



Australian Government

Department of Immigration
and Border Protection

Corporate Plan

2017–18

© Commonwealth of Australia 2017

With the exception of the Commonwealth Coat of Arms, all material presented in this publication is provided under a Creative Commons Attribution 3.0 Australia licence (<http://creativecommons.org/licenses/by/3.0/au/deed.en>).

For the avoidance of doubt, this means this licence only applies to material as set out in this document.



The details of the relevant licence conditions are available on the Creative Commons website (accessible using the links provided) as is the full legal code for the CC BY 3.0 AU licence (<http://creativecommons.org/licenses/by/3.0/legalcode>).

Use of the Coat of Arms

The terms under which the Coat of Arms can be used are detailed on the It's an Honour website—www.itsanhonour.gov.au.

Contact us

Enquiries regarding the licence and any use of this document are welcome at:

Communication and Engagement Branch

Department of Immigration and Border Protection

PO Box 25

BELCONNEN ACT 2616

Email: comms@border.gov.au

Website: www.border.gov.au

Contents

Introduction	4
Our purposes	10
Our environmental context	16
Our risk oversight and management	19
Our capabilities	21
Our performance management	23

Introduction

Foreword by the Secretary and Acting Commissioner

The *Department of Immigration and Border Protection Corporate Plan 2017–18* is a guide to our priorities, operating environment, and approach to performance management. It outlines what we are striving to achieve and how we plan to achieve it.

The Department—including its operational arm, the Australian Border Force (ABF)—has a clear mission: To protect Australia’s border and to manage the movement of people and goods across it.

On 18 July 2017 the Government announced that it would establish a Home Affairs portfolio, which will include the Department of Immigration and Border Protection and the ABF in their entirety. This will be a significant and complex undertaking and it will be implemented in phases, as was the integration of the former Department and the Australian Customs and Border Protection Service.

While we prepare to integrate with other colleagues into the new portfolio, we must not lose focus on our core business of facilitating trade, travel and migration and keeping our country safe and secure. Supporting this staged approach to implementation, and the importance of our existing core business, the Corporate Plan 2017–18 has been designed to reflect the Department as of August 2017.

Effective facilitation of travel, trade and migration is essential if Australia is to seize the opportunities globalisation provides for our increasing economic prosperity. We are contending with strong growth in travel and trade at a time when we are confronted with evolving and increasingly sophisticated threats to our national security. The opportunities and risks have never been greater.

Our priorities in 2017–18 reflect our operating environment and, importantly, the way we will respond to it. Our challenge is to appropriately balance our risk tolerance, resources and service levels to ensure that we continue to respond to the Government’s priorities and expectations, while building future capability.

This will require innovative thinking and continued investment in technology and automation that streamlines border flows for legitimate travel and trade. At the same time, we will target and counter threats posed by the minority, through enhanced information collection, storage, sharing and analysis.

Among recent Government announcements, were a range of measures to modernise our visa systems, strengthen our threat and risk assessment, and ensure migration and travel to Australia optimises economic and social benefits, while preserving the safety of our community. These measures include:

- enhanced biometrics to strengthen our confidence about identity and facilitate the seamless flow of legitimate travellers
- providing employers with access to skilled workers from overseas, only where there are genuine skill shortages, through introduction of the new Temporary Skills Shortage visa
- ensuring those who acquire Australian citizenship are integrated into our society, share our values, are proficient in English and contribute to our social and economic growth
- increased places in the Refugee and Humanitarian Programme, strengthening our commitment to helping those in the greatest need
- exploring new service delivery models, to design and build a new visa-processing platform to better manage risk, increase efficiencies, and provide improved services that exceed client expectations.

Complementing these reforms, the Department's operational arm—the ABF—will continue to focus on preserving our national security; the protection of our community from terrorism; the enforcement of border, trade and customs laws (including the collection of revenue); and the security of our maritime jurisdiction, resources and environment. The ABF will also continue to fulfil its role as Australia's customs service, facilitating legitimate trade and travel.

People smuggling continues to pose a threat to the security of our border, and with no indication that this threat will abate, complacency remains one of the biggest risks we face. The Department remains committed to ending the criminal activity of people smuggling, and will continue to actively participate within Operation Sovereign Borders.

We will continue to resolve the immigration status of the illegal maritime arrival legacy caseload and to ensure that children are not in detention, wherever possible. We will continue to support efforts across government to stamp out the exploitation of vulnerable non-citizens, including to detect, deter and disrupt labour exploitation and human trafficking. We are building our border protection capability through enhanced maritime vessel tracking to counter the illegal flows of goods and people. We will leverage our substantial gains in international cooperation in order to strengthen international and regional arrangements and protect the Australian community.

It is the dedication and commitment of our people—their professionalism, integrity and hard work—that will enable us to deliver against government priorities and maintain public confidence. As reflected in the RAND Corporation’s review into the integrated Department’s effectiveness last year¹, our organisational culture requires ongoing attention and this—along with supporting our people through the changes ahead—will also be a focus in 2017–18.

Statement of preparation

The statement of preparation is a legislated requirement under section 16E of the *Public Governance, Performance and Accountability Rule 2014* and is a statement by the accountable authority that the plan has been prepared for paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*.

I, as the accountable authority of the Department of Immigration and Border Protection, present the *Department of Immigration and Border Protection Corporate Plan 2017–18*, which covers the periods of 2017–18 to 2020–21, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



Michael Pezzullo
Secretary

I, as the Acting Commissioner of the Australian Border Force, endorse the *Department of Immigration and Border Protection Corporate Plan 2017–18*, which covers the periods of 2017–18 to 2020–21.



Michael Outram APM
Acting Commissioner

¹ www.border.gov.au/ReportsandPublications/Documents/reviews-and-inquiries/assessment-consolidation-acbps-dibp-report-rand.pdf

Role of the corporate plan

The Corporate Plan is the Department's principal planning document. It is the companion to *Strategy 2020*² and *ABF 2020*³, and aligns to the programmes contained within the annual portfolio budget statements (PBS)⁴.

The plan ensures that the activities we undertake to achieve our purposes, as outlined in the performance section of this plan, are strategically aligned. This performance information will be reported in the Department's annual performance statements as part of the Department's Annual Report 2017–18.

It also informs our annual business planning and individual performance and development agreements by articulating our priorities for the coming year, identifying environmental factors that might affect our ability to achieve our purposes, and outlining our approach to capability building and risk management.

Each of our key documents supports the Department to deliver the benefits outlined in the Department's purposes.

In light of the Government's announcement of the new Home Affairs portfolio, it is important to note that the Corporate Plan 2017–18 reflects current portfolio priorities and it may need to be amended or replaced.

2 www.border.gov.au/CorporateInformation/Documents/strategy-2020.pdf

3 www.border.gov.au/ReportsandPublications/Documents/abf-2020.pdf

4 www.border.gov.au/ReportsandPublications/Documents/budget/2017-18-pbs-full.pdf

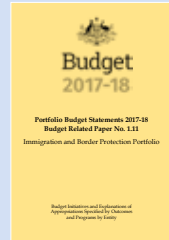
Aligning strategic, business and financial planning



Strategy 2020 is the Department's tier-one strategy document. It is a long-term strategically focused document that guides the Department in fulfilling its mission and vision by articulating strategic objectives and strategic responses.



Corporate Plan 2017-18 is the Department's principal planning document. It sets out our purposes, priorities and performance measures over a four year period, with a focus on the 2017-18 financial year. The corporate plan supports our annual business planning cycle, and informs individual performance agreements.

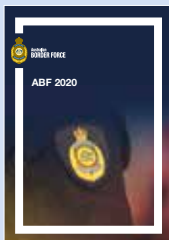


Informs Senators and Members of Parliament of the proposed allocations of resources to government outcomes by entities within the portfolio. The Portfolio Budget Statements provide information, explanation and justification to enable Parliament to understand the purpose of each outcome proposed in the Appropriation Bills.

**Mission
Vision**
Strategic objectives
Strategic responses

Priorities
Performance measures

Government outcomes
Programmes
Budget appropriations



ABF 2020 outlines the challenges in our external environment and provides a clear roadmap for how we will achieve our mission and vision.

Business plans

**Individual performance
and development
agreements (PDAs)**



Annual reports inform Parliament, other stakeholders, educational and research institutions, the media and the general public about the Department's performance. The annual report is also a key reference document that forms a critical part of the historical record.

Corporate plan— at a glance

Our mission

To protect Australia’s border and manage the movement of people and goods across it

Our vision

We are Australia’s trusted global gateway

Our purposes

Protect Australia	Promote responsive migration	Advance trade and revenue
-------------------	------------------------------	---------------------------

Our priorities

Over the next four years the Department has a significant programme of change initiatives, focussed on supporting a safe and secure Australia that maintains strong economic growth and is globally competitive, liveable, sustainable, and welcoming.

Our environmental context

Understanding our operating environment—those factors within or beyond our control that may affect our ability to achieve our purposes

Our risk management and oversight

Managing risk effectively and actively, to ensure that we can leverage opportunities, while identifying and addressing the issues that may jeopardise our ability to achieve our purposes

Our capabilities

- Intelligence
- Identity
- Visa and citizenship
- Trade and goods
- Trade and traveller
- Status resolution and detention
- Investigations, compliance and enforcement
- Maritime surveillance, patrol and response

Our strategic performance measures

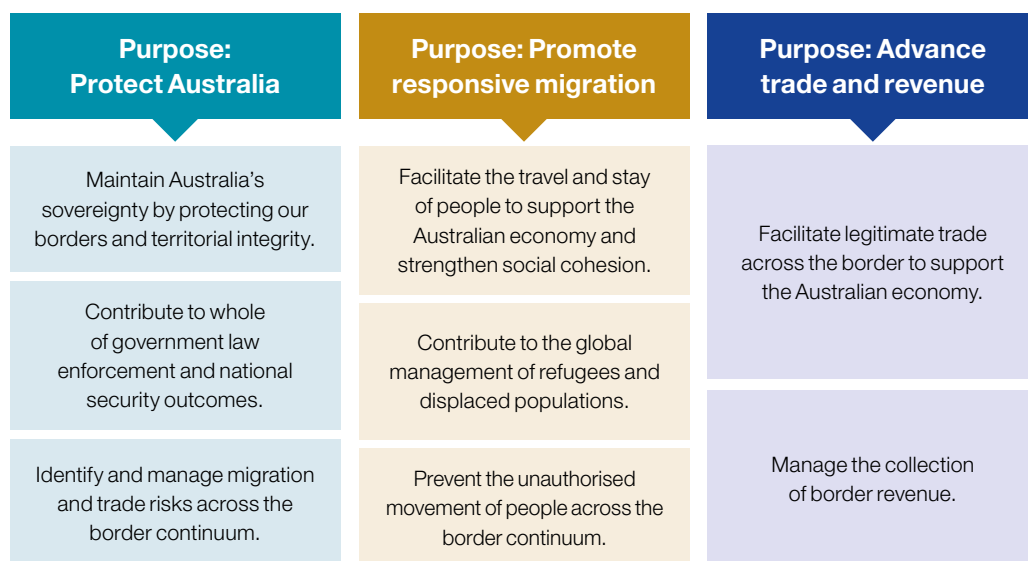
<p>Effective surveillance and response contributes to achieving an increase in compliance in the Australian Maritime Domain.</p> <p>People and goods that pose a risk to the Australian community are detected and appropriately managed ahead of, at, and after the border.</p> <p>Collaboration with the international community enhances our capacity to detect and respond to potential threats to Australia and its partners.</p>	<p>Immigration and citizenship programmes support the Australian economy and strengthen social cohesion.</p> <p>Provision of orderly and planned humanitarian pathways contributes to the global management of refugees and displaced persons.</p> <p>Facilitation of legitimate travel, streamlined visa and citizenship processing and the provision of advice promotes seamless client access.</p> <p>Collaboration with the international community contributes to the global effort to provide international protection, facilitates legitimate travel, and deters the unauthorised movement of people.</p> <p>Effective regulatory, enforcement, detention and status resolution activities promote compliance and timely status resolution at the lowest economic impact to Government.</p>	<p>Effective collection of revenue, detection of revenue evasion and compliance with border revenue laws and processes advance Australia’s economic interest.</p> <p>Facilitation of legitimate trade and movement of goods, provision of advice and engagement with industry supports seamless trade.</p> <p>Collaboration with the international community contributes to consistent trade practices, facilitates legitimate trade and the movement of goods, and reduces security risks within global supply chains.</p>
--	--	---

Our purposes

Our purposes direct and give meaning to our mission, represent what we do as a Department and demonstrate the benefits that we are delivering for society.

The purposes are aligned to the Department’s first three strategic objectives outlined within *Strategy 2020*. Our fourth strategic objective—lead border innovation—is embedded in everything we do.

Our purposes are the underpinning framework for our priorities, performance, our approach to risk management, and our capabilities for 2017–18 and beyond.



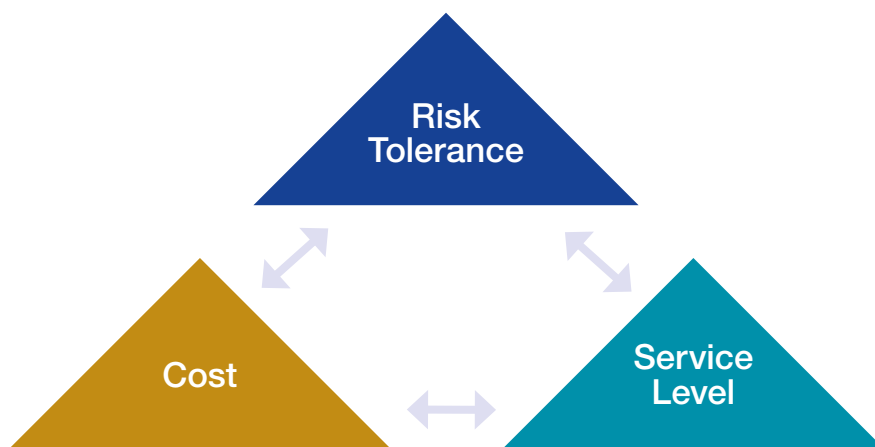
Our priorities

The Department has a set of core deliverables aligned with our enduring strategic responses.

Our strategic responses, as outlined in *Strategy 2020*, are:

- we will treat the border as a continuum rather than a physical boundary
- we will use an intelligence-led, risk-based approach to strategic decision making and operations
- we will maintain our standing and influence as a world leader in our field
- we will pursue collaborative partnerships to achieve our outcomes
- we will be credible and consistent in our approach to client services and provide a seamless experience
- we will be an agile and innovative organisation with the capability to meet current and future challenges
- we will embody a culture of professionalism and unwavering integrity.

We work in a complex and high-risk environment. The decisions we make about how we respond to risk and threat are directly related to the costs of operations and to the level of service we provide. Balancing these three dimensions is at the heart of the Department's challenge in setting priorities and planning and managing delivery.



The Department has identified the following priorities over the four-year planning period:

<p>Delivery of migration and citizenship programmes</p>	<ul style="list-style-type: none"> Managing the intake of places for permanent migration comprising skilled migration, family migration and migration under the Special Eligibility stream of the managed Migration Programme. Promoting the value of Australian citizenship, and managing applications for Australian Citizenship and applications for Evidence of Australian Citizenship.
<p>Facilitation and enforcement of trade and travel</p>	<ul style="list-style-type: none"> Ongoing implementation of the Australian Trusted Trader Programme, reducing the administrative burden for accredited Australian Trusted Traders while ensuring compliance with border regulations, streamlining and facilitating trade and enhancing supply chain security. Continuation of proof-of-concepts such as the Trans-Tasman Secure Trade Lane and E-Commerce Green Lane Trial, and identification and implementation of new initiatives which support modernisation of trade. Commencing the roll out of new technology in the arrivals environment, which will align the technology available to inbound and outbound travellers.
<p>Border protection (including maritime security and Operation Sovereign Borders)</p>	<ul style="list-style-type: none"> Counter terrorism: preventing and disrupting foreign fighters and terrorists including through exercising, exchange of information and developing maritime capability. Countering people smuggling: detecting and responding to people smuggling threats through Operation Sovereign Borders, including through strategic communications, upstream disruption of syndicates, surveillance and surface response. Illicit drugs: detecting, disrupting and preventing the importation of illicit drugs, with a particular focus on methamphetamine and cocaine, along with new and emerging drugs. Illicit firearm: disrupting the importation of illicit firearms, parts, accessories and ammunition to mitigate the risks to the Australian community. Integrity of the Visa Programme: ensuring the integrity of Australia's visa system, and protecting vulnerable individuals from labour exploitation and human trafficking. Illicit tobacco: disrupting attempts to import illicit tobacco into Australia. Protecting marine resources: supporting the Australian Fisheries Management Authority and other agencies to increase compliant fishing and prevent illegal fishing by providing on-water enforcement. Serious organised crime: supporting whole-of-government work to disrupt serious and organised crime.
<p>Delivery of refugee and humanitarian programmes</p>	<ul style="list-style-type: none"> Contributing to the resettlement of refugees and those in humanitarian need through the delivery of the annual Refugee and Humanitarian Programme.
<p>Resolution of immigration status</p>	<ul style="list-style-type: none"> Implementing a new approach to status resolution that is strategically aligned, affordable, sustainable and flexible, and which can respond quickly and with agility to changes in the migration environment and emerging risks. Resolving the status of the illegal maritime arrival (IMA) legacy caseload. Safeguarding children in our care. Protecting the Australian community through the effective administration of character, status resolution and related functions.

International cooperation and engagement	<ul style="list-style-type: none"> • Fostering information-sharing with other Commonwealth agencies and international partners • Collaborating with international partners on joint projects to enhance protection of the Australian community • Supporting governments in regional processing countries to administer effective refugee processing and resettlement programmes • Driving engagement with key regional partners to deliver improved health and welfare outcomes for people in regional processing centres • Developing arrangements with source countries to support the return of unlawful non-citizens from Australia.
Revenue collection	<ul style="list-style-type: none"> • Collecting customs duty, visa application charges and other taxes, as well as non-taxation revenue.
Information and communications technology (ICT)	<ul style="list-style-type: none"> • Leading border innovation through modernising and sustaining technology support.

The following initiatives will be prioritised over the coming year:

Home Affairs portfolio	<ul style="list-style-type: none"> • Support the establishment of the new and enhanced portfolio arrangements—while maintaining full business-as-usual operations.
Visa Reform	<ul style="list-style-type: none"> • Visa policy reform: investigate streamlining the visa framework to ensure flexibility and increase the Government’s ability to maximise the benefits of migration through the creation of clear visa pathways and incentives that position Australia as a competitive and desirable location for migrants; while increasing the ability to exercise migration controls in the national interest. • Visa service delivery reform: market engagement and stakeholder consultation to commence design of the future service delivery model, supporting systems and business processes. Enhance our ICT capability to support the future model, and interim work to support efficiencies in client enquiry management. • Visa risk assessment, identity and biometrics: commence development of a new biometric platform to enhance our biometric collection, matching, storage, analysis and sharing, and to better identify those who may pose a threat, as well as to facilitate the movement of legitimate travellers. Further enhance our risk assessment capabilities through biometrically-anchored identities, data analytics and information sharing between agencies and governments.
Subclass 457 visa	<ul style="list-style-type: none"> • Abolishing the Temporary Work (Skilled) visa (subclass 457 visa): implementation of a replacement temporary skill shortage visa. Additional complementary reforms together with other reforms to Australia’s permanent employer sponsored skilled visas to ensure the quality and integrity of our skilled migration programmes.
Citizenship	<ul style="list-style-type: none"> • Introducing a new citizenship test: ensuring that people who wish to settle in Australia permanently are committed to Australian values and to contributing to the community and economy.
Intelligence and Analytics	<ul style="list-style-type: none"> • Enhanced data access, analytic and processing capabilities: to deliver an intelligence-informed approach to decision-making at the strategic, operational and tactical levels.

Onshore Border Security	<ul style="list-style-type: none"> • Automated and secure traveller clearances: expansion of automated processing (including comprehensive biometrics collection). • Cruise ship passengers: partnering with the cruise ship industry, to share information ahead of the border, supporting our expanding cruise industry while protecting our borders. • Trusted Trader: further expansion and investment, including pursuing a secure trade lane trial, providing trade facilitation benefits to Australian business.
Maritime Security	<ul style="list-style-type: none"> • Strengthen and enhance maritime posture: invest in the Department's maritime capabilities, enhancing our ability to respond to threats across the entire maritime domain.
Illegal Maritime Arrival (IMA) Legacy Caseload	<ul style="list-style-type: none"> • Resolve the IMA legacy caseload: including through new measures that place a stronger onus on those not engaging with the process, and/or removing those who are not owed protection.
Trade and customs modernisation	<ul style="list-style-type: none"> • Trade modernisation: identification of new opportunities to reform and modernise the current trade environment to more efficiently and effectively manage growing volumes, including commencing initial development of a single trade window. • Trusted Trader: further expansion and investment, including pursuing a secure trade lane trial, providing facilitation benefits to Australian business.

Key enabling strategies and plans

The Department is guided by its tier one strategy, *Strategy 2020*, and its companion *ABF 2020*. These documents guide the Department's approach to fulfilling its mission and vision, and outline the challenges of our external environment.

The Department's tier two strategies provide direction on issues of whole-of-government importance and of strategic importance to future operations.

The Department also has enterprise strategies to guide delivery and to focus on areas of greatest opportunity or risk. These are available to all staff, and cover three key enabling areas: people, technology and finance.

People Strategy 2020

This involves:

- ensuring our workforce demonstrates the highest possible levels of performance, integrity and professionalism, and staff are equipped with the leadership capabilities and the technical skills needed through:
 - workforce planning, to anticipate and proactively manage workforce impacts
 - vocation-specific plans
 - delivering leadership assessments and development

- driving demonstrable improvements in health and safety systems for the prevention and management of injury, effective rehabilitation and return to work, addressing regulatory compliance gaps and reducing premiums.

Technology Strategy 2020

This strategy:

- defines and articulates how ICT enables and supports the Department’s objectives, outcomes and goals across our transformation and business-as-usual work
- sets out a new operating model to enhance current capability, create efficiencies through an organisation-wide view of all technology initiatives and consistent processes, governance and engagement
- focuses on finalising the integration of the legacy Customs and Immigration ICT operating environments.

Finance

This involves:

- responding to the Government’s requirement for fiscal restraint by effectively managing resources and identifying efficiencies where possible
- assisting the Department, as the second largest revenue collector in the Commonwealth, to manage increasing volumes through implementation of reform initiatives
- managing reduced funding levels and improving financial compliance. Major initiatives include:
 - a new budgeting, reporting and costing framework and system
 - stepped improvement in project financial management
- reforming procurement and contract management and increasing automation of simple tasks, in response to issues identified by the Australian National Audit Office.

Our partnerships

The Department works collaboratively, at a domestic and international level, with a broad range of government agencies, industry groups, international organisations, non-government organisations, academia and community groups. We build strategic and operational partnerships essential to achieving the Department’s purposes.

The Department will continue to partner with stakeholders—particularly those agencies involved in the establishment of the new Home Affairs portfolio—to develop and deliver our mission.

Our environmental context

Globalisation will not only continue to provide opportunities for national prosperity, but also increase the scale, seriousness and capability of people smugglers, transnational criminals and extremists.

Our organisation operates in a global environment characterised by increasingly complex supply chains, sophisticated and evolving threats and the flow-on effects of international unrest.

Despite ongoing efforts and success, there remains an enduring threat of people-smuggling activity across our region targeting Australia. Falsely promising a safe passage to our shores, people smugglers continue to identify vulnerable groups that are unaware of Australia's strong border protection policies. People smugglers continue to adapt their modes of operation in an attempt to evade detection.

In the face of increasing volumes and evolving threats we need to carefully balance the allocation of resources against our diverse priorities. Over the next four years, the Department will continue to face significant growth in trade, travel and migration, with passengers and crew movements expected to rise by 22 per cent; air cargo imports by 34 per cent; and sea cargo imports by 13 per cent. We must continue to perform in line with community expectations, and deliver services within reasonable time-frames, while maintaining the primacy of protecting the community.

Our operating agility and intelligence capability will be tested, and so too efficiency and effectiveness at processing border transactions.

Home Affairs Portfolio

On 18 July the Government announced its decision to restructure and strengthen Australia's intelligence community, establish a Home Affairs portfolio and enhance the Attorney-General's oversight of Australia's intelligence, security and law enforcement agencies. Minister Dutton was named as Minister-designate for Home Affairs.

The Government described a worsening security trend where Australia faces an increasingly complex security environment, evolving threats from terrorism and organised crime, and the development of new and emerging technologies, including encryption. Although there have been highly effective ad hoc arrangements to strengthen coordination and cooperation between Australia's intelligence, security and law enforcement agencies, the Government determined that more enduring and better integrated intelligence and domestic security arrangements were required.

On that basis the Government decided to establish a Home Affairs portfolio of immigration, border protection and domestic security and law enforcement agencies. The new Home Affairs portfolio will include a central department providing strategic planning, coordination and other support to a 'federation' of independent security and law enforcement agencies including the Australian Security Intelligence Organisation, the Australian Federal Police, the Australian Border Force, the Australian Transaction Reports and Analysis Centre, the Office of Transport Security and the Australian Criminal Intelligence Commission.

In light of the complexity and significance of these reforms, they will be phased in over a period of time. The Government has asked the Department of Prime Minister and Cabinet to develop an implementation plan, including legislation, for the establishment of the Home Affairs portfolio and progressive stand up of the portfolio.

Our operations in 2016–17

190,000

planning ceiling,
delivered as part
of the permanent
Migration Programme
in 2016–17

13,436

visas granted
under the regular
permanent Refugee
and Humanitarian
Assistance
Programme in
2016–17



137,750
Australian citizen
acquisitions



41.9m
air cargo consignments
processed



43.73m
international air and sea
travellers processed



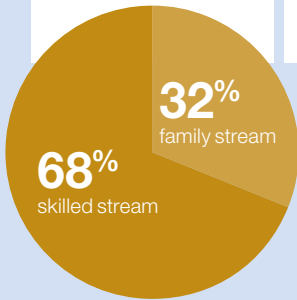
3.2m
sea cargo reports
processed



2.0m
client interactions
including call centre
enquiries managed



60.8m
international mail items
inspected



8.4m
temporary
visas
granted,
including:

41,300
Temporary Graduate visas

343,000
Student visas

1.9m
Special Category visas



211,000
Working Holiday Maker visas

87,500
Temporary Skilled visas

5.3m
Visitor visas

460,900
All other Temporary visas

Over four years from 2016–17 to 2020–21, the volumes of goods and people crossing our border is expected to continue to increase by:



22%

international passengers and crew
arriving and departing Australia



34%

imported air cargo
consignments



13%

imported sea
cargo reports

Our risk oversight and management

Active risk management, that is embedded in our business processes, ensures we seize and derive maximum benefit from opportunities, and we identify and address issues that may jeopardise the achievement of our strategic priorities. The Department effectively identifies and manages risk, in accordance with section 16 of the *Public Governance, Performance and Accountability Act 2013* and the *Commonwealth Risk Management Policy*.

Our risk context

The Department operates in an inherently complex and challenging environment: balancing risk and opportunity is critical to our success.

Our approach to risk

Our Executive Committee, guided by *Strategy 2020* and supported by the Risk Committee, Audit Committee and Chief Risk Officer, oversees the Department's approach to risk management and makes decisions in relation to enterprise risks.

We integrate risk management within governance and strategic planning processes, as well as making it a core part of decision-making at all levels. Our approach to risk is set out in the Department's *Risk Policy* and the *Risk Management Framework*.

Our risk appetite and tolerance

In order to contribute to a safer, secure Australia, a strong economy and a cohesive society, our staff frequently have to make difficult decisions in areas of complex public policy. We encourage our staff to actively and positively engage with risk, and we support them to make informed and logical decisions—which are evidence-based, lawful, and reasonable. Given our operating environment, there are circumstances where the Department must accept high levels of residual risk.

Our enterprise risks

A key aspect of the Department's risk management approach is to identify and effectively manage our *Enterprise Risks*. They are reviewed annually and allocated to Enterprise Risk Stewards to ensure oversight, active treatment and currency.

Improving risk management

We are committed to embedding risk management in everything we do and will be focusing on capability building for the duration of this plan.

In 2017–18 we will be refreshing and improving our enterprise risks, and our risk policy and framework.

Our capabilities

To achieve our purposes, the Department needs to have fit-for-purpose capabilities. A capability is the capacity and ability to achieve and sustain a desired outcome, and is dependent on foundational inputs including: people; law; policy; facilities; information and systems; procedures and administration support; equipment and supplies; and training.

The Department develops and implements capability initiatives that enable us to be a resilient, flexible, innovative and efficient organisation. Discerning and well-planned capability investments support us to be more responsive to new challenges and to the requirements of Government and some stakeholders.

Capability Plan 2017

Our *Capability Plan 2017* is an internal planning document that provides a future-focused view of our investment priorities for the next five to 10 years. It outlines how we plan to transform our systems, processes and technology. The Capability Plan seeks a strong alignment between our strategic objectives and investment, and is vital to ensuring that we can deliver robust, value-for-money, forward-looking capabilities, while maintaining business as usual.

Capability planning includes an assessment of the Department's strategic risks and gaps to define what investment is required and when.

Capabilities

Over the duration of the *Capability Plan 2017* (5-10 years), subject to the priorities and directions established within the new Home Affairs portfolio, the Department seeks to structure its investment programme in accordance with its eight organisational capabilities outlined below:

Capability	Ambition	Effect
Intelligence	An intelligence capability that enables the Department to respond to the challenges of managing the border, enables the direction of effort to areas of highest threat, and illuminates the choices open to decision-makers from strategic to tactical, enabling decisions based on knowledge and considered analysis.	Assess and manage threats across the border to protect Australia.
Identity	An identity capability that enables verification of identity in real time, enabling a seamless travel experience and timely interdiction of potential threats.	Establish high levels of certainty about an individual's or entity's identity.
Visa and citizenship	End-to-end services that make it easier for clients to do business with the Department, providing seamless, transparent and available advice and decision-making processes and systems to support the legitimate movement of people.	Deliver migration programmes that contribute to a prosperous and cohesive society.
Trade and goods	Develop a streamlined trade environment to reduce the regulatory and administrative burdens to optimise legitimate trade flows. This capability will allow industry to self-regulate through a trust arrangement and automated decision-making.	Establish a facilitative trade environment that encourages Australia's economic competitiveness and prosperity.
Trade and Traveller	The ability to assess and make high quality decisions using automated threat and risk assessment and decision-making at the time of booking travel or loading cargo.	Deliver a fast and seamless experience for legitimate trade and travellers, and minimise risks ahead of the border through intelligence-informed approaches.
Status resolution and detention	Advanced assessments make an individual's potential to become noncompliant predictable, improving the ability for non-citizens to voluntarily comply with visa requirements.	Resolve the immigration status of non-compliant clients and deter irregular migration through border control measures.
Investigations, compliance and enforcement	Tracking and cross-referencing data on individuals enables prevention and deterrence of unlawful movements across the border, as well as post-arrival activities onshore.	Secure the border through prevention, deterrence and enforcement.
Maritime surveillance, patrol and response	Enhancing situational awareness and partnerships on significant maritime activities, including Operation Sovereign Borders, to enable efficient detection and responses to identified civil maritime threats to Australia's sovereignty.	Provide civil maritime security within Australia's maritime zones.

Our performance management

We measure our performance to demonstrate our accountability to the Ministers, Government, Parliament and the Australian public. This chapter assists departmental leaders, staff and stakeholders to understand the impact of departmental activities and assess whether these activities are delivering against the Department's purposes.

The strategic performance measures (SPMs) convey what the Department expects to achieve over the next four years. The SPMs will be reported annually and the performance indicators will be reviewed annually over the duration of the plan.

Purpose: Protect Australia

The Department will achieve this purpose by treating the Australian border as a continuum, and by using an intelligence-informed, risk-based approach before, at, and after the border to ensure that threats are detected and mitigated.

The Department's efforts in this area will encompass the following high-level activities:

- compliance and monitoring—movement of people and goods
- investigations and prosecutions—criminal, character and national security threats
- surveillance and response
- cargo clearance
- passenger, crew, aircraft and vessel clearance
- cooperation with regional and international partners.

Our ability to successfully deliver these activities will be assessed against SPMs that clearly identify our intended results.

SPM 1.1.	Effective surveillance and response contributes to achieving an increase in compliance in the Australian Maritime Domain	2017–18	2018–19	2019–20	2020–21	
Key performance indicators		Measurements		To be reported in years		
1.1.1.	Identify non-compliant vessels, where law enforcement responses were required, through surveillance and intelligence	All requests for law enforcement responses are assessed and responses are prioritised according to threat	✓	✓	✓	✓
1.1.2.	Collaboration supports a law enforcement response to threats within the Australian Maritime Domain	<ul style="list-style-type: none"> • One exercise with Commonwealth/State/Territory partners/Industry • Monthly engagement with law enforcement partners and industry • All task requests from other agencies are risk assessed and actioned according to threat level, supporting responses to specific threats in the Australian Maritime Domain 	✓	✓	✓	✓
SPM 1.2.	People and goods that pose a risk to the Australian community are detected and appropriately managed ahead of, at and after the border	2017–18	2018–19	2019–20	2020–21	
Key performance indicators		Measurements		To be reported in years		
1.2.1.	Engage partner agencies and our international liaison networks to contribute intelligence to enhance our national security	Regular engagement with partner agencies and international liaison networks enhances national security	✓	✓	✓	✓
1.2.2.	Identify and manage persons posing risk to Australian community prior to travel or border clearance	100% of non-citizens posing known risks to the Australian community are refused/ cancelled before or at the border.	✓	✓	✓	✓
1.2.3.	Identify persons in Australia posing a risk to the community and manage them in accordance with Australian law	99% of non-citizens serving custodial sentences and who are liable for mandatory visa cancellation have their visas so cancelled	✓	✓	✓	✓
1.2.4.	Protect the Australian community through the engagement with whole-of-government counter-terrorism activities	<ul style="list-style-type: none"> • Active mitigation of risk of a terrorist incident in Australia through counter-terrorism activities • Australian Border Force officers provide counter-terrorism support in all major Australian international air and sea ports 	✓	✓	✓	✓

1.2.5.	Interdict illicit goods through a range of targeted and non-targeted activities before, at and after the border	Increase (in proportion to the volume of goods) in detections identified before and at the border results in a decrease in the number of detected illicit goods that pass the border		✓	✓	✓
1.2.6.	Detect, deter and respond to criminality and non-compliance through targeted and non-targeted activities before, at and after the border	Reduction in the rate of passenger and cargo non-compliance compared to the previous year	✓	✓	✓	✓
SPM 1.3.	Collaboration with the international community enhances our capacity to detect and respond to potential threats to Australia and its partners		2017-18	2018-19	2019-20	2020-21
Key performance indicators		Measurements	To be reported in years			
1.3.1.	Engage with partner states to increase capability in assisting to prevent the unlawful movement of people and goods	Qualitative assessment of a sample of activities, demonstrates positive impact from engagement with partner states on Australian border security	✓	✓	✓	✓
1.3.2.	Engage with partner states to increase information sharing, assisting to secure the Australian border from the unlawful entry of people and goods	Qualitative assessment of a sample of activities, demonstrating impact(s) of information-sharing activities on Australian border security	✓	✓	✓	✓

Purpose: Promote responsive migration

Australia's migration programmes have beneficial impacts on the economy and help to shape Australian society. The Refugee and Humanitarian Programme responds to global humanitarian situations and allows Australia to meet its international obligations. The Department supports these activities with a robust compliance system to ensure that risks are adequately managed and limit adverse economic and social aspects.

The Department's efforts in this area will encompass the following high-level activities:

- visa processing and assessment
- citizenship processing and assessment
- passenger, crew, aircraft and vessel clearance
- status resolution, monitoring and compliance
- investigations and prosecutions
- onshore detention and placement.

Our ability to successfully deliver these activities will be assessed against our SPMs that clearly identify our intended results.

SPM 2.1.	Immigration and citizenship programs support the Australian economy and strengthen social cohesion		2017-18	2018-19	2019-20	2020-21
Key performance indicators		Measurements	To be reported in years			
2.1.1.	Visa programmes have community confidence and effectively identify and allow entry to people with relevant qualifications, skills or experience to complement, support or enhance Australia's economic and fiscal sustainability	<ul style="list-style-type: none"> • Visa programme reduces identified skill shortages compared with the previous year • Labour market outcomes of surveyed migrants 18 months after arrival/visa grant as reported in the Continuous Survey of Australian Migrants: <ul style="list-style-type: none"> - employed >70% - unemployed <10% - not in the labour force <20% 	✓	✓	✓	✓
2.1.2.	Consult relevant community, government and industry stakeholders in development of immigration, trade and customs policy	Qualitative assessment, demonstrates positive impact of stakeholder consultations (including the industry summit and annual consultations on the Migration and Humanitarian Programmes) on policy development and implementation	✓	✓	✓	✓
2.1.3.	Visa programme settings minimise unreasonable fiscal burden and enable efficient, effective and secure entry to enhance Australia's international competitiveness	Benchmark against comparable countries with demand-driven programmes to determine Australia's international competitiveness increases	✓	✓	✓	✓

2.1.4.	Visa and Citizenship Programmes are designed to support harmonious communities to participate and contribute to society and good order	High social cohesion is reported from the results of national surveys by the Scanlon Foundation 'Mapping Social Cohesion' and the annual Lowy Institute Poll		✓	✓	✓
SPM 2.2.	Provision of orderly and planned humanitarian pathways contributes to the global management of refugees and displaced persons		2017-18	2018-19	2019-20	2020-21
Key performance indicators		Measurements	To be reported in years			
2.2.1.	Plan for and deliver the Humanitarian Programme, using best available contemporary information	The Humanitarian Programme is delivered within the planning ceiling set by the Government for each category	✓	✓	✓	✓
2.2.2.	The number of primary decisions made in the illegal maritime arrivals (IMA) legacy caseload, leveraging relevant intelligence.	Average days to determine cases is decreasing compared with the previous year	✓	✓	✓	✓
2.2.3.	Inform illegal maritime arrivals (IMA) about the need to apply for a Temporary Protection visa or Safe Haven Enterprise visa to resolve status	Increasing percentage of IMA legacy caseload resolutions year-on-year compared with the previous year	✓	✓	✓	✓
2.2.4.	Implement whole-of-government strategies to accelerate resolution of non-bona fide protection applications	Average days to determine cases is decreasing compared with the previous year	✓	✓	✓	✓
SPM 2.3.	Facilitation of legitimate travel, streamlined visa and citizenship processing and the provision of advice promotes seamless client access		2017-18	2018-19	2019-20	2020-21
Key performance indicators		Measurements	To be reported in years			
2.3.1.	Provide high quality information and self-service channels to facilitate travel and reduce client service costs	<ul style="list-style-type: none"> Analysis of website usage and client feedback demonstrates the user experience is improving Increase in the number (in proportion to the volume) of travellers who are eligible to use Smart Gates at Australian airports 	✓	✓	✓	✓
2.3.2.	Streamline visa and citizenship processing using a risk management approach	<ul style="list-style-type: none"> Expanded accessibility to online visa lodgement for applicants An increase in the take up rate for online visa and citizenship lodgement compared with the previous year 	✓	✓	✓	✓

SPM 2.4.	Collaboration with the international community contributes to the global effort to provide international protection, facilitates legitimate travel, and deters the unauthorised movement of people		2017-18	2018-19	2019-20	2020-21
Key performance indicators		Measurements	To be reported in years			
2.4.1.	Engage with partner states to increase capability, assisting to facilitate legitimate travel	Qualitative assessment demonstrates positive impact of engagement with partner states on travel facilitation	✓	✓	✓	✓
2.4.2.	Engage with partner states to support and strengthen practical cooperation on refugee protection and international migration	Qualitative assessment demonstrates positive impact of engagement on international cooperation on refugee protection and international migration matters	✓	✓	✓	✓
2.4.3.	Engage with partner states to deliver direct humanitarian assistance to refugees and displaced populations	Qualitative assessment demonstrates positive impact of humanitarian assistance projects to refugees and displaced populations	✓	✓	✓	✓
SPM 2.5.	Effective regulatory, enforcement, detention and status resolution activities promote compliance and promotes timely status resolution at the lowest economic impact to Government		2017-18	2018-19	2019-20	2020-21
Key performance indicators		Measurements	To be reported in years			
2.5.1.	Encourage voluntary compliance to reduce overall non-compliance	<ul style="list-style-type: none"> • More than 99% of temporary entrants remain lawful while in Australia • More than 75% of unlawful non-citizens engage voluntarily with the Department to resolve their visa status. • The number of people and organisations conducting VEVO checks, and the number accessing status resolution information, increases when compared with the previous year 	✓	✓	✓	✓
2.5.2.	Migration status of unlawful non-citizens and Bridging Visa E (BVE) holders is resolved in a timely and cost-effective manner	<ul style="list-style-type: none"> • More than 90% of people engaged with the Status Resolution Programme are managed on BVEs, when compared with those managed in immigration detention and through residence determination • More than 75% of people detained under s.189 have their status resolved, or are placed in the community, within 90 days of being detained 	✓	✓	✓	✓

Purpose: Advance trade and revenue

With increasing volumes of trade to Australia, the Department works closely with international and industry counterparts to pursue a seamless border management system. This system improves the flow of goods and the collection of revenue.

The Department's efforts in this area will encompass the following high-level activities:

- compliance and monitoring
- investigations and prosecutions
- cargo clearance
- revenue management
- surveillance and response.

Our ability to successfully deliver these activities will be assessed against SPMs that clearly identify our intended results.

SPM 3.1. Effective collection of revenue, detection of revenue evasion and compliance with border revenue laws and processes advances Australia's economic interest.		2017-18	2018-19	2019-20	2020-21				
Key performance indicators		Measurements				To be reported in years			
3.1.1.	Process refunds and drawbacks under the Refund Scheme	Refunds and drawbacks under the Refund Scheme are delivered in accordance within service standards				✓	✓	✓	✓
3.1.2.	Undertake activities, including issuing penalties, to ensure compliance with border revenue laws and processes	Increase in the rate of compliance compared with the previous year				✓	✓	✓	✓
3.1.3.	Level of significant revenue collected against budget: Visa Application Charge, Customs duty, Import Processing Charge and Passenger Movement Charge	Total amount of revenue collected from the Visa Application Charge, Customs duty, Import Processing Charge and Passenger Movement Charge in accordance with Government settings				✓	✓	✓	✓
SPM 3.2. Facilitation of legitimate trade and movement of goods, provision of advice and engagement with industry supports seamless trade		2017-18	2018-19	2019-20	2020-21				
Key performance indicators		Measurements				To be reported in years			
3.2.1.	Percentage of tariff classification, valuation and rules of origin advices completed within service standards	Services and support provided to industry—regarding tariff classification, valuation and rules of origin advice—completed within service standards				✓	✓	✓	✓

3.2.2.	Assist and support stakeholders to submit compliant Import and Export Declarations (pre-clearance) via the general monitoring programme	Increased level of compliant Import and Export Declarations (pre-clearance) compared with the previous year	✓	✓	✓	✓
3.2.3.	Effective industry engagement to enhance compliant behaviour	Increase in voluntary compliance resulting from the range of industry engagement initiatives compared with the previous year	✓	✓	✓	✓
3.2.4.	Implement innovative measures to facilitate the passage of legitimate trade	Number of Trusted Traders increases compared with the previous year	✓	✓	✓	✓
SPM 3.3.	Collaboration with the international community contributes to consistent trade practices, facilitates legitimate trade and the movement of goods, and reduces security risks within global supply chains		2017–18	2018–19	2019–20	2020–21
Key performance indicators		Measurements	To be reported in years			
3.3.1.	Engage with partner states to increase capability to facilitate legitimate trade, movement of goods and improve security in global supply chains	Qualitative assessment demonstrates positive impact of engagement on the facilitation of legitimate trade, movement of goods and global supply chain security	✓	✓	✓	✓
3.3.2.	Engage with the international community to improve consistency in global trade practices	Improvements in consistency of global trade practices, reported through departmental survey of industry groups	✓	✓	✓	✓