



Australian Government
**Department of Immigration
and Border Protection**

Statement

FOI Release: 'Measures of Success' by Boston Consulting Group

6 September 2017

The Reform and Integration: Measures of Success document was a report prepared by Boston Consulting Group (BCG) in December 2015 – over 18 months ago and approximately six months after Machinery of Government integration of the Department of Immigration and Border Protection and the former Australian Customs and Border Protection Service.

BCG is a high calibre, international consulting firm that has a unique combination of business and transformation knowledge, experience and technical skills of value to the Department. Additionally this firm has significant knowledge of the legacy agencies and appreciation of the complexity of integration.

The document reflects BCG's view of the Department's environment at the time. The complexity and size of integration required early thought about what success would look like and how it would be monitored and subsequently built upon, as the integrated Department matured.

The document provides advice to the Department about how it could track, monitor and measure delivery of its reform programme. This point-in-time report provided departmental transformation, reporting and input to monitoring and tracking. It does not reflect departmental response.

Significant changes have occurred since the development of this document, including announcements in relation to Immigration Reform and the document may not accurately reflect the current functions, structures or issues.



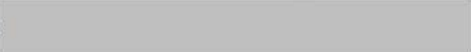
29 August 2017

In reply please quote:

FOI Request FA 16/10/00425

File Number ADF2016/57915



By email: 

Dear 

Freedom of Information request – decision on request

This letter refers to your request received on 4 October 2016 seeking access under the *Freedom of Information Act 1982* (FOI Act) to the following documents:

A copy of the document developed by the Boston Consulting Group known as Measures of Success

I note the request was submitted on your behalf through 

Authority to make decision

I am an officer authorised under section 23 of the *Freedom of Information Act 1982* (FOI Act) to make decisions with respect to requests to access documents or to amend or annotate Departmental records.

Information considered

In reaching my decision, I have considered the following:

- The terms of your request
- The *Freedom of Information Act 1982*
- The Australian Information Commissioner's guidelines relating to access to documents held by government (OAIC guidelines)
- Departmental documents, identified in the Schedule of Documents
- Consultations with relevant business areas

Legislation

A copy of the FOI Act is available for your reference from www.legislation.gov.au/Browse/ByTitle/Acts/InForce/0/0/Principal

Documents in scope

The Department has identified one document that falls within the scope of your request comprising 85 pages. The document is dated 14 December 2015 and is a draft produced by an external consultant.

Decision

I have decided to release the document with irrelevant material deleted.

Reasons for decision

Section 22(2) of the FOI Act provides that, where an agency reaches the view that a document contains exempt information or material that is irrelevant to the request and it is possible for the agency to prepare an edited copy of the document with the irrelevant or exempt material deleted, then the agency must prepare such a copy.

This edited copy must be provided to the applicant. Further, the decision maker must advise the applicant in writing that the edited copy of the document has been prepared and of the reason(s) for each of the deletions in the document (section 22(3) of the FOI Act).

Exempt material has been deleted pursuant to section 22(1)(a)(i), and irrelevant material deleted pursuant to section 22(1)(a)(ii) of the FOI Act.

Deletion of irrelevant material

On 7 October 2016, the Department advised you that its policy is to exclude the personal details of officers not in the Senior Executive Service (SES), as well as the mobile and work telephone numbers of SES staff, contained in the documents that fall within scope of a FOI request. I am satisfied that to give access to this information would reasonably be regarded as irrelevant to your request. This irrelevant material has been deleted pursuant to section 22(1)(a)(ii) of the FOI Act.

Review rights

Internal review

If you disagree with my decision, you have the right to apply for an internal review of my decision. If you wish to make a request for internal review, this must be sent within 30 days of you being notified of the decision. Where possible please attach reasons why you believe a review of the decision is necessary. The internal review will be carried out by an officer other than the original decision-maker and the Department must make a review decision within 30 days.

Applications for review should be sent to:

Freedom of Information Section
Department of Immigration and Border Protection
PO Box 25
BELCONNEN ACT 2617

Or by email to: foi.reviews@border.gov.au

Review by the Office of the Australian Information Commissioner

You may apply directly to the Office of the Australian Information Commissioner (OAIC) for a review of my decision. You must apply in writing within 60 days of this notice. For further information about review rights under the FOI Act, please refer to FOI Fact Sheet 12 '*Freedom of information – Your review rights*', available online at www.oaic.gov.au.


How to make a complaint about the handling of your FOI request

You may complain to the Australian Information Commissioner if you have concerns about how the Department has handled your request under the FOI Act. Information about how to submit a complaint is available at www.oaic.gov.au.

Contacting the FOI Section

If you wish to discuss this matter, I may be contacted using the details provided below.

Yours sincerely



Authorised Decision Maker
Enterprise Strategy and Risk Branch
Department of Immigration and Border Protection
E: foi@border.gov.au

Attachments

- Attachment A – Documents released