WCO provides the ABF with a platform to engage with other strategic partners such as the World Trade Organization (WTO), World Bank, European Union, United Nations, Europol, INTERPOL and other non-government organisations.

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In the Asia/Pacific (A/P) region, the ABF works collaboratively with the WCO and organisations such as the Asia-Pacific Economic Cooperation (APEC) forum, the Association of South East Asian Nations (ASEAN) and the Oceania Customs Organization (OCO) to promote and progress Customs' administrations enforcement agendas. Multilateral Engagement also works closely with the WCO's regional structures (Regional Intelligence Liaison Office A/P and Regional Office for Capacity Building) to build Customs capability, and enhance enforcement outcomes through operations, information and intelligence exchange as well as cooperation between all Customs administrations.

The ABF also leverages international capabilities through our membership in the Five Eyes and Border5 (B5) group. The B5 was established to enable greater levels of coordination, encourage international best practice and to identify areas for joint collaboration that deliver operational outcomes that are critical to ensuring Australia's national security and economic prosperity.

A breakdown of our overseas locations and the number of officers posted is outlined below.

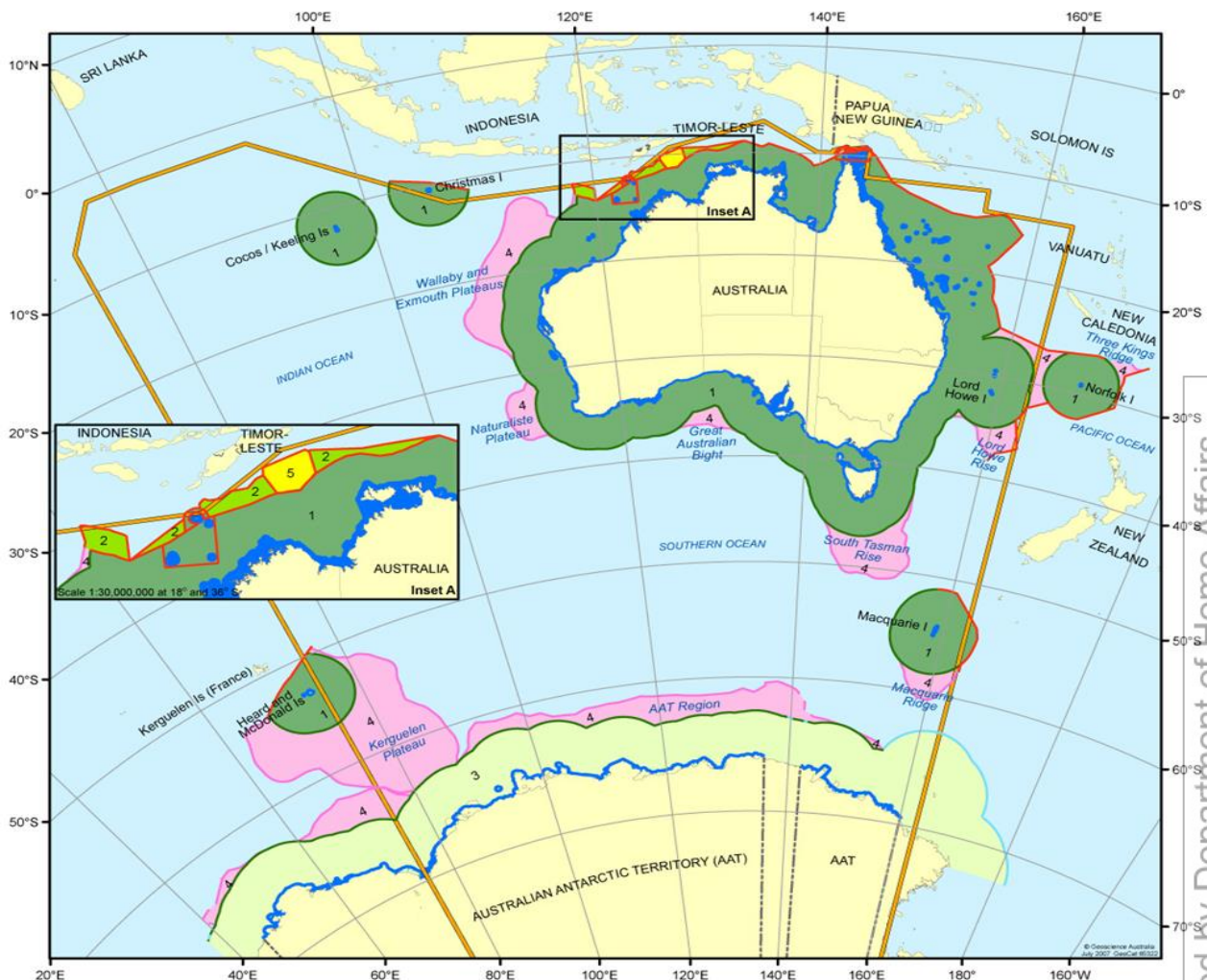
Overseas location	Headcount at 30 April 2019
Abu Dhabi	1
Ankara	1
Bangkok	3
Beijing	2
Brussels	1
Colombo	1
Doha	1
Dubai	1
Guangzhou	1
Hong Kong	4
Jakarta	5
Kuala Lumpur	6
London	1
Manila	2
New Delhi	1
Shanghai	1
Singapore	3
Suva	1
Yangon	1
Total	37

5.3 Australian Maritime Domain

The ABF is the primary Australian Government civil law enforcement organisation in the Australian Maritime Domain (AMD) undertaking civil maritime operations to detect, deter, respond to and prevent illegal activities in the AMD.

Australia's current surveillance capacity is deployed on the basis of available intelligence concerning civil maritime security threats to cover priority threat axes. The current eight civil maritime security threats are: illegal maritime arrivals; illegal exploitation of natural resources; illegal activity in protected areas; marine pollution; prohibited imports and exports; compromise to biosecurity; piracy, robbery and violence at sea; and maritime terrorism.

The image below outlines the AMD. The dark blue area is the Contiguous zone, where contraventions of customs and immigration laws can be enforced, the green area is the Exclusive Economic Zone (EEZ), where fishing, environmental and resources laws are applicable, and the pink areas are continental shelf extensions to seabed and subsoil resources as allowed by the United Nations. The area bounded in orange constitutes Australia's search and rescue region as well as the area in which Australia assumes responsibility as the Security Forces Authority for coordination of response to incidents of piracy, robbery and violence at sea.

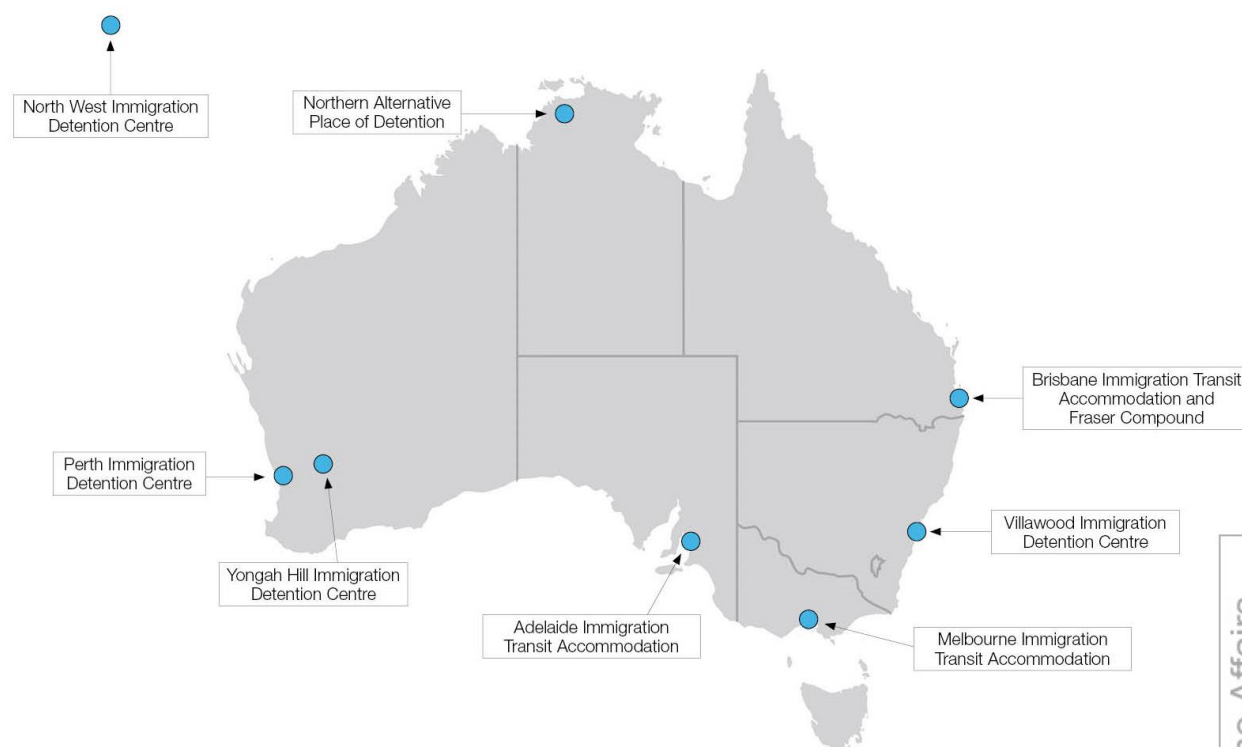


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5.4 Immigration detention network

Immigration detention is an important part of strong border control and supports Australia's migration system. The ABF is responsible for the management of good order, safety and security within immigration detention facilities (IDFs), including the health and welfare of detainees. There are currently seven IDFs in operation with North West Immigration Detention Centre in contingency (map below). The total population of the immigration detention network (IDN) as at 16 April 2019 was 1,240.

The Department of Home Affairs procures a range of services for unlawful non-citizens in all immigration detention facilities. These services encompass health, garrison, security, facilities management, transport and escort, and welfare and engagement. The management of the onshore immigration detention network is currently contracted to Serco as the facilities and detainees service provider (FDSP). Health services are currently contracted to International Health Medical Services (IHMS).



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6 Our Enablers

6.1 Our People

ABF officers are employed under the *Public Service Act 1999* with the Secretary as the PGPA authority and the employer of all ABF officers excluding the Commissioner who is statutorily appointed by the Minister. The ABF workforce is made up of Border Force Officers (BFOs) who are part of the Border Operations vocational stream. BFOs are operationally ready, must be sworn, generally uniformed and are able to be deployed at short notice across a range of operating domains.

Since the stand-up of the ABF in July 2015, the ABF continues to transition to a modern, border law enforcement agency capable of operating as a world leading customs organisation, while protecting our border from new challenges. ABF officers:

- are professional, highly skilled and well-supported with training and opportunities to expand our knowledge and skills
- have the highest levels of personal and professional integrity
- are challenged with exciting work and new opportunities every day
- are part of a highly capable team
- are proud of the work they do and are willing to get the job done

In June 2018, the ABF released its strategic narrative *Realising our Full Potential*. This document sets the ABF direction over the next three years and details the ABF's mission, vision, values, challenges and behaviours. Additionally, it sets out three key priorities to strengthen our operational performance including: Leadership, Officer Capability and Operational Excellence. There are more than 30 initiatives that will enable the ABF to deliver on these key priorities and equip the ABF to tackle challenges into the future.

A breakdown of the ABF workforce demographics

Employment Type	Headcount at 30 April 19
Ongoing	5,138
Non-ongoing	59
Casual (non-ongoing and intermittent/irregular)	537
Total excluding Externals	5,734
Externals (Contractors, Consultants and Secondees)	536
Total including Externals	6,270

Table 1: Employee headcount by employment type (includes ABF officers posted overseas)

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Aboriginal and Torres Strait Islander employees	2.6%
Employees with a disability	1.2%
Age Distribution	Under 25 years – 4% 25 - 34 years – 18% 35 - 44 years – 30% 45 - 54 years – 31% 55 - 64 years – 15% Over 65 years – 2%
Gender	Female – 43.7%
	Male – 56.3%

Table 2: Other key statistics excluding Externals

Classification	Headcount at 30-April-19*
APS 1-2/Trainee/Cadet/Graduate	733
APS 3	1,657
APS 4	620
APS 5	1,247
APS 6	829
EL 1	450
EL 2 and EL 2.1	157
SES	41
Total	5,734

Table 3: Employee headcount by actual classification

* Headcount numbers reflect long term and short term acting arrangements

6.2 Our Capabilities

The ABF has a range of assets to detect, deter and respond to civil maritime security threats, including illegal maritime arrivals, prohibited import and export activity and illegal fishing.

The ABF currently have a fleet of 12 oceangoing vessels, 10 Dash-8 surveillance aircrafts, two helicopters, and a small vessel fleet of 43 crafts. The ABF maintains a number of tactical capabilities which support and enable frontline operations. These include:

- a cohort of 61 dogs with the capability to detect drugs, tobacco, currency, firearms and explosives;
- digital forensic capability to examine the full range of electronic devices, including mobile phones; and
- surveillance capability to covertly track and monitor persons of law enforcement interest.

6.3 Our Partners

Close partnerships, collaboration arrangements and coordination efforts with Commonwealth, State and Territory agencies, international organisations and industry partners are critical to delivering effective outcomes. Our current partners include:

Key agencies	
Department of Home Affairs	Department of Defence
Australian Federal Police (AFP)	Department of Agriculture and Water Resources (DAWR)
Australian Fisheries Management Authority (AFMA)	Department of Finance
Department of Infrastructure, Regional Development and Cities (DIRDC)	Austrade
Department of Health (DoH)	Department of Prime Minister and Cabinet (PM&C)
Australian Taxation Office (ATO)	State and Territory law enforcement agencies
Australian Intelligence Community	Department of Foreign Affairs and Trade (DFAT)
State and Territory corrections	Commonwealth Ombudsman & External scrutiny bodies
Attorney Generals Department (AGD)	Australian Criminal Intelligence Commission (ACIC)
Department of the Environment and Energy (Parks Australia)	Australia Maritime Safety Authority (AMSA)
Great Barrier Reef Marine Park Authority	Department of Industry, Innovation and Science
Comcare	
Industry	
Australian Trusted Trader members	Customs Brokers
Australia Post	Air and sea port authorities
Oil and gas industry	
International Organisations	
World Customs Organisation (WCO)	Australian Human Rights Commission (AHRC)
United Nations High Commission for Refugees (UNHCR)	International Committee of the Red Cross (ICRC)
International Organization for Migration (IOM)	Oceania Customs Organisation (OCO)
Regional Partners	
Customs, Immigration and Partner agencies in regional Countries that ABF have a presence.	

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7 Legislation and Powers

7.1 ABF Powers and Delegations

The ABF exercises a range of legislative powers to complement and support its law enforcement, revenue collection, trade facilitation, regulatory, compliance and monitoring roles.

The *Customs Act 1901* (Customs Act) is the primary statute enabling 'officers of Customs' to undertake a broad range of border-related activities predominately related to the movement of goods. Under the Customs Act and other relevant legislation, an 'officer of Customs' includes any ABF officer and other Departmental employee.

The *Migration Act 1958* (Migration Act) is the primary statute enabling 'officers' to undertake activities for the purposes of the migration programme, such as processing and questioning unauthorised maritime arrivals, assessing character concerns of non-citizens, granting, refusing or cancelling visas, and monitoring compliance with visa conditions.

The responsible Minister will have responsibility for administering a number of Acts, which specifically relate to the functions and activities of the ABF, including:

- *Australian Border Force Act 2015*
- *Australian Citizenship Act 2007*
- *Customs Act 1901*, other than Part XVB and Part XVC³
- *Maritime Powers Act 2013*
- *Migration Act 1958*

Powers of Officers

ABF officers are able to exercise a range legislative powers to perform functions in specific circumstances or certain geographical areas following one or more pre-conditions being met. These powers may either be vested directly in an officer or delegated to an officer (from the Minister, Secretary or ABF Commissioner).

In certain circumstances, officers may exercise a range of powers under other State and Territory legislation and under non-portfolio Commonwealth legislation, such as:

- *Australian Passports Act 2005*
- *Crimes Act 1914*
- *Criminal Code Act 1995*
- *Maritime Transport and Offshore Facilities Security Act 2003*
- *Fisheries Management Act 1991*
- *Navigation Act 2012*
- *Biosecurity Act 2015*
- *Torres Strait Fisheries Act 1984*
- *Crimes at Sea Act 2000*

³ Part XVB – Special Provisions Relating to Anti-Dumping Duties and Part XVC – International Trade Remedies Forum is administered by the Anti-Dumping Commission in the Department of Industry, Innovation and Science.

Delegations

The legislation administered by the ABF contains the broad structure of legal rules under which non-citizens, goods and cargo operate. The delegated powers are broad, ranging from migration, questioning, searching and detaining persons to the use of firearms in certain circumstances.

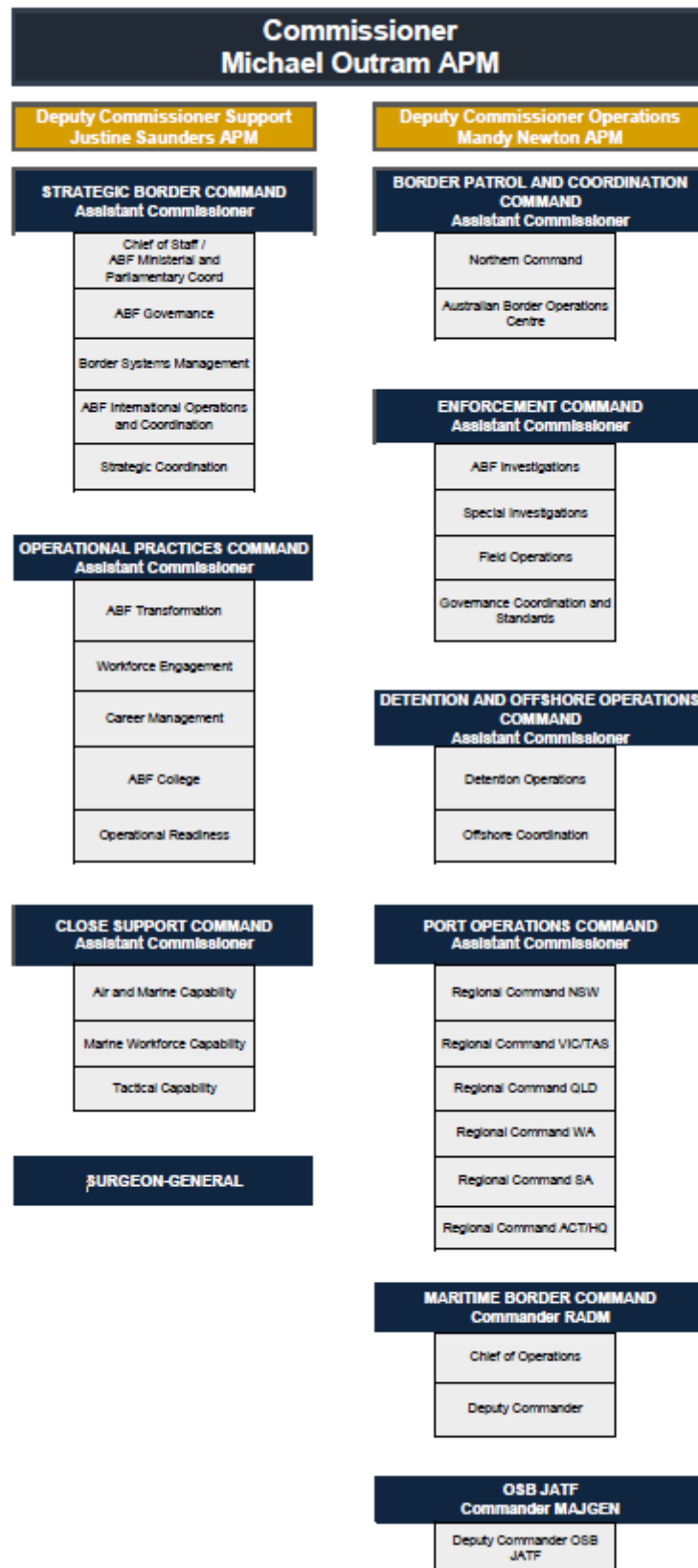
Officers can only exercise a power if they have been delegated or authorised to do so by the Minister, Secretary or Commissioner/Comptroller-General of Customs in the relevant Instrument of Delegation or Authorisation.

There are three possible ways any given power, duty or function set out in an Act is exercised:

1. The person vested with the power, duty or function may exercise it themselves.
2. Where the Act enables it, a power, duty or function may be delegated pursuant to an instrument of delegation and exercised in the name of the delegate.
3. Where the enactment does not include a delegation provision, and the power, duty or function is of an administrative nature, the person in whom it is vested may authorise, expressly or impliedly, another person to exercise it in the name of the person vested with it, that is, as an agent

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Appendix 1 – Australian Border Force Organisational Structure



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Support Group	
<p><u>Strategic Border Command</u></p> <p>The Strategic Border Command is the conduit for the ABF and the Department of Home Affairs, including the Home Affairs Portfolio agencies and other government and international bodies.</p> <p>The Command has been established to lead, develop, coordinate and deliver operational policy, priorities, business systems and the governance arrangements and frameworks to manage tactical, operational and strategic issues to enable the ABF's operational effect.</p>	<p><u>Close Support Command</u></p> <p>Close Support Command is responsible for delivering maritime, aviation and tactical capability to front line operations in supporting our mission to protect Australia's borders and enable legitimate trade and travel.</p> <p>This includes management and deployment of ABF Cutters, management and capability of the maritime workforce, Detector Dog Program breeding, training and operations, covert physical surveillance and digital forensic capabilities.</p>
<p><u>Operational Practices Command</u></p> <p>Operational Practices Command focuses on our people and workforce. It is responsible for workforce strategy and planning, culture and behaviour initiatives, attraction and recruitment strategies, ABF Health Screening, developing and delivering the vocational and leadership learning and development needs for our frontline officers through the ABF College, and ensuring these officers have the right skills, knowledge, certifications, uniform and tools to safely and competently undertake their job.</p>	<p><u>Surgeon-General</u></p> <p>The Surgeon-General provides high-level strategic and expert clinical advice to the ABF Commissioner and the ABF on health matters, and ensures that the ABF remains aligned with Commonwealth health policies and responsive to emerging global public health risks.</p> <p>The Surgeon-General provides a senior health advisory function to the ABF Commissioner.</p>

Operations Group	
<p><u>Border Patrol and Coordination Command</u></p> <p>Border Patrol and Coordination Command supports the ABF to respond to border related threats. This is achieved through coordination of intelligence led, risk based national or cross-command operational activities and incident response in collaboration with law enforcement and defence partners. The Command also provides a dedicated focus on border protection efforts across northern Australia.</p>	<p><u>Port Operations Command</u></p> <p>Port Operations Command protects Australia's international gateways, including international airports and seaports while facilitating the movement of people and goods across the border. The Command is responsible for facilitating legitimate trade and travel and undertakes operations in the prevention, deterrence and detection of the illegal movement of people across Australia's border and the unlawful movement of prohibited, restricted, or regulated goods into Australia.</p>
<p><u>Enforcement Command</u></p> <p>Enforcement Command is an investigation and enforcement capability focussing on detecting, deterring, disrupting and dismantling operational and strategic border threats through field operation activities and the investigation and enforcement of serious offences against the <i>Customs Act 1901</i> and <i>Migration Act 1958</i>, as well as other legislation pertaining to the illegal movement of people and goods across the Australian border continuum.</p>	<p><u>Maritime Border Command</u></p> <p>Maritime Border Command (MBC) is a multi-agency taskforce within the ABF responsible for civil law enforcement in the Australian Maritime Domain. MBC combines the resources and expertise of the ABF and Australian Defence Force to deliver a coordinated approach to Australia's offshore civil maritime security.</p>
<p><u>Detention and Offshore Operations Command</u></p> <p>The Detention and Offshore Operations Command is responsible for ensuring implementation of regional processing and resettlement arrangements; supporting the operations at regional processing centres; management and operations of the Immigration Detention Network; supporting the accountability of the Minister and Executives in implementing Government policies and programs; and by providing timely and accurate responses to stakeholder and scrutiny bodies queries.</p>	<p><u>Joint Agency Taskforce Operation Sovereign Borders</u></p> <p>Operation Sovereign Borders was established in 2013 as a whole of government enterprise to protect the integrity of the Australian border, and prevent loss of life at sea by denying an irregular pathway to settlement in Australia, and deterring vulnerable people from attempting dangerous maritime ventures.</p> <p>While embedded in the ABF the Commander works directly to the Minister on operational matters.</p>

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