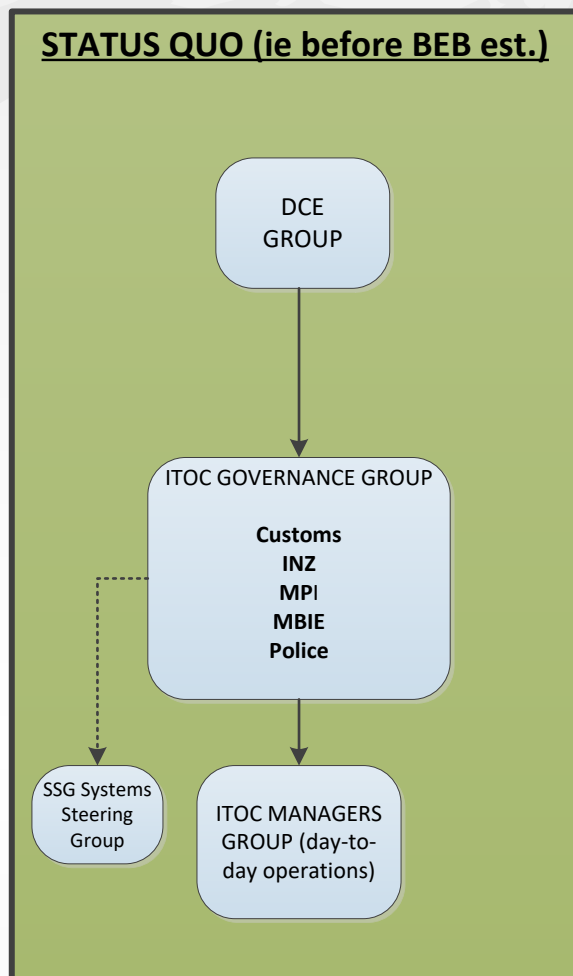


PROPOSAL FOR NEW 'ITOC STEERING GROUP'

STATUS QUO (ie before BEB est.)

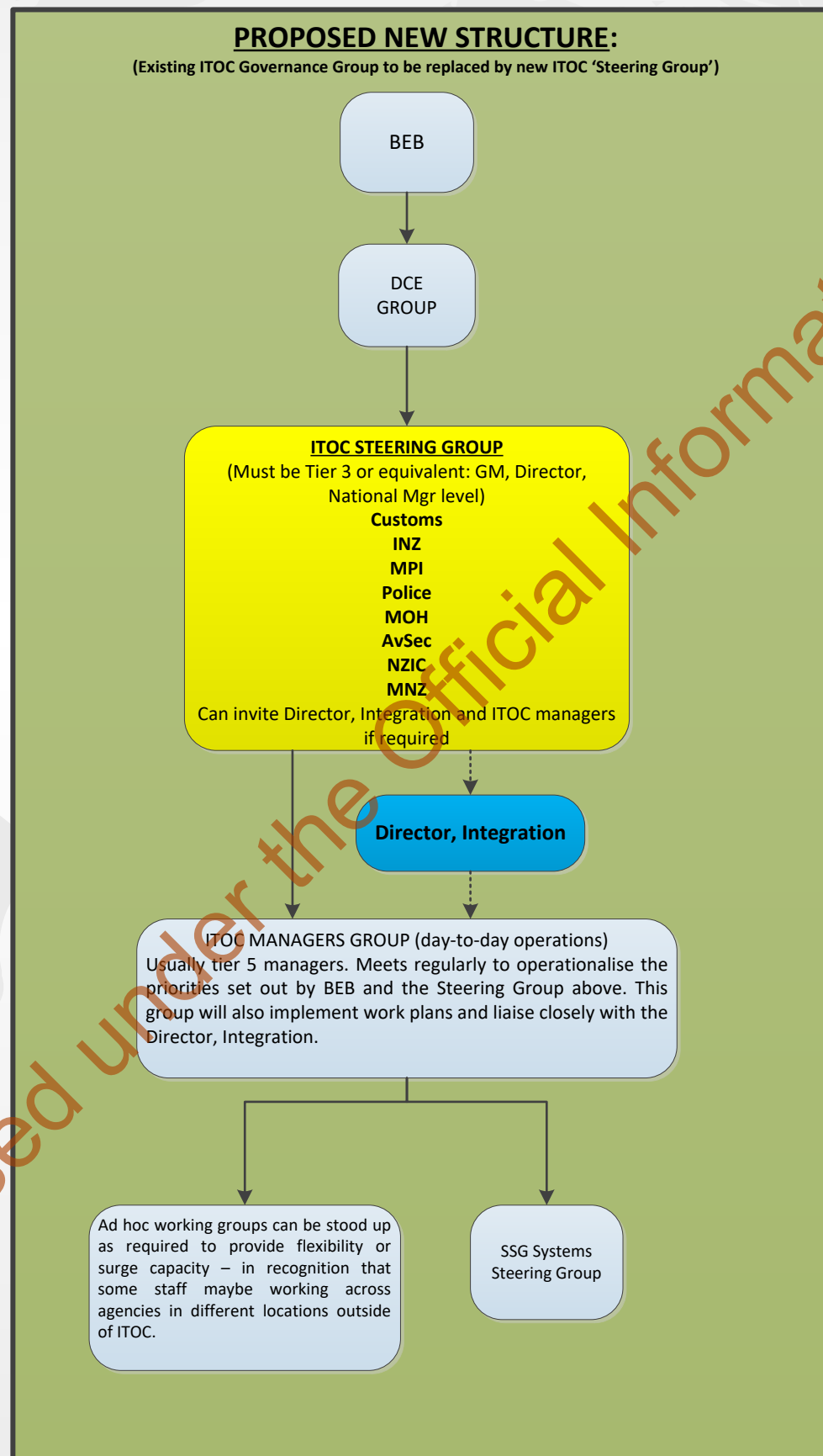


PROBLEM DEFINITION: GOVERNANCE

- ITOC is a good concept – it just hasn't yet fulfilled its potential.
- We need to enhance the culture in ITOC to drive integration.
- ITOC needs refreshed governance in recognition that the border operating environment has changed significantly in light of COVID.
- We need to move beyond 'ITOC is a Customs asset' to 'ITOC is the national targeting and ops centre to protect our border'.
- The current ITOC governance group lacks clarity of its role, does not include all relevant agencies, and is not driving the change needed to bring the ITOC concept to fruition. The line between governance and management is not clear.
- There are some big wins to be had if we can successfully drive better integration, especially on the targeting side.

PROPOSED NEW STRUCTURE:

(Existing ITOC Governance Group to be replaced by new ITOC 'Steering Group')



ITOC STEERING GROUP TERMS OF REFERENCE

(DRAFT)

Purpose

The purpose of the ITOC Steering Group is to

- Promote a 'sector mission' culture across all agencies in ITOC which enhances collaboration and ultimately border security.
- set the strategic direction of ITOC as directed by BEB and DCEs
- plan, resource and direct key cross-cutting workstreams so that ITOC achieves its vision as a world-class integrated targeting and ops centre.

Scope

The ITOC steering group is not a management group, and staff in ITOC retain their existing reporting structures. Day-to-day management of ITOC remains the preserve of the ITOC Managers Group, as directed through the daily briefings and stand-ups.

Function

The ITOC steering group's main functions and accountabilities will include:

- set and oversee ITOC's strategic priorities.
- help grow a collaborative culture and build an environment of trust, transparency and accountability.
- ensure ITOC has the right agency resourcing and operating culture to reach its potential.
- ensure workstreams implemented by the ITOC Managers Group or ad hoc working groups align with strategic priorities.
- ensure incident management response capability is fit for purpose and builds on lessons learned.
- provide assurance (and reporting if required) to DCE group and BEB that ITOC strategic priorities are being met.

Membership

The ITOC steering group will relevant Tier 3 leaders (GMs/National Managers/Directors) from ALL agencies stationed at or working remotely into ITOC. The intent is to encourage consistent tier 3 attendance and to avoid long-term delegation.

Meeting frequency and chairing

During the set-up phase (first 6-12 months) the ITOC steering group will meet monthly or bimonthly as agreed by consensus. Thereafter meetings will be quarterly. Chairing duties will rotate through all participating agencies. It is the responsibility of individual agencies (and BEB project managers) to provide secretariat support to all members in order to support quality discussions and decision making.