

QUESTION TAKEN ON NOTICE

ADDITIONAL BUDGET ESTIMATES HEARING: 25 February 2014

IMMIGRATION AND BORDER PROTECTION PORTFOLIO

(AE14-169) Australian Customs and Border Protection Service

Senator CARR (written) asked:

Please provide an overview of the progress of the implementation of the Blueprint for Reform.

Answer:

Since the release of the *Blueprint for Reform 2013-2018* in July 2013, the Australian Customs and Border Protection Service (ACBPS/Service) has made a number of significant steps in its ongoing reform process, particularly in relation to the Service's culture, values, professional standards and integrity.

Key achievements have included:

- The issuing of two CEO Orders on 15 February 2013 relating to the mandatory reporting of serious misconduct, corrupt conduct and criminal activity by Officers, and upholding professional standards;
- The commencement of the Service's Drug and Alcohol Management Programme (DAMP);
- The introduction of a new senior leadership team;
- The establishment of a dedicated project team to deliver an interim physical National Border Targeting Centre (NBTC) by July 2014;
- The redesign of our approach to investigations, compliance and enforcement;
- Entering into a new Strategic Partnership with the Australian Federal Police;
- The introduction of enhanced organisational suitability assessments;
- Regional Command pilots in Queensland and Western Australia to refine the reorganisation and improvement of ACBPS Command and Control systems;
- The appointment of a Special Integrity Adviser to manage the investigation of complex and serious cases of misconduct;
- The establishment of Task Force Pharos, an internal integrity task force set up to address corrupt and serious misconduct within ACBPS;
- The establishment of three specialised reform taskforces focusing on detailed design and implementation plans for some of the key reform initiatives including the Border Force and ACBPS College, Customers and Channels and Future Traveller System;
- The development of a new Career Planning framework which provides Officers with the opportunity to develop individualised career plans linked to reform;

- The launch of an Awards and Recognition Framework to formally recognise ACBPS Officers, and the inaugural CEO's Awards Ceremony which took place on 13 February 2014 recognising 89 officers for acts of Bravery, Conspicuous Conduct, Excellence, Innovation, and Health and Safety in the Service; and
- The launch of the Strategic Border Command Centre (SBCC) on 1 April 2014 which will oversee Regional Command functions.

On 9 May 2014, the Minister for Immigration and Border Protection announced a package to consolidate border protection services, and continue the reform of ACBPS.

Operational border protection services from the ACBPS and the Department of Immigration and Border Protection (DIBP) will be consolidated into a single operational organisation within DIBP, called the Australian Border Force (ABF). Policy regulatory and corporate support for the operational organisation will be located and consolidated in DIBP.

The move to a single operational organisation builds on the ACBPS's current Reform Programme, and is a natural evolution in respect to the ACBPS Border Force and future capability requirements. The ACBPS Blueprint for Reform 2013-2018 is the building block on which these new arrangements are constructed, including that of the future ABF College, improvements in intelligence and enabling ICT capabilities, and automation of the trade and travel experience.

A key upcoming milestone for ACBPS, which represents foundational change and will ensure the Service is best placed for consolidation, is the implementation of a new organisational operating model on 1 July 2014. This new model will provide clear separations of accountability between the strategic management of the Service, the generation of capability and its employment in the field.

The new organisational model will include:

- The creation of an ACBPS Headquarters function, constituted by the Executive, a Strategy, Planning and Resources Division, and Reform Division;
- Transition of two of the Specialised Reform Taskforces (Future Traveller and Border Force and College), into routine business, in recognition of the achievement of significant reform milestones;
- The establishment of a Revenue and Trade Crime Task Force to target serious and organised revenue evasion; and
- The creation of a Technology Division to centralise the provision of Information Technology capability across the Service.

This new operating model will create a strong platform from which the ABF capability will be established.