



Australian Government

**Department of Infrastructure, Transport,
Regional Development and Local Government**



Office of Transport Security
Strategic Plan 2007 - 2010

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Foreword

Efficient and secure transport systems are integral to Australia's economic well-being and connectedness that is one of the key drivers of national identity and unity. In the wake of the 9/11 attacks in the United States and the London and Madrid bombings, Australians expect to be protected from terrorism and other unlawful acts when using our transport systems. This is the aim of the Office of Transport Security (OTS), a business division of the Department of Infrastructure, Transport, Regional Development and Local Government (Department of Infrastructure).

OTS provides the Australian Government with policy advice and regulatory oversight of preventive transport security. Our Strategic Plan and its companion document, our Regulatory Philosophy, set out OTS' aspirations to achieve enhanced transport security in partnership with industry and governments. And, they articulate the principles of transparency, accountability and fairness, in accordance with the law, that must underpin our approach to transport security regulation in the years ahead.

We are fortunate to work with transport sectors where the great majority of industry participants voluntarily comply with their preventive security obligations. The Australian Government's approach to aviation and maritime security is to set nationally consistent, minimum transport security outcomes derived from security threat and criminality information supplied by law enforcement and intelligence agencies. In that context, industry participants are expected to take primary responsibility for preventive security arrangements at their own facilities and with their own assets – and they do.

As we work with the transport sectors, OTS aims to encourage voluntary compliance with the law. In Our Regulatory Philosophy, we describe our expectations of industry and the expectations that industry rightfully has of us. We recognise that to achieve and maintain high levels of compliance we need to be open about our processes and strive to ensure that industry participants in the same circumstances are treated the same.

As a responsive regulator, our aim is to become less visible to industry participants who comply, but highly visible to those that don't.

Our Strategic Plan describes the risks we face, whether security, regulatory or corporate risks. We are connected to regional, national and international transport security arenas and therefore we are well-placed to provide advice on these risks in a complex environment.

We recognise that we live in a dynamic world and we need to be well-placed to respond to new threats and changing community expectations. This means that we need to invest in our own people to ensure we have the skills, support and commitment to face the tasks ahead.

Paul Retter AM
Executive Director
Office of Transport Security

Our identity

The outcome we seek

A transport system that is more secure against the threat of terrorism and unlawful acts.

Our purpose

To provide expert advice and regulatory oversight for Australian Government by taking a risk-based approach that continuously enhances security in Australia's transport system. We do this in consultation with industry and through international engagement.

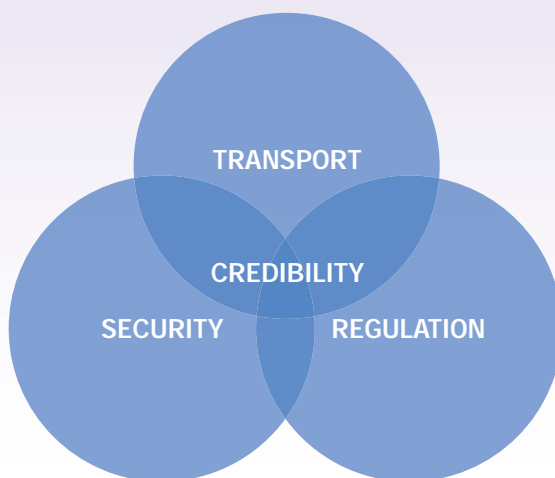
Our scope

OTS has an overarching security leadership and coordination role across the transport sector.

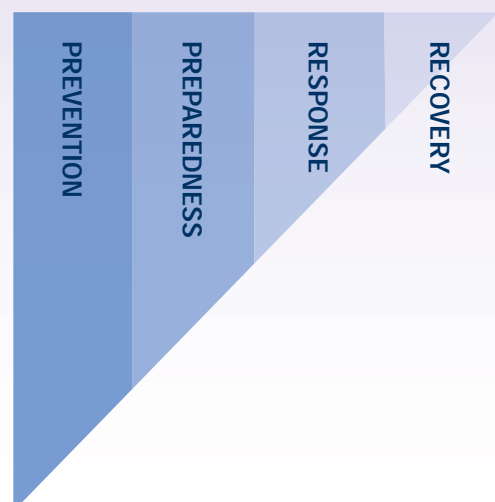
In carrying out its regulatory role:

- OTS plays a key role in ensuring the security of aviation, maritime, offshore oil and gas, and air cargo activities. (Source: Portfolio Budget Statements)
- States and Territories regulate the security of surface transport and dangerous goods. (Source: National Counter Terrorism Plan)

We build knowledge and expertise at the intersection of transport, security and regulation.



The OTS focus is on prevention and preparedness. Other agencies have a stronger focus on response and recovery.



Our strengths

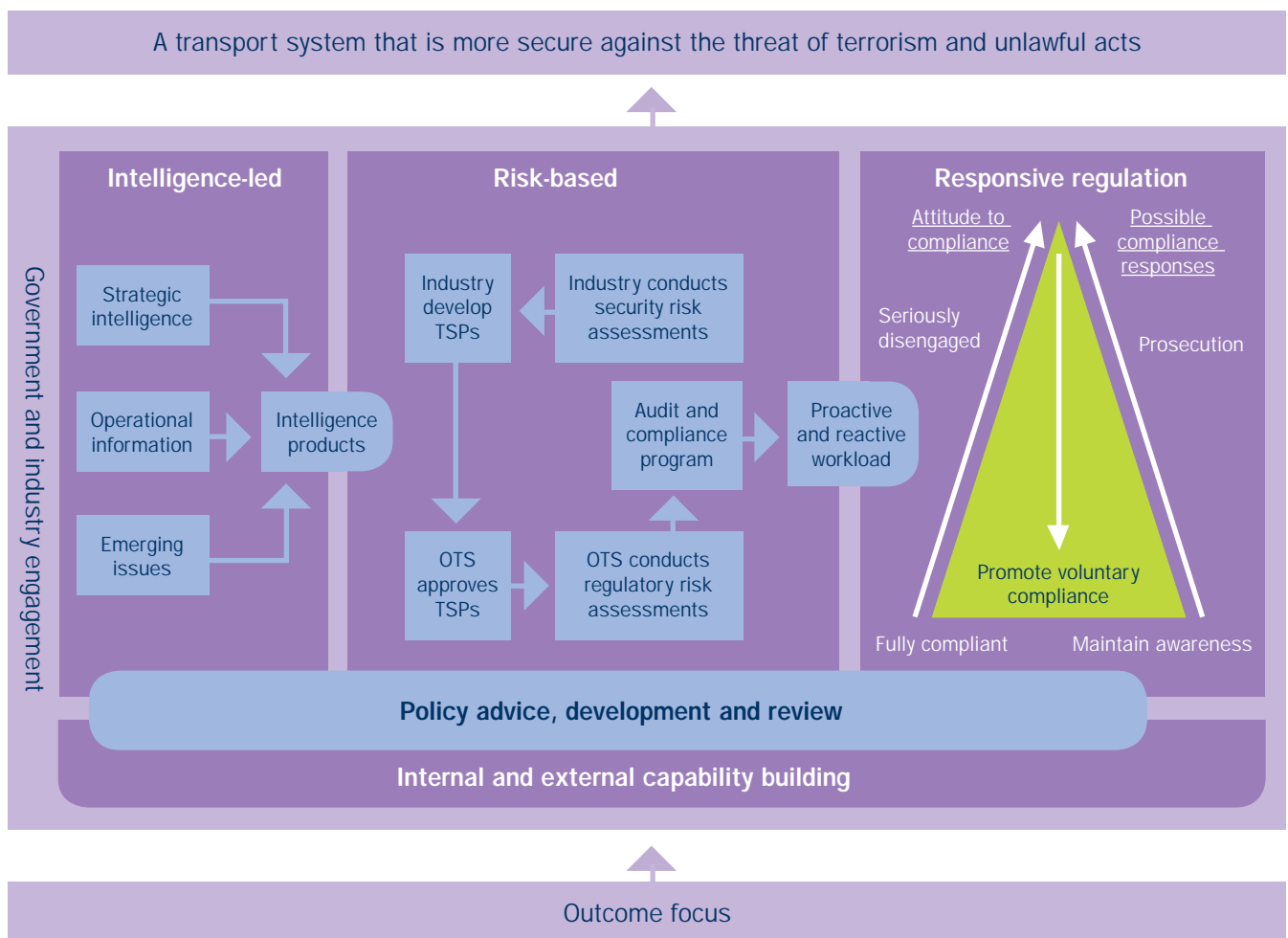
OTS is credible because

- Policy advice is based on industry consultation, regulatory best practice and innovation.
- Of a risk-based and nationally consistent approach to transport security.
- OTS has cooperative and collaborative partnerships with industry and state government's.
- OTS people are professional, highly motivated and want to work in OTS.
- OTS is the regulator for key parts of Australia's transport system.
- OTS is the principal advisor to the Australian Government on transport security policy.

Our Business Model

Our Business Model describes how we perform our functions to achieve the OTS outcome.

An outcomes focus is behind all our work because such an approach recognises that excellence in transport security is achieved at the level of individual facilities by owner/operators who best know their local environment and operating circumstances and because no single solution will address all industry situations. To influence and guide transport security outcomes, OTS has three major functions – we provide policy advice to Australia’s Government, develop and review policy and we regulate the transport industry in accordance with policy and law. Our work is informed by various forms of intelligence and information to ensure we have a comprehensive basis for risk assessment. OTS provides security risk context statements to guide industry in identifying their security risks and vulnerabilities as the basis of developing a Transport Security Plan. OTS assesses regulatory risks to ensure that industry participants have appropriate Transport Security Plans and are complying with them. Where there is non-compliance, OTS has a range of options it can use to guide an industry participant to full compliance.



Our principles - what we aspire to be

- Achieve a clear and shared transport security outcome with industry and governments within the context of the development and application of prescribed law, government policy and known and emerging threats.
- Build positive professional relationships through consultation with industry participants that encourages optimal security outcomes and compliance with the law.
- Be fair, transparent, timely and consistent in the way we work with governments and industry.
- Decision making is consistent with the current and emerging transport security environment and its inherent threats, vulnerabilities and associated risks.
- Compliance responses are consistent and proportional to the level of security and regulatory risk ranging from assistance through to sanctions (a responsive regulation model).
- Engage with government agencies and industry to achieve co-ordinated policy and approaches to transport security.
- Take into account the impacts of decisions on industry and their investment in transport security and on the public.
- Strive to influence the outcomes of international agendas and build capability in our region.
- Policy is effective and efficient in addressing transport security risks.
- Deliver the Australian Government's requirements of the day.
- Be viewed by the public as credible in our role.

The risks that could affect us

THERE IS A RISK THAT...	
Security risks	An event occurs that could have been prevented or that raises perceptions that known vulnerabilities have not been addressed.
	There may be an inadequate response to an event by Government or industry driven by a lack of clarity of the role of OTS.
	OTS could become separated from intelligence feeds about the transport system (including intelligence agencies, other government agencies and industry) reducing its ability to identify and manage emerging threats, risks and vulnerabilities.
Regulatory risks	OTS could have a poor relationship with the Australian Government, agencies and other governments causing it to become insular or to lose credibility.
	OTS could have a poor relationship with industry participants reducing its ability to regulate the security of the transport industry.
	For all or some segments of industry the regulatory regime could be disproportionate or inappropriate to the current and emerging risks.
	Government could make fundamental changes to administrative arrangements orders or the regulatory framework that we operate, requiring significant change in OTS and/or industry.
Corporate risks	OTS may not have the capability and capacity to perform its role resulting from issues to do with communications, staffing, skilling, knowledge, business processes, engagement with other agencies or culture.

Our objectives and strategies

OUR OBJECTIVES	OUR STRATEGIES
<p>1. We have a clearly defined and well communicated role and scope and understand our powers in the transport sector.</p>	<ul style="list-style-type: none"> • Analysis of nature and extent of powers • Clarify roles and responsibilities with other agencies • Communicate role within OTS and to stakeholders, manage changes • Have a clearly articulated and understood security risk doctrine
<p>2. Our functional and flexible regulatory system is led by quality intelligence that correctly identifies key risks and develops proportionate and appropriate responses.</p>	<ul style="list-style-type: none"> • Develop a shared understanding of our Regulatory Philosophy • Implement our Regulatory approach as articulated in the Regulatory Philosophy and Design
<p>3. We have credible and resilient relationships with industry who voluntarily comply with their security obligations.</p>	<ul style="list-style-type: none"> • Develop an industry engagement framework • Identify key relationships and have specific development plans and succession planning for these on a national basis • Actively communicate our Regulatory approach and key related documents
<p>4. We are credible and respected by Government with the ability to shape international and domestic agendas.</p>	<ul style="list-style-type: none"> • We work in partnership with other agencies to develop coordinated responses for industry • We develop credibility because of the quality of advice we give to the Australian Government • We participate in and shape international forums
<p>5. Our workforce is aligned with our strategic directions and business needs.</p>	<ul style="list-style-type: none"> • Encourage succession planning and improved recruitment processes • Provide training in management including performance and people management • Utilise available flexibility within the agency
<p>6. Our organisation provides an integrated approach to stakeholders operating cross-modally and consistently national and state offices.</p>	<ul style="list-style-type: none"> • Set the desired culture and motivators for our staff. • Provide training in leadership and implementing change • Develop managers to be collegiate and supportive of staff

And how we will measure success

OUR INDICATORS	HOW WE WILL MEASURE
<ul style="list-style-type: none"> • Staff and stakeholder groups understand OTS' role 	<ul style="list-style-type: none"> • Staff survey • Peer agency review and feedback from operational staff. • Feedback from operational staff and quality of dialogue with industry
<ul style="list-style-type: none"> • Accurate risk assessments • A regulatory system that meets Government expectations 	<ul style="list-style-type: none"> • International benchmarks • Accurate analysis and assessments • Government satisfaction • Industry feedback • Peer agency feedback
<ul style="list-style-type: none"> • Information exchange with industry regardless of enforcement activity • Voluntary compliance with regulatory obligation 	<ul style="list-style-type: none"> • Incident reporting levels • Audit analysis and results and incident reporting levels • Feedback from operational staff • Level of timeliness of industry response to OTS advice • Performance against international benchmarks
<ul style="list-style-type: none"> • Active participation at whole-of-government forums • OTS Input to policy development sought by other agencies • Influence with other governments and overseas 	<ul style="list-style-type: none"> • OTS views are represented in cross departmental policy • Number of inter-departmental consultative meetings OTS participates in • Level of early engagement in policy development • OTS involvement in international and inter-government forums
<ul style="list-style-type: none"> • Level of staff turnover is consistent with APS norms • Skills appropriate for work levels • High quality performance of staff at all levels • Succession planning 	<ul style="list-style-type: none"> • OTS fits within agency and APS benchmarks • Recruitment reports • Smooth staffing transitions • Performance management benchmarks
<ul style="list-style-type: none"> • Greater consistency and information sharing between national and state offices • Support a collegiate work culture 	<ul style="list-style-type: none"> • Positive feedback from industry • Positive feedback from staff • Staff survey



