



TOLLETATEN

Norwegian Customs towards 2030

Strategy

Norwegian Customs towards 2030

The mission of Norwegian Customs is to ensure compliance with the laws and rules of cross-border movement of goods. Our efforts contribute to making Norway a sustainable, safe, and fair country for both people and industry, well suited for international trade.

We aim to make compliance with the laws and rules of cross-border movement of goods simple and efficient. We work to create and maintain a perception of high risk of discovery for those who are considering smuggling, and our aim is to expose as many smugglers as possible. We support partner authorities as the representative of the State of Norway wherever goods cross the border.

In recent years, Norwegian Customs has undergone extensive changes. This strategy continues the same strategic direction the agency has had since 2017, but is updated, more detailed and mature, based on the changes we have already implemented and the insights we have learned.

Norwegian Customs has a solid foundation of knowledge of cross-border flows of goods and the actors involved. We operate in a high-functioning, small country with strong ethical standards and a high degree of digitalisation in the population, industry, and public sector. We have access to competent resources in an organisation open to change. Conditions are right for us to evolve into a world-leading customs agency.

Norwegian Customs has undergone extensive changes in recent years and is still experiencing a high rate of development on several fronts. In this strategic period, it is a priority to let changes play out as they are implemented. At the beginning of the strategic period, the agency needs to consolidate after the considerable changes that have been implemented, as well as to complete all of the initiatives that are still ongoing and pending. That being said, this strategy indicates that there is still much to do.

Volumes of goods crossing the border increase every year, along with expectations of user-friendliness and service levels. It will be essential that we, in this strategic period, strike the right balance between ambitions and expectations, tasks and resources. Thus, we are not defining, in detail, the time period addressed by this strategy. Our strategy will inform the agency's development work towards 2030.

Every day, Norwegian Customs strives to ensure compliance with the laws and rules for cross-border movement of goods. Importantly, this includes laws and rules established across various sectors to support sustainable development. Our strongest contribution towards sustainability is therefore to perform our mission effectively, improving utilisation of existing and new tools, and strengthening collaboration within the agency and with other authorities. We will prioritise sustainability in our daily activities to ensure compliance with the laws and rules of cross-border movement of goods.

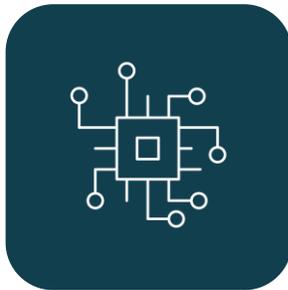




TOLLETATEN

Norwegian Customs towards 2030

Strategy



Digital information processing



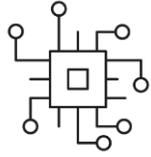
Information- and analytics-driven goal attainment



Broad and targeted use of measures



Safe, efficient, and mobile physical controls



Digital information processing

Digital dialogue and early collection of information results in efficient interaction before, during and after border crossings. Digital procedures, risk assessments and processing facilitate quick, efficient, and accurate handling of the flow of goods. Quality of information is high and release of goods at the border is the norm.

To achieve this, we will:

- Receive information about goods and carriers digitally, prior to border crossing
- Digitalise information processing and customs clearance
- Develop digital quality assurance and accurate digital risk assessment
- Develop digital interactions with other authorities
- Develop self-service red zones for travellers
- Develop digital and situation-based user dialogue
- Digitise and automate case handling
- Facilitate the termination of the direct driving procedure



Information- and analytics-driven goal attainment

New and existing sources of information provide robust knowledge of operators, flows of goods and threats. Learning loops and analyses provide updated, new insights and better decision-making throughout the organisation.

To achieve this, we will:

- Ensure a solid foundation of information and pursue new legal authorisations as needed
- Make better use of controls and measures to develop documented knowledge
- Strengthen our ability to identify and assess threats at a strategic, tactical, and operational level
- Develop collaboration and information sharing with other intelligence, analytical and information communities



Broad and targeted use of measures

We adapt to operators' willingness for compliance and employ a wide range of measures, which ensure good compliance both individually and combined. Assessments of effectiveness contribute to continuous improvement of our utilisation of measures.

To achieve this, we will:

- Link strategic management, threat assessments and operational considerations to a strong ability to decide on the right utilisation of measures before, during and after border crossings
- Improve existing measures in addition to the development of new ones:
- information and guidance
- authorisation, permits and channelling of flows of goods
- prevention through visibility at the border, in different media and in other settings
- control methods and digital audit
- sanctions
- alternative reactions in response to non-compliance



Safe, efficient, and mobile physical controls

Our presence throughout the country is based on risk assessments and creates real risk of discovery. Our target selection is accurate. We have the ability to quickly conduct controls throughout the country based on intelligence information. We have modern tools to conduct controls safely and efficiently.

To achieve this, we will:

- Acquire and manage modern equipment and facilities
- Improve our ability for flexible resource allocation and mobile control
- Search for new methods and tools and test the most promising ones in pilot projects
- Establish new requirements and certification systems within exercise of authority and HSE

Strategic goals

Contribute to sustainability through prioritisation and collaboration



Motivate staff

Our employees are our most valuable resource. They are motivated, have autonomy and are recognised for their accomplishments. Our work environment is characterised by involvement, tolerance, and trust. There is a healthy work-life balance. Leaders are confident in their roles; they delegate and facilitate execution and development.

To achieve this, we will:

- Further develop personnel policies
- Build clear and interesting career paths
- Strengthen the life phase-oriented personnel policy
- Clarify leadership roles and prioritise leadership development
- Celebrate employee achievements



Further develop competence and knowledge

Professional development is a key driving force for each individual employee. Employee competence and the agency's knowledge base are further developed and enhanced with new, relevant fields. We prioritise competence development and lifelong learning and use clear career paths to do so. We retain, develop, and attract talent.

To achieve this, we will:

- Implement and refine our new educational programmes
- Accredite the former agency education
- Maintain and improve the continuing education programme for all employees
- Identify and introduce new subjects and competences
- Improve certification systems
- Develop research and research collaborations on customs-related subjects



Develop internal collaboration

We act as one agency. The agency's collective capacity and knowledge is well utilized, regardless of where in the agency it is located. Collaboration and sharing of information and knowledge work well across organisational divides. Diversity of expertise is acknowledged and used appropriately.

To achieve this, we will:

- Further develop structures and incentives that encourage interaction
- Drive development work with interdisciplinary, autonomous teams
- Strengthen agency insight and identity through good internal communication and utilisation of digital collaboration tools
- Increase insight into the capacities and priorities of our different divisions



Strengthen governance

Our management is guided by operational insight and good decision-making. It is uniform, fact-based and ensures good prioritisation and focus on both short-term and long-term results. Process management ensures quality, clarifies individual contributions, and forms a foundation for continuous improvement.

To achieve this, we will:

- Implement and refine a comprehensive management model
- Further develop fact-based analyses and documentation as a foundation for good and systematic strategic, tactical and operational management
- Further develop good performance indicators
- Introduce process management and good internal control
- Further develop a management culture based on learning and development



Strengthen information processing

Available information is converted into knowledge and insightful analyses. Increased data quantities and continuous process developments are managed efficiently and with a high level of information security.

To achieve this, we will:

- Establish uniform information management based on clear data ownership and good data overview
- Quality-assure and classify our information sources and data
- Further develop our information security activities
- Utilise available information and further develop our analytical abilities



Follow international best practices

We monitor our global, ever-changing surroundings. We actively pursue collaborations outside of Norway to identify best practices. We adopt and share good ideas and experiences with others.

To achieve this, we will:

- Identify and promote key areas for Norwegian Customs internationally
- Sharpen the focus of our international engagement
- Closely monitor developments in the EU, our neighbouring countries, and other relevant countries to identify trends, needs for change and good ideas and experiences
- Identify and contribute to the development of international standards and practices
- Establish and further develop agreements with key partners



Further develop regulations and practices

Laws, rules, and regulations promote operator compliance and are the foundation for our exercise of authority. The legal framework is continually developed to meet new needs – both at home and abroad.

To achieve this, we will:

- Refine regulations for the best possible adaptation, prevention, control, and sanctions
- Refine digitisation-friendly regulations
- Seek to find new statutory authority to strengthen our attainment of objectives – while accommodating data privacy concerns
- Integrate evolving regulations in our other development efforts



Create room for development and improvement

We are always looking for new ways to become more efficient. Active realisation of benefits and prioritisation create space for new developments within the budget framework. Expectations and funding are balanced with volumes, complexity, and requirements.

To achieve this, we will:

- Continuously improve our organisation
- Systematically identify quantitative and qualitative benefits and free up resources for prioritised activities
- Continuously evaluate and adapt our organisation
- Make priorities based on significance and effect
- Explore new sources of funding



Strengthen communication and reputation

We communicate openly and actively to build understanding and insight into agency operations. We promote Norwegian Customs as an attractive workplace. Our reputation is based on trust and legitimacy.

To achieve this, we will:

- Highlight broad, positive social effects we create, in collaboration with policymakers.
- Use communication actively to reach our main goals.



Strengthen collaboration with other authorities

Partner authorities understand how Norwegian Customs can help them attain their own goals. We coordinate well with partner authorities.

To achieve this, we will:

- Contribute to our partners' understanding of the mission and role of Norwegian Customs
- Strengthen coordination of priorities, measures, and developments with our partners
- Clarify our contributions to partner authorities
- Further develop and clarify the agency's role in civil protection and national preparedness



TOLLETATEN

