



Australian Government  
Department of Immigration  
and Border Protection

# Strategy 2020



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# Intent of the Secretary and Commissioner

On 1 July 2015, two large and complex organisations, each with a proud history of serving the nation, fully integrated into one Department, with one mission: to protect Australia's border and manage the movement of people and goods across it.

The Department of Immigration and Border Protection, including its operational enforcement arm, the Australian Border Force, manages a system of border processes that oversee the flow of people and goods to and from our nation. How our Department now operates signals a major change in the way Australia's borders are managed — a change intended to stand the test of time.

It is time for our perception of borders to shift, from a vehicle for enforcing territoriality and exclusion towards an understanding of borders as the connection points of a globally inter-connected world. Our focus will be on the border as a strategic national asset, a complex continuum that encompasses the physical border, our offshore operations, and our activities in Australian maritime and air domains.

The environment in which we operate is fluid and dynamic and requires us to be agile, flexible and able to adapt to emerging threats through the accelerated design and implementation of new capabilities, powers, and people skills. Our human capital, and our continued investment in this resource, will also be critical to defeating the challenges we face.



Whole-of-government, international and industry collaboration is integral to successfully perform the complex and difficult job of managing the border. We will seek to develop mature partnerships with agreed processes, shared information and expertise, to deliver against objectives of mutual interest.

We will remain committed to innovation, to the development of our technical, policy and research capability, and to providing Government with first class strategic policy advice and options.

Above all, we will seek to be a world leader in border management and to set the global benchmark in all facets of our work, including refugee and humanitarian assistance, immigration and citizenship including enforcement of detention and removal, trade and customs facilitation and enforcement, offshore maritime security and revenue collection. Our international reputation will be that of an organisation of unquestionable integrity and expertise, supported by a skilled, agile and professional workforce.

This strategy is the final component of our integration trilogy, built on the foundation established by the *Blueprint for Integration* and *Plan for Integration*. It provides a clear future vision for our policy, planning and operations as a united Department. We commend this strategy to you and look forward to working together to realise the full potential of the vision of being Australia's trusted global gateway.

**Michael Pezzullo**  
Secretary

**Roman Quaedvlieg APM**  
ABF Commissioner

July 2015



## Purpose

This strategy is intended to guide the Department to fulfil its vision, mission and contribute to Government outcomes. The strategy promotes organisational resilience through the pursuit of strong immigration, customs and border protection capability, supported by modern systems and resources and innovative practices. This will be achieved through an agile, well-trained workforce that abides by Australian Public Service values, is hardened against corruption and highly responsive to emergent threats to the border.

The strategy reflects the Australian Government's security, economic and social objectives, relevant legislative frameworks and whole-of-government and Departmental strategic guidance. This strategy will inform subsequent corporate planning documents and subordinate strategy and policy documents.



## Mission

To protect Australia's border and manage the movement of people and goods across it.

We contribute to the achievement of three principal Government outcomes:

- Strong national security
- A strong economy
- A prosperous and cohesive society.

## Vision

We are Australia's trusted global gateway.

The Department is the gateway between Australia and the world, facilitating trade, travel and migration while protecting Australia from threats to the border. In everything we do, we must uphold the trust of the Australian people and Government that stems from the privileged place we hold at the border and in the community.





# Culture, values and behaviours

## Culture

Our culture is shaped by the shared values of our people, our past experiences and expectations of the future. We define our culture by the following principles:

- We are a high performing organisation that demonstrates positive values, behaviours and professional standards to each other and our stakeholders.
- We are a team that is committed to each other, to our mission and to performance excellence.
- The dedication, professionalism and passion of our people is evident in everything we do.

These principles honour our long and proud history and provide a strong foundation for our future.

# Values

We live by the APS values:

- Impartial—we are apolitical and provide the Government with advice that is frank, honest, timely and based on the best available evidence.
- Committed to service—we are professional, objective, innovative and efficient, and work collaboratively to achieve the best results for the Australian community and the Government.
- Accountable—we are open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.
- Respectful—we respect all people, including their rights and their heritage.
- Ethical—we demonstrate leadership, are trustworthy, and act with integrity, in all that we do.

# Behaviours

Our staff demonstrate behaviours which deliver a high performance professional culture. We support staff to live these behaviours by embedding them in all aspects of our work, including our policies and procedures, our training, and our recognition framework.

We:

- are accountable for our actions and decisions
- make decisions impartially and lawfully, based on merit and facts
- act with integrity and uphold and maintain the law
- are innovative, adaptable and contribute ideas
- undertake our work in a responsive and efficient manner
- communicate honestly and transparently
- collaborate and share information across teams and with our partners
- are respectful and courteous
- value diversity and are open to cultural differences
- develop our skills and knowledge.

# Strategic environment

The Department supports a range of activities, including international trade, the supply of skilled labour for our domestic economy, business relationships, revenue collection, law enforcement and national security outcomes, travel and tourism facilitation, community protection and building a prosperous and cohesive society. The breadth of these activities necessarily means that the operating and strategic environment in which we work is equally vast and is influenced by both domestic and international trends and events.

This environment will shape our Department's activities and our response to threats, which we will seek to identify and assess through an understanding of global developments and outlooks.

## Economic

One of the major forces shaping the global landscape is economics, and the shift of the global economic centre away from traditional Western nations towards the Asia-Pacific. During the next few decades it is expected that China and, at a slower rate, India will become the world's largest economies, changing existing patterns of trade and travel. Supply chains will increase in complexity; developed nations will derive more of their wealth from the knowledge and services economies while developing nations will acquire a comparative advantage in manufacturing.

The total global economy will continue to grow, leading to increased border flows of people and goods. International air and sea passengers are projected to increase 19 per cent to 40 million by 2016-17. Imports are predicted to rise by 14 per cent in international mail, 22 per cent in sea cargo and 54 per cent in air cargo by 2017-18.

While greater volumes of trade and travel will have clear economic and security benefits for Australia, there will be heightened challenges to border compliance and control, particularly when border processes are streamlined in the interest of facilitation, and further impacted by limited time and resources.

All of this will occur against a backdrop of a global shift towards increased urbanisation. New and expanding cities will alter networks for trade and travel in an era of mass mobility shaped by a growing middle class. However, these same networks will be exploited by increasingly sophisticated domestic and transnational organised crime networks for the movement of and trade in illicit drugs and precursors, money laundering, illicit tobacco and firearms, as well as inferior or dangerous counterfeit goods.

## Demographic

As significant as the economy is in shaping the global order, it also gains its life from human activity and evolves according to demographic trends, none more so than the trend of population ageing.

A decrease in labour market participation will create the need for immigration-supported population growth, particularly for skilled labour. There will be strong market competition to attract and retain staff, and Australia's high-wage job market will likely continue to drive challenges such as illegal employment, including through visa and migration fraud to gain Australian work rights, or illegal work by unlawful non-citizens and visa holders with limited or no work rights.



## Geopolitical

The inter-connectedness of the modern world will expose the activities of the Department to geopolitical developments occurring in the furthest corners of the globe. Continued conflict and instability, driven by civil uprisings and endemic corruption within the fragile regions of the world, often supported by extreme ideologies, will create a substantial risk of terrorism on our home soil and proliferation of foreign fighters, as well as a growing tide of displaced persons, people smuggling and human trafficking.

Managing the flow of displaced persons will continue to present challenges for the Department and require concerted bilateral and multilateral effort to ensure the coordination and integrity of humanitarian programmes seeking to manage irregular people flows.

Separately, geopolitical developments within our region will continue to shape the international order of our maritime environment with potential impacts to regional security, cooperation, trade, and sovereignty over access to resources.

## Technological

We are living within the technological age and further advances bring with them new challenges and opportunities. Increased computing power and the use of communication and biometric technology will drive advances in data analytics, leading to an improved capability in how we manage the flow of people and goods and threats to the border. A focus from Government on digital transformation will also make it easier for individuals and businesses to access services. Yet this same capability will be exploited by criminal groups, greater sophistication in cyber-attacks and the expanded use of online encrypted marketplaces ('darknets') and crypto-currency.

Increasing access to internet connectivity and mobile solutions is also enabling a broader cohort to be involved in illicit activity at the border. Further, developments in advanced manufacturing technology such as 3D printing will create challenges for preventing the entry of illicit goods into the country using new channels.

## Other impacts

While occurring over a longer time horizon, climate change has the potential to lead to population pressures, changes in the distribution and frequency of contagious disease outbreaks, and to resource stress and security. Other major public health threats and natural disasters may also have direct or indirect consequences across the border continuum.

# Strategic objectives

The Department's overarching strategic objectives encompass our responsibilities and represent the expectations of the Australian Government and its people. They will direct policy development and operational planning towards the implementation of the Department's mission and contribution to national-level outcomes. Activities undertaken by the Department should support one or more of the below objectives.



## Objective 1 Protect Australia

- Maintain Australia's sovereignty by protecting our borders and territorial integrity across land and maritime domains
- Contribute to whole-of-government law enforcement and national security outcomes
- Ensure the integrity of our people, information, property and systems
- Identify and manage migration and trade risks across the border continuum

## Objective 2 Promote responsive migration

- Facilitate the movement and stay of people to support the Australian economy and strengthen social cohesion
- Contribute to the global management of refugees and displaced populations
- Prevent the unauthorised movement of people across the border continuum





### Objective 3

#### Advance trade and revenue

- Optimise legitimate trade in goods across the border to support the Australian economy
- Operate across the border continuum to prevent the movement of prohibited and restricted goods
- Manage and enhance the collection of border revenue

### Objective 4

#### Lead border innovation

- Enhance technology and business processes to strengthen border operations
- Develop organisational and technological capability to efficiently manage border flows
- Build effective partnerships both within and outside Australia to support our objectives



## Objective 1 Protect Australia

Maintain Australia's sovereignty by protecting our borders and territorial integrity across land and maritime domains

Border management is one of three essential functions of state that relate directly to the sovereignty and security of a nation and its people:

- the defence of the nation (involving military power, and the capacity to deter attack)
- the conduct of its external relations (political and public diplomacy, trade and investment diplomacy, development assistance)
- those activities of state which relate to the management of borders.

We will operate a layered system of border controls and defences in order to ensure sovereignty while benefiting from global interdependency.

To do this, we will:

- work ahead of, at and after the border
- collaborate with domestic and international partners in law enforcement and policy
- build our border intelligence capabilities
- protect our borders, including our extensive coastline and maritime domain
- deal with breaches of our border effectively through law enforcement activities.



## Contribute to whole-of-government law enforcement and national security outcomes

As a member of Australia's law enforcement and national security community, the Department has responsibility for the operation of trade rules, the general system of Australia's border controls that contribute to law enforcement, counter-terrorism, quarantine and biosecurity, public health and community protection outcomes, and Australia's offshore civil maritime security system.

The Department's border security and management efforts will focus on three interrelated goals:

- effectively securing our borders through a programme of prevention, deterrence and enforcement
- safeguarding and streamlining lawful trade and travel
- contributing to efforts to disrupt and dismantle transnational criminal and terrorist organisations.

The Australian Border Force will deliver on local, regional, national, and international border protection, law enforcement and national security priorities. We will implement operational strategies that take greatest advantage of the Department's capabilities.

While not necessarily responsible for all relevant policy and legislative settings in all border control areas, the Department will provide an integrated national capability to deliver border protection outcomes on behalf of a multitude of agencies, including at the state and territory level.



The Department will only be successful in carrying out its mission if it continues to earn and maintain the trust of the public it serves.

## Ensure the integrity of staff, information, property and systems

The Department will only be successful in carrying out its mission if it continues to earn and maintain the trust of the public it serves. The pursuit of complete transparency, organisational integrity and a higher standard of professional performance will further strengthen the public's trust in us.

Our decision-making processes, data holdings and our border management activities are significant targets for criminal groups who seek to infiltrate border protection agencies across the globe. We will identify these threats and mitigate them before they impact our integrity. We will also ensure that our people are equipped with anti-corruption tools, and that there are systems and practices in place to continually identify, monitor and respond to existing and emerging threats.

We will pursue the implementation of our Integrity Framework to mitigate potential personnel and organisational risks to the Department's people, property, systems and information.



## Identify and manage risks across the border continuum

The Department will position itself to combat risks before they arrive at the border as the primary means of border protection—the physical border will ultimately become the secondary layer of intervention.

We will manage border-related risks through integrating intelligence, analytics and enforcement statistics into higher quality actionable information. We will make ongoing improvements to manage risks ahead of the border and improve interception of illegal goods and migration. As the Department is the Commonwealth's first opportunity to establish the identity of non-citizens intending to come to Australia, we will also incorporate and advance integrity and identity capabilities such as biometrics and document examination in our border processes. The enhancement of the integrity of Australia's visa framework will ensure travel movement risks are addressed offshore.

We will strengthen offshore maritime security including surveillance and response, and seek to improve coverage by border patrols where there is increasing criminal activity in vulnerable ports.



## Objective 2 Promote responsive migration

### Facilitate the movement and stay of people to support the Australian economy and strengthen social cohesion

Where a nation's immigration programme is well crafted and targeted and migrants enjoy high levels of economic participation, immigration has beneficial impacts in terms of growth in the demand for goods and services, increases in national income and living standards, improved labour participation, expansion of the economy's productive capacity, and growth in household consumption and public revenues.

The Department will strengthen the cohesiveness of Australian society through our migration programme. We will uphold our responsibilities to manage and assist temporary and permanent migrants, those people participating in humanitarian and refugee programmes and to confer citizenship.

We will regularly review and enhance our permanent and temporary visa programmes to support our economic growth, promote Australia as an attractive destination for skilled migrants, international tourism, education and business, and meet our international humanitarian and protection obligations.



We will pursue a more seamless experience at the border for lawful travellers, and those legitimately seeking to call Australia home. We will promote the use of new technologies, automate old processes and offer tailored options for travel facilitation. An efficient border management system will improve the recognition of rights of people crossing the border, the regulation and inspection of passengers and the management of migration. Where appropriate we will also locate, detain and remove those who are non-compliant with their visa conditions or pose a threat to our safety and security.

The Department will reassess how client services decisions are made in the areas of visa and citizenship and enhance the decision support regime under which visa and citizenship decision makers operate. We will provide our staff with the tools and capabilities they need to facilitate the flow of visitors and migrants while simultaneously protecting the community. This will ensure the Department is well-positioned to meet global trends in relation to people movements and Government policy directions. The Department will also undertake a fundamental review of detention policy and capability to ensure that the immigration detention network is strategically aligned, sustainable, and supports capability requirements now and into the future.





## Contribute to the global management of refugees and displaced populations

The Department will uphold Australia's commitment to its international protection obligations through the development of innovative policy measures and programmes, and the pursuit of enhanced global cooperation on the management of refugees and displaced populations. We will work with our regional partners and international organisations to build the region's capacity to process asylum claims, and to provide effective protection and durable solutions for refugees.

In line with Government directives, we will:

- provide orderly and planned humanitarian pathways that offer resettlement to those most in need
- reunite refugees with their family in Australia
- assist in the stabilisation of refugee populations and reduce the pressure for irregular movement from source countries and countries of first asylum
- contribute to the global effort to provide international protection.

Australia is well-placed to influence discussions and engagement on refugee resettlement issues. Australia consistently ranks in the top three resettlement countries (of 27 countries which have resettlement programmes), along with the United States of America and Canada, which collectively provide more than 80 per cent of global resettlement places.



## Prevent the unauthorised movement of people across the border continuum

The Department will apply an intelligence-led model and work with partners across the border continuum to control entry and exit across the Australian border. Our comprehensive universal visa system will support offshore authorisation to prevent unauthorised travel to Australia.

We will pursue a strategic approach to countering people smuggling to Australia, including:

- reducing push and pull factors and providing alternatives to irregular migration
- preventing irregular migration through border control measures
- continuing our rigorous and robust refugee status determination processes, both onshore and offshore
- detaining, returning and removing failed asylum seekers and supporting durable solutions in a timely manner.

We will have the capability and capacity to detain those who arrive or stay in Australia without lawful authority, in a range of environments to match the risk to the Australian community posed by different cohorts of detainees. We will work collaboratively to resolve the immigration status of the current caseload of Illegal Maritime Arrivals, and in doing so strengthen public confidence in the integrity of our borders.

We will contribute to whole-of-government efforts to eliminate the risks presented by terrorists, insurgents and transnational criminals, and to stem the flow of foreign fighters to and from our shores.

## Objective 3 Advance trade and revenue

### Optimise legitimate trade in goods across the border to support Australia's economy

As the volume of goods crossing our border rapidly increases, we will seek innovative means to automate and deregulate our border-related cargo and mail activities and support Australian industry through enhanced collaboration and partnership.

In close cooperation with international and industry counterparts, the Department will pursue a seamless border management system that improves the flow of goods and the collection of revenue, while dealing with the threat of crime and terrorism and other enforcement interests.

We will work with traders and their agents to implement clearance processes ahead of the border where possible. An increased focus on co-regulation and partnership with traders and their agents through initiatives such as the Trusted Trader Programme will increase supply chain integrity and efficiency, and allow the Department to focus its resources on areas of high and unknown risk.

We will focus on maximising and maintaining levels of compliance at the border, and will harness technology to implement efficient and effective business processes through automated ICT solutions. An increased focus on digital and online platforms will support streamlined facilitation of legitimate trade for industry and traders.

In line with whole-of-government priorities, the Department will support the implementation and uptake of Free Trade Agreements to which Australia is a signatory.

### Operate across the border continuum to prevent the movement of prohibited and restricted goods

As with people movements, the Department will apply an intelligence-led approach and work with partners across the border continuum to protect the border and control what enters or exits Australia.

New mobile and digital technologies will enhance our detection capability, and we will pursue the increased detection of commodities traded by organised crime for illicit profit, including drugs (and precursors), firearms, tobacco, and counterfeit products and material such as forged travel documents. As the nature and type of commodities that cross our borders continue to expand, we will work rapidly and strategically to identify threats and manage new and emerging supply chains.

Our Australian Border Force will be agile and responsive, enabling us to intervene where and when needed, and deliver the enhanced community protection outcomes that Government expects. We will maintain visible border control systems so that criminal enterprises and individuals are deterred from carrying illicit goods across the border.





## Manage and enhance the collection of border revenue

As the Commonwealth's second highest collector of revenue, through visa fees and customs duties, the Department plays a significant role in the management of border-related revenue and will be focused on enhancing its capability and processes to maximise revenue to Government. We will continue to refine processes to ensure that relevant duties, taxes and charges are correctly assessed, reported and paid, and that revenue concessions, exemptions and refunds are correctly applied. We will optimise our collection of revenue by developing capabilities to better identify, target and disrupt economic risk and revenue evasion and non-compliance.

The Department will deliver on the additional revenue commitments made to Government through the reform of our enforcement operations and improved analytic models to identify undervaluation in the pre-clearance environment and supporting intervention. We will continue to build our understanding of trade crime and other economic risks, and develop effective and innovative responses accordingly. We will also ensure the application of our border fees, charges and taxes are aligned with the Government's finance and policy objectives.

We will streamline collection activities, identify and target non-compliance, intervene in more efficient ways to minimise impacts on industry and take a more enforcement orientated posture for serious and systemic breaches of our laws. We will take responsibility for protecting revenue owed to the Commonwealth by bringing the latest approaches to bear on identifying, stopping, investigating, penalising and prosecuting behaviour that results in revenue shortfalls.





## Objective 4 Lead border innovation

### Enhance technology and business processes to support border operations

Non-intrusive inspection technologies and intervention processes lie at the foundation of our ability to intercept goods and people identified as risks while minimising the impact of legitimate travel and trade.

The Department will build on its award winning reputation to develop targeted strategies on border-related business processes, including air and sea travel and movement of people and goods. We will focus on developing capabilities, such as the Trusted Trader Programme, the Future Traveller Programme, mobile and digital capabilities, intelligence, detection, and traveller profiling capabilities. We will also build on existing capability, such as the National Border Targeting Centre, to draw on strategic partnerships as well as automate our processes where possible, so that we can direct our resources to areas of highest risk.

We will pursue innovative and efficient technology and business processes to address threats and risks while promoting a streamlined and simplified border experience that reduces wait times, encourages trade compliance, and supports Australia's economy.

The Department will remain committed to strengthening our ability to minimise delays for low-risk travellers and goods while optimising measures to intercept unlawful persons and illegal goods.

We will continue to deliver and evaluate the capabilities required to ensure we remain well-positioned over the long term to address threats and harness opportunities in a rapidly changing border environment.

A connected border requires a border system that unites all elements across the continuum.

## Develop organisational and technological capability to efficiently manage border flows

A connected border requires a border system that unites all elements across the continuum. The Department will enhance its capacity to identify, gain access to, integrate and use information effectively from a wide variety of sources, across all classification levels. We will ensure that our operational staff are well-supported by technology that enables them to respond rapidly, flexibly and effectively.

Opportunities for technological innovation and enhanced service delivery will be explored with the Department's service delivery partners. This will provide efficiencies through sharing resources and costs associated with technology developments such as visa service collection and biometrics capture, while allowing the Department to manage any associated risk.

Routine functions and processes will be automated to allow staff resources to be devoted to best effect and, specifically, in those areas requiring assessment, judgment, and agile operational response. We will ensure that all business processes are optimised and fit-for-purpose before automation is undertaken.

We will develop the capabilities of our people in accordance with their vocational stream, skills and experience. Australian Border Force officers will be trained and equipped to perform a range of tasks across air, land and sea domains, to deliver on border protection, law enforcement and national security priorities in both domestic and international settings.

We will support our technical and policy experts to deliver innovation, strategic insight, policy and programme design, and our intelligence staff to support evidence-based policy and intelligence products. Our client services staff will be trained to ensure a high standard of integrity in the assessment of visas, citizenship, customs and trade applications.

We will pursue a long-term, consistent and collaborative programme of engagement with stakeholders.

## Build effective partnerships both within and outside Australia to support our objectives

The Department engages with a vast array of stakeholders across Australian industry, community groups, academia, government and also with foreign governments and international organisations. This engagement builds domestic strategic and operational partnerships which are essential to successfully delivering the Department's objectives. Partnerships with international counterparts and organisations, including with networks of trusted counterparts through significant international fora, enable the Department to influence bilateral, regional and global agendas in line with Australian Government policy and the Department's mission.

We will pursue a long-term, consistent and collaborative programme of engagement with stakeholders to enable the Department to deliver border protection outcomes and foster lawful trade and travel. Specifically, we will:

- engage with a clear strategic vision, coordinated with other Australian Government agencies
- seek opportunities to develop mature, resilient partnerships with key stakeholders around border management and traveller and trade facilitation
- maximise the benefits of our overseas network's connections and expertise in international engagement
- continue a strong two-way dialogue with the Australian community regarding migration, trade and border protection issues, informed by research and evidence
- establish relationships based on trust through acting in accordance with professional standards and integrity of the highest order.





## Strategic response

How the new Department delivers its mission will continue to evolve over the next few years as we develop innovative policy and solutions that encompass our broad remit of immigration, humanitarian, citizenship, trade and customs, maritime security and revenue collection. We will remain true to our mission and the associated Government outcomes and, in doing so, pursue the following priorities.

### We will treat the border as a continuum rather than a physical boundary

An integrated, layered approach will provide depth to our border management—working ahead of, at and after the border, to enable us to best respond to threats and harness opportunities.

Rather than being solely present at the edges of states and at international ports of entry, borders are considered to be a series of connecting points—offshore, onshore or online. Borders are a continuum that spans processes of industrial production, distribution and transport, as well as the lodgement of visa applications, the purchase of airline tickets, and the ordering of goods over the internet. We will not treat the border continuum as solely a law enforcement issue; how we design and manage flow across our borders will add to economic competitiveness and productivity, by encouraging rapid movement and border entry and exit.

We will foster legitimate trade and travel and use border controls as an extension of economic revenue and industry policy, while remaining vigilant for national security, law enforcement and community protection purposes. The application of modern legislation and appropriate enforcement powers will support the intention to extend the Australian Border Force's reach into all parts of the border continuum.

## We will use an intelligence-led, risk-based approach to strategic decision making and operations

A comprehensive approach to anticipate, identify and respond to risk will underpin and inform all Departmental activities, allowing resources to be focused on areas where we can best advance our objectives.

Our holistic view of risk will achieve two outcomes. Firstly, it will enable us to identify and respond to both threats and opportunities. Secondly, this approach will allow us to identify and plan comprehensively for all risks related to the border.

In undertaking any activity, we must be cognisant of the threats our organisation faces, including from crime syndicates which attempt to infiltrate and corrupt our systems and people. Our operations should reflect the 'flow' model of the border, and include real-time data fusion and analytics, intelligence-based profiling and targeting of high-risk border movements, and rapid response enforcement and interdiction. Such capabilities will allow us to minimise interventions in relation to transactional low-risk border movements, and concentrate our efforts and judgement where we can make the most difference.

## We will maintain our standing and influence as a world leader in our field

We will pursue continuous innovation and seek to maintain the global benchmark for best practice in border management and activities related to identity, migration, trade and revenue, and through our client service and digital systems.

We will remain at the forefront of our field through the pursuit of ongoing improvements and innovation in all aspects of our work, including border management, biometric-based identity assurance, migration and trade, delivery of client service, and the development and implementation of digital systems. Our reputation as global leaders is integral to our interactions with international counterparts and industry stakeholders. This reputation will ensure we are trusted, respected and competitive.

In establishing and maintaining global benchmarks for best practice, we encourage partnerships and increased cooperation, and gain a stronger position in global migration and trade discussions.

We also gain influence as others seek to follow our lead and implement programmes and technologies that complement our processes and objectives. We will seek to maximise opportunities to collaborate with or assist our international, government, non-government and industry counterparts to build systems and processes that complement and enhance our own.





## We will pursue collaborative partnerships to achieve our outcomes

We will encourage partnerships and collaborative effort with a wide range of community, industry, and domestic and international organisations and agencies to influence outcomes and share information and expertise to help manage border flows.

The function of modern border protection is becoming increasingly networked across nations, particularly amongst like-minded nations. The inter-connected character of the modern immigration, customs and border protection function is becoming especially critical as agencies seek better ways to work together to both expedite trade and travel through borders, while maintaining and enhancing border protection.

Accordingly, we will work with international partners to collectively strengthen border protection and share best practice. We will continue to pursue regional border initiatives in Asia and the Pacific, in recognition that we have a very direct interest in the improvement of regional border protection capabilities, and in their greater connectedness. Our regional borders strategy will provide a targeted approach to achieving increased border flows through such cooperation, while more effectively disrupting transnational criminal groups and terrorists.

Our collaboration will also extend to other Australian partners and stakeholders—including other Australian Government agencies, authorities in other jurisdictions, advisory councils, community organisations, industry bodies, companies and third party facilitators of trade and travel, and individual travellers and traders. We have successfully used whole-of-government task force approaches to manage a range of complex policy and operational issues, for example the Joint Agency Task Force that supported Operation Sovereign Borders, and will continue to do so as needed.

As we refine our approach to managing risks across the border continuum, we will provide enhanced border clearance privileges to trusted traders and travellers. Such cooperation will decrease the administrative and regulatory burden on industry and travellers. It will also improve the competitiveness of Australian businesses and increase the economic benefit from tourism, education and other forms of temporary migration.

We will train and support our staff to ensure they have the necessary resources, skills and expertise to provide unrivalled service in interactions with clients.

## We will be credible and consistent in our approach to client service and provide a seamless experience

The ongoing implementation of efficient and automated digital processes and our continued dedication to a high standard of client service will ensure we remain an attractive and competitive destination for migration and trade.

We operate in an increasingly competitive global environment of nations seeking to be the most attractive destination for skilled migrants, tourists and students. To maximise our advantage in these markets, we will provide a seamless traveller experience, in which our processes are simple and not obstructive. We will explore opportunities for technological innovation, and will automate routine functions and processes where possible. We will balance these increased efficiencies with our intelligence-led, risk-based approach, to ensure we are able to exclude persons of national security and law enforcement concern without unnecessarily impeding the movement of legitimate travellers and goods.

We will design and develop innovative policy and solutions that assist our stakeholders and the community. We will train and support our staff to ensure they have the necessary resources, skills and expertise to provide unrivalled service in interactions with clients.





## We will be an agile and innovative organisation with the capability to meet current and future challenges

Investment in training our workforce and advanced systems and technology will enable us to operate effectively with flexibility and speed and to adapt to the challenges of our evolving operating environment through ongoing reform.

The anticipated complexities of our future operating environment will require the Department to optimise its effectiveness through agility and innovation. We need to become more adept in dealing with national security, law enforcement and community protection risks, in near-real time. Consistent, dedicated investment in an appropriately skilled workforce, improved systems and cutting edge technology will enable us to operate effectively with flexibility and speed.

We will invest in the capabilities of our people and will support all staff to develop and plan their career within vocational streams with assigned competencies, qualifications, experience and skills. Career planning must be connected to workforce planning to ensure we have the right people, with the right skills, where we need them. The creation of the Australian Border Force as a single, integrated, frontline operational border entity within the Department, will position us to meet current and future challenges. From 1 July 2015, the Australian Border Force College will develop and deliver specialised training for staff that supports an agile, disciplined and innovative workforce model.

We will also pursue a higher strategic leadership capability, including the ability to develop high quality policy advice and strategies, based on evidence as well as sound threat and risk assessments, to set directions and goals and plan strategically, to govern the organisation effectively and through transparent and high quality decision-making processes, to motivate our people and manage performance, and to collaborate and build common purpose.

The Department will pursue improvements in capability and continual innovation, and a strengthened approach to public policy development and engagement, to ensure we can achieve our mission and adapt to the challenges of our rapidly changing operating environment.



## We will embody a culture of professionalism and unwavering integrity

We hold a privileged place internationally, at the border and in the Australian community—ensuring professionalism and integrity of the highest order will mitigate risks to staff, information, property and systems.

Every day we make decisions that affect safety, rights, and freedoms of people, and Australian trade and commerce. The community and Government trust us to exercise these powers reasonably, lawfully, impartially and professionally. Without exception, all activities undertaken by the Department must clearly demonstrate integrity.

The Department has a high performance and professional culture, and we expect our staff to abide by the Australian Public Service values: we are impartial, committed to service, accountable, respectful and ethical. We will continue to embed our established vision and behaviours at all levels to support, develop and empower our people. This commitment to staff development will be extended throughout the leadership structure.

We will continue to build and implement an Integrity Framework and related policies that addresses integrity risks associated with our significant departmental responsibilities and powers, which we are trusted to exercise reasonably, lawfully, impartially and professionally.

## Approach to risk

The Department has a complex business and operating environment with competing requirements, interests, and priorities that must be balanced and managed effectively to ensure the achievement of key Government objectives. In addition to using risk management to minimise vulnerability to threats, the Department uses its detailed understanding of the risk environment to identify opportunities for business improvement, and to assist in the allocation of resources to areas of greatest need.

In the short term, we will undertake a comprehensive internal strategic risk assessment, supported by a control mapping process, and in addition to continuing engagement with national security partners, look to achieve an integrated approach to risk management. This approach will build security, safety, and resilience across all domains and enable the Department to effectively deliver its business outcomes.

A strategic approach to risk management will not preclude adverse events from occurring, however, it will enable the Department to be alert to and prepare for factors that are most likely to bring adverse or detrimental consequences. We will deliver our strategic objectives and priorities by ensuring strong risk identification and mitigation planning, monitoring, evaluation and reporting.







# Capabilities

To deliver our strategic responses, the Department must have enduring capabilities in place. These capabilities must optimise our resources while providing necessary agility to deliver our mission in accordance with the ever changing operating environment.

The ability to make good business decisions is critical for the Department to meet the demands of our operating environment, and the expectations of Government and the broader community. Capability planning enables the Department to understand its current capabilities to prioritise what future investment may be required to better meet our responsibilities.

An annual capability plan will set out what capability investment and sustainment is required to optimise our capabilities and enable the achievement of our strategic responses.

# Our workforce

The Department will be high performing, driven by its strong leadership, shared values and culture, and professional workforce.

Our people are central to delivering our business and need to be professional, agile, capable and diverse. We need to support our workforce to develop the skills and knowledge required to meet our policy, service delivery and law enforcement roles.

A new workforce model underpins the changes required to help provide this support. This model is built on five vocational streams—Border Force, Policy and Regulation, Intelligence, Client Services and Enabling/Support.

Effective workforce design and planning, learning and development and career management will ensure all staff can operate to their full potential.

Our workforce design ensures structures, governance arrangements, reporting lines, career streams, job families, team sizes and spans of control are in place to allow our people to work and deliver services effectively. The Australian Border Force College will provide staff with training opportunities throughout their career. Career management processes support staff to continually develop and shape their career within the Department. At the core of our workforce are our values and behaviours that drive a culture of professional integrity and high performance.



## Governance and review

We are committed to sound corporate governance. Effective governance is essential to the delivering our outcomes ethically, transparently and with authority, ensuring the best interests of the public and our people.

The Department will move to a multi-year planning cycle from October 2016. The intent of this transition is to ensure the Department's capability investment, both internally and externally funded, is driven by capability need and informed by this strategy.

As we progress as a Department, we must ensure we are working to achieve our vision, mission, and outcomes. We will continuously review this strategy to capture the expansion and progress of the new Department and, if required, adjust it to ensure we continue to meet Government outcomes.

