



Customs IS Strategy 2014-2017

Creating the climate to enable
transformation



NEW ZEALAND
CUSTOMS SERVICE
TE MANA ĀRAI O AOTEAROA

PROTECTING NEW ZEALAND'S BORDER

Introduction to the IS Strategy

The Customs IS Strategy provides a 4 year view for the priorities for ICT investment across the New Zealand Customs Service.

The strategy is delivered in three components:

Customs IS Strategy The Customs IS Strategy addresses the organisational and external challenges facing Customs, and identifies the activities that Customs IS will undertake to support the transition of the agency to its long term vision.

Customs IS Technology Roadmap The Customs IS Technology Roadmap identifies a 4 year change vision across the critical ICT components that support Customs business, including the Border Management System, FMIS, information management, mobility, end user devices, operations management security, connectivity and infrastructure.

Customs IS Technology Architecture The Customs IS Technology Architecture defines a more detailed technical vision for the delivery of technology services across Customs and the wider border sector. This document is primarily focused on providing technical direction to Information Services.

Customs focus has evolved, and interactions and channels available to customers have increased exponentially.

Jet Age
 Air travel boom
 Containerisation
 Facilitating trade
 Drug harm avoidance

Vessels
 Cargo Shipping
 2 World Wars



Customs House
 Human Resources
 Pen & paper
 Revenue Collection





Digital border driving physical trade
 Multiple interactions, multiple channels
 Online Lodgements via TSW
 Intermediaries
 Facilitator of Economic Growth
 Perishable goods driving processing speed
 Fast Freight & Private Importation






Border Protection
 Automation – CusMod
 Bio security
 Aviation security

1840

 Customs House

1900-50s
 
 Cargo PAX

1970-80s
 
 Fax Containers
 
 Airports PAX

1990-2000s
  
 Scanners CusMod Biosecurity
 
 Phone PAX

Now
   
 email Mobile and tablets
   
 Traders Online TSW Social media
 
 SmartGate PAX

Implications for Customs
 Rapid year-on-year data growth
 Reduced acceptance of transactional delays
 Increasing sophistication of customs avoidance
 Increased reliance on accurate information while mobile
 Increasing requirements for business change within systems
 Need for closer and more responsive engagement with customers and stakeholders

Long Term Vision for Managing the Border

To address volume growth in passenger and trade volumes, and an increasingly complex risk environment, the Customs Statement of Intent for 2014-2017 identifies a future-state operating model with implications for Customs IS

Increased reliance on automation

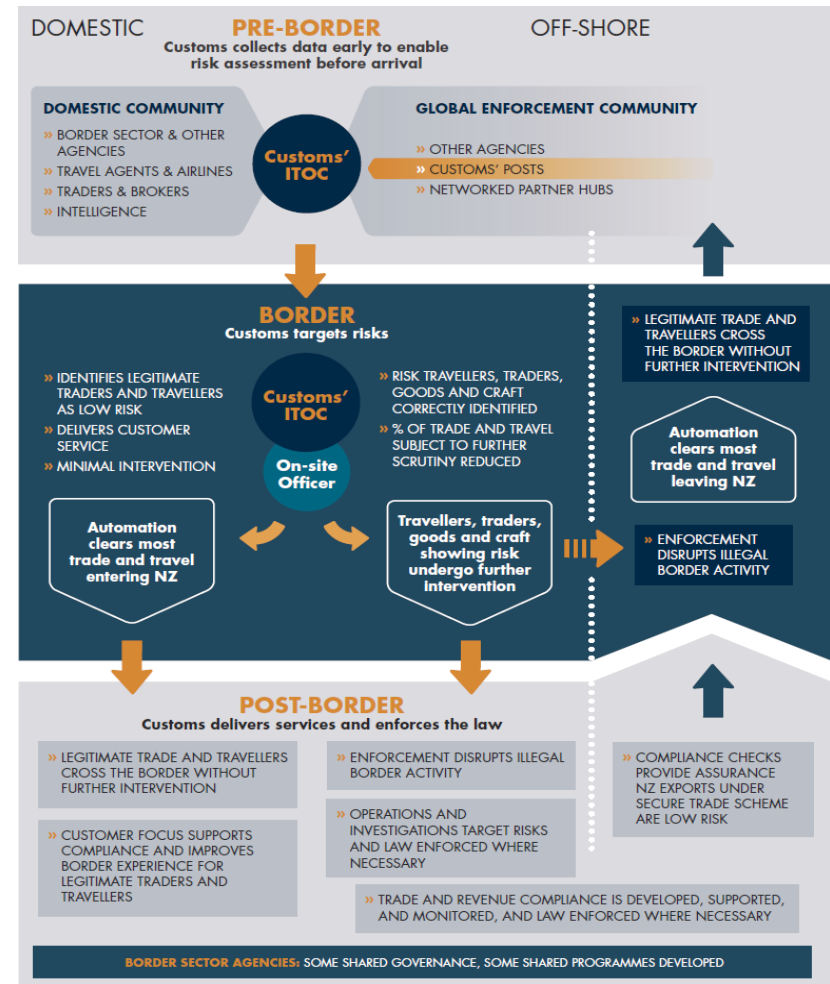
The long term vision sees an increasing reliance on automation to process passenger and trade crossing the border. Systems that support this automation will be critical

ITOC provides co-ordination

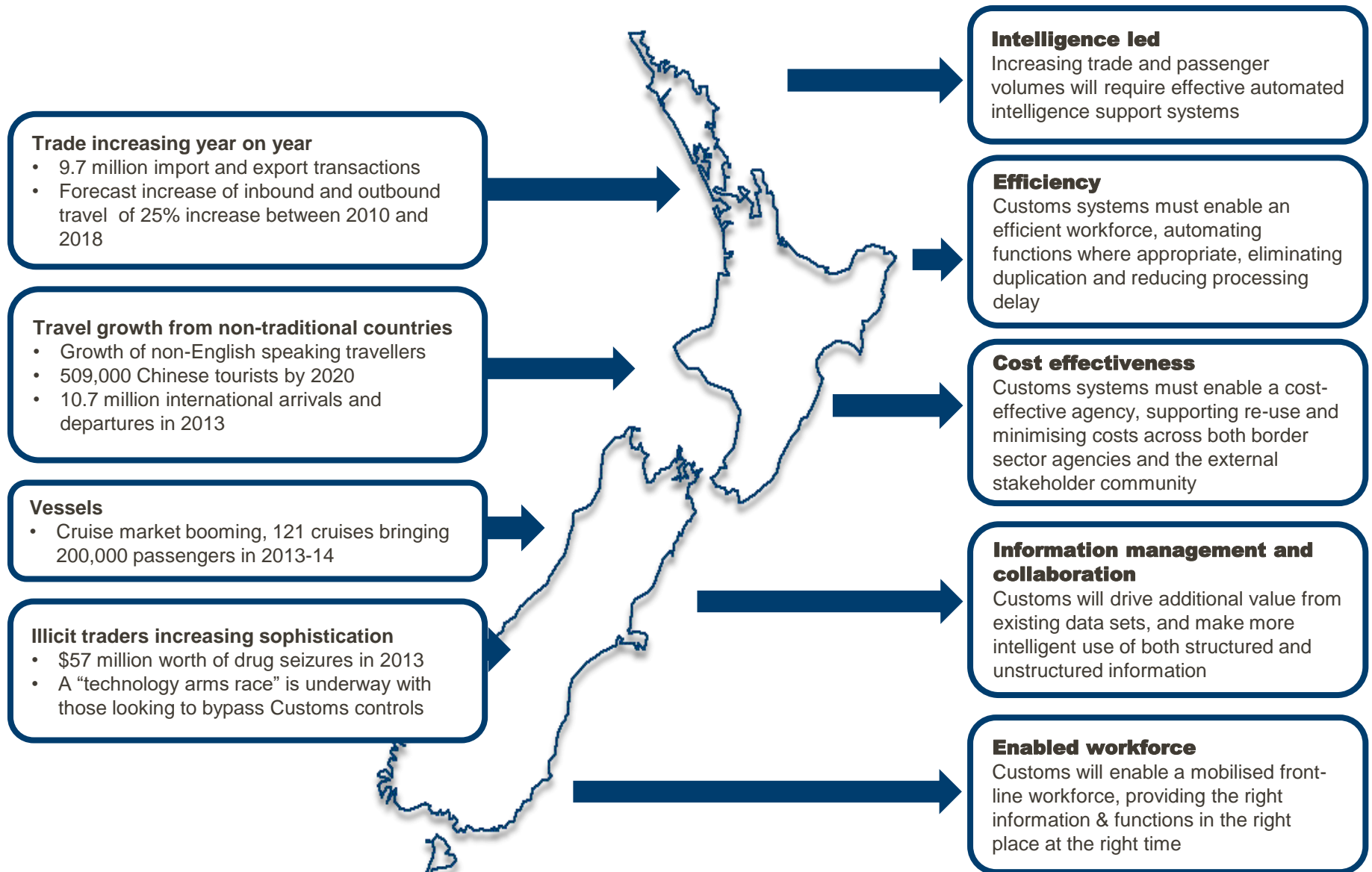
Customs ITOC takes a central role in co-ordinating pre-border and border control activities. Customs IS support of ITOC will be essential

Connectedness is key

For Customs to enable the long term vision, real-time connectivity to information and systems will be required



External Drivers for Change



Government and Sector Drivers for Change

Result 7: Reduce the rates of total crime, violent crime and youth crime

Result 9: New Zealand businesses have a one stop online shop for all government advice and support they need to support and grow their business

Result 10: New Zealanders can complete their transactions with government easily in a digital environment

Support of NZ Open Data Standards

Common Capabilities will free up Customs resources to focus on Border Management Systems

Consume before Buy before Build

Automation of low value, routine tasks

Move resources from Run to Transform

Common services approach across sector

Increased demand for provision of systems to sector partners who are transforming their business

Better Public Services

These drivers will improve public services once implemented



GCIO

These drivers from the GCIO need to be accounted for



Sector

These sector-level drivers impact on the plan

Further integration and collaboration with other sector agencies covering both service and information provision

Increasing requirement for high reliability integrated online systems to enable businesses to import and export quickly and efficiently.

Growing need for simple and reliable online systems for New Zealanders travelling for business or recreation which enable both traditional and innovative modes of access

Transition away from Customs built or purchased solutions to common capabilities will require a change from highly customised solutions to a make-it-work approach and increased commercial acumen

Two speed ICT provision; with a strong team supporting a reliable business as usual environment, coupled with capacity flexible services supporting business transformation

Increasing need to work with sector partners to share information and provide systems and services

» The future of Customs IS 2014-2017

- » Experts in Border Management Systems
- » Enabling an agile organisation
- » A trusted partner for the Customs business

» IS Focus

JBMS

- Complete and embed the JBMS programme

Reduce

- Reduce the cost of ownership, support and maintenance of Customs Information Systems

Enable

- Start to enable business transformation

IS Strategic Themes

To support the Customs Challenges, IS will deliver change through a series of Strategic Themes:



IS Principles

Principles help guide how services are provided, how solutions are developed and how Customs IS will interact with Customs business units and other stakeholders. The following principles are proposed:

Know what success looks like Done is better than perfect.
Look for short-term incremental improvement

Consume before buy before build Consume Common Capabilities and services from providers in preference to building systems
Buy COTS applications where they meet IS customers needs and services are not available or fit for purpose
Focus development effort on functionality that is specific to Customs (e.g. JBMS, CusMod and Nexus)

Outcome based delivery Delivery of programmes will be on a business outcome basis. Prioritise business outcomes. We will give preference to activities that give value to the business

Responsiveness and agility Customs IS responds to changing business demand and priority, and meets requirements within reasonable timeframes. The speed of ICT change matches the business demand for change

IS Principles (continued)

Pervasive security and risk management

Security is pervasive in all Customs systems and aligned to the business risk framework. Security enables Customs' business. Customs IS will understand the risks faced, the implications of the risk materialising, applicable mitigation actions, and weigh the risk against other factors when making decisions

Value from investment

Ensure that maximum business value is gained from investments in technology. Costs are balanced against other factors such as performance, delivery timelines and security.

Contract for continuous year-on-year savings

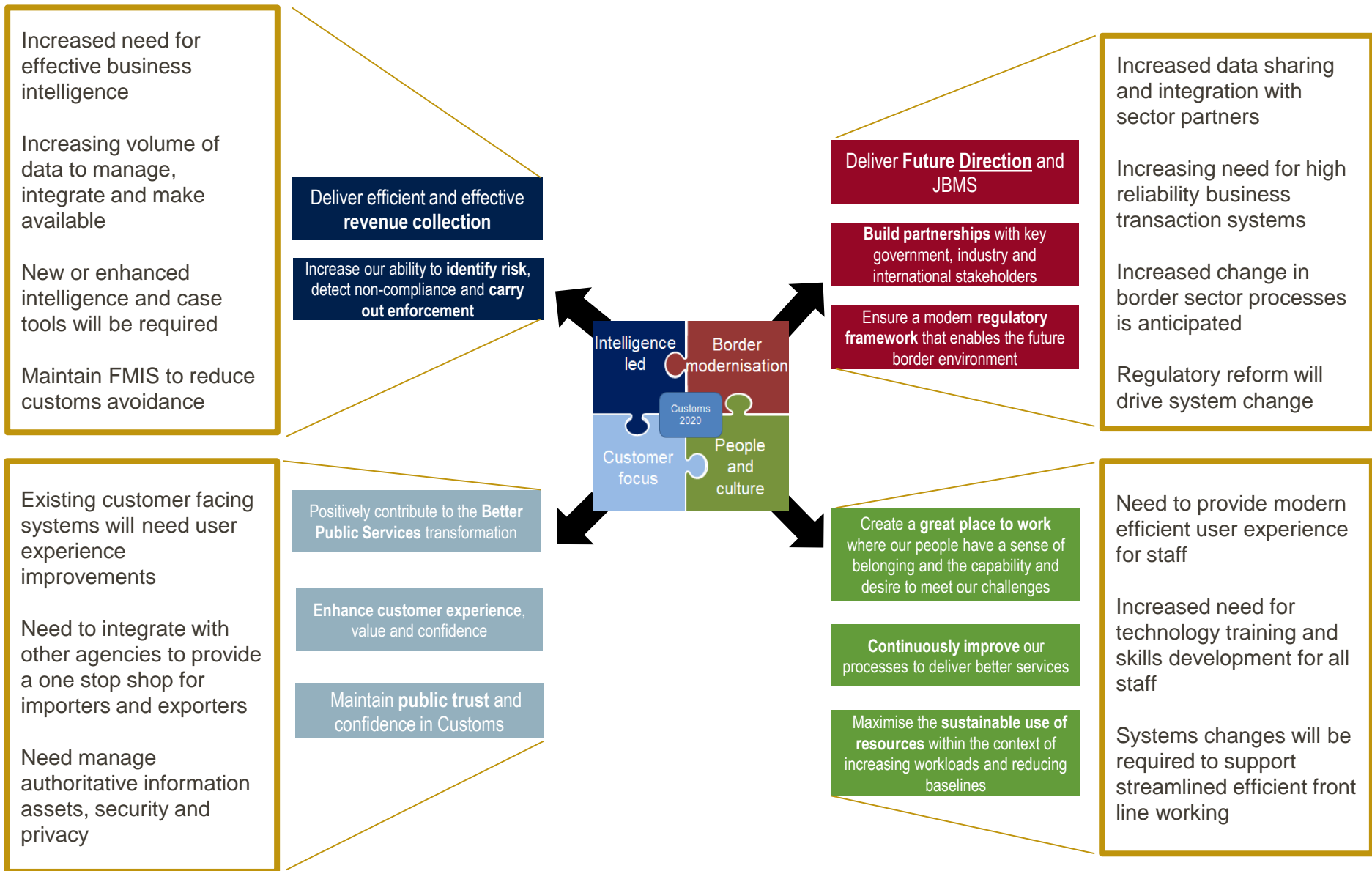
Transparency

Transparency engenders trust, and trust enables IS the allocation of resources required to deliver to Customs

Clear responsibilities and accountabilities

Customs IS assigns clear, logical responsibilities and accountabilities for all activities

Customs IS Will Support Business Priorities



Future State ICT Vision

Align IS to operational business

Understand Customs business Customs IS will understand the needs and constraints of the Customs business and focus on delivering services that support Operations

Move technology to the frontline Customs IS will provide services that put the appropriate technology at the hands of Customs staff wherever they are working. **“The right technology services at the right time”**

Update technology regularly IS will scan the market for innovative, near leading edge technologies, which will be deployed where they will best meet the business requirements of the border sector

Focus on information

Gather information Information, and the effective management of information will be critical to the success of Customs. Customs IS will focus on gathering information that can be used to create intelligence to support enhanced risk assessments

Drive for efficiency

Support GCIO ICT strategy Customs IS will aggregate commodity ICT services in preference to building systems. Customs IS will support the government ICT Strategy and Action Plan. **“Consume before Buy before Build”**

Future State ICT Vision (continued)

Operating model

In house ownership IS will always own Customs' technology strategy with decisions being made in house

Work with partners IS will work with key partners to deliver services

Services aggregator

Integrate Common Capabilities Customs IS will integrate Common Capabilities with Customs-specific applications, data sets and systems to deliver outcomes that deliver business value while also aligning with Government ICT strategies

Support government ICT direction Customs will support the direction of government ICT as identified in the GCIO Strategy and Action Plan, and will drive additional value out of Customs' data and information sets

Information led

Integrate new information sources Customs IS will integrate new information sources to enable Customs intelligence and delivery of enforcement outcomes

Two speed ICT

Change is not uniform Speed of change matches the business demand for change, and the risk and complexity of systems. Large core systems change at a slower rate than smaller more agile systems

IS Future State Capabilities

The Customs IS future state will rely upon a number of capabilities. The following two slides provide an overview of each of the capabilities, which are then shown in the Customs IS operating model

Strategy, Governance & Customer engagement

Understanding customer requirements and setting strategies that address these requirements is a critical function for Customs IS.

This capability addresses the activities required to proactively build and maintain strong relationship with customers, both within Customs, and across the border sector entities.

Manage the technology landscape to meet Customer needs, achieve business-aligned prioritisation of initiatives

Security, Risk Management and Assurance

Physical and information security, and risk management are critical functions within the border sector. Customs IS requires the ability to develop, operate and maintain a pragmatic, business-aligned information security and risk assurance framework

Understand

Customs IS must understand the needs and challenges of the business. Through this function Customs IS will engage with the business to both understand the business and to share how technology can best enable and transform Customs operations

Design

Design addresses the ability to design and develop an ICT architecture that is aligned with customers' business strategies and delivers increased flexibility and, cost effectiveness. Ensure compliance with Customs IS strategy by delivery teams architectural standards and blueprints

IS Future State Capabilities

Deliver The deliver phase addresses all activities associated with the development, maintenance and support of Border Management applications and systems, and integration of those applications into a cohesive end-to-end solution that meets Customs and border stakeholder needs.

This also includes the delivery of all infrastructure (server, desktop, security, storage etc.) and connectivity required to support Customs Border Management applications and systems

Operate This phase addresses activities associated with the management and operation of technology for Customs, and the quality of service provided by the environment, service delivery teams and vendors

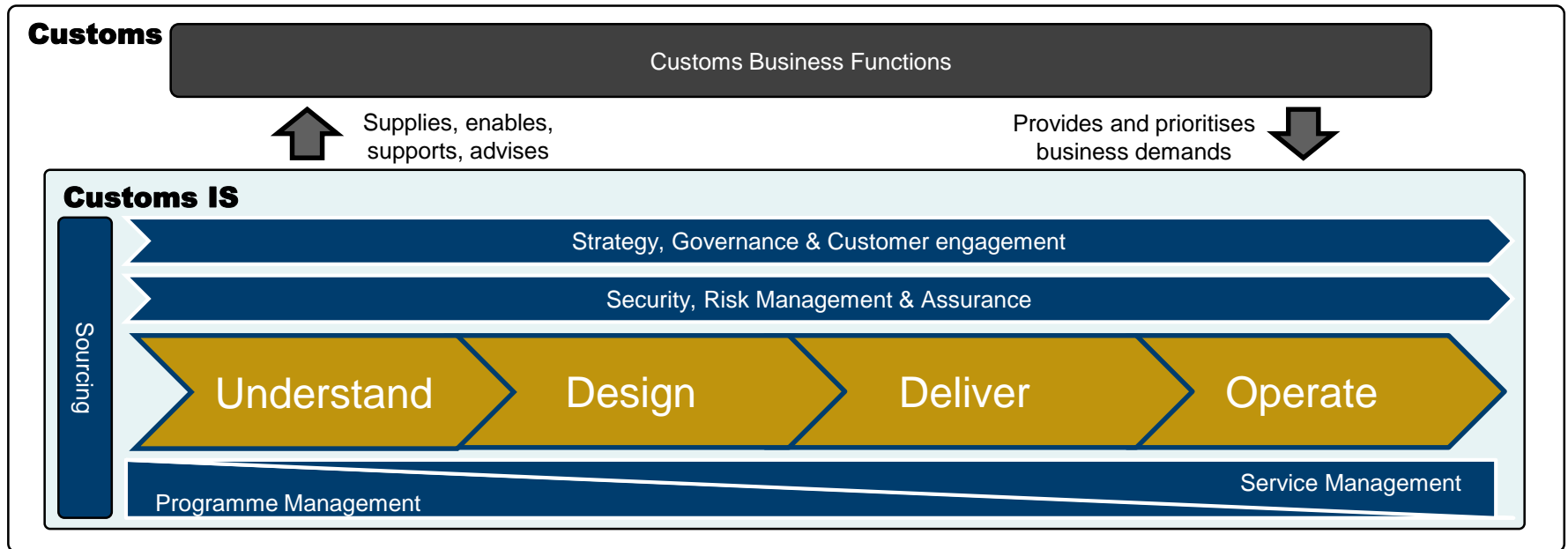
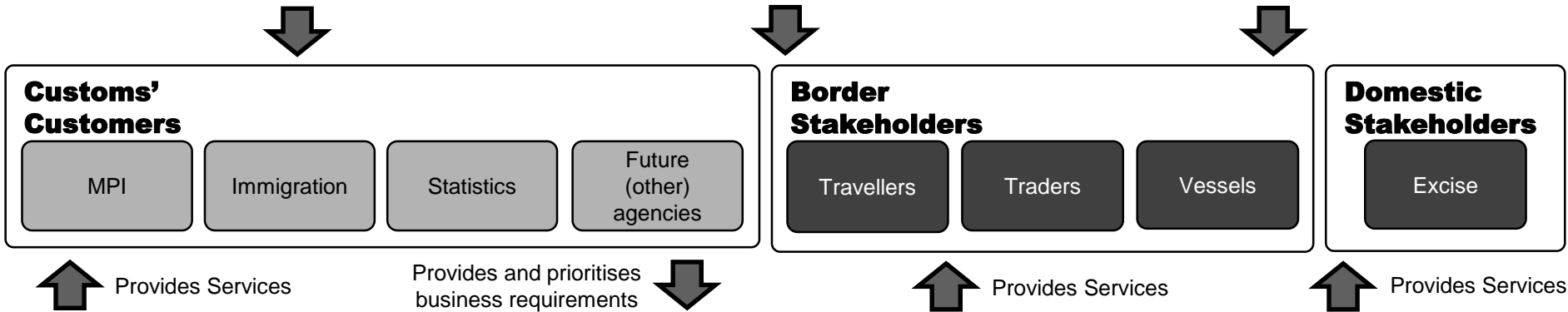
Programme Management The capability to manage technology projects, e.g. project management, business requirements gathering, procurement, deployment and testing

Support The capability to provide support functions that enable IS teams to deliver outcomes

Sourcing The capability to manage relationships with strategic vendors to deliver ongoing value for Customs, manage contacts, and ensure that contracted services are delivered

IS Operating Model

New Zealanders



Proposed High-level IS Roadmap

