Australian Government

Department of Home Affairs

Corporate Plan

2018–19

Corporate Plan

2018–19

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Introduction

Secretary's foreword

The *Department of Home Affairs Corporate Plan 2018–19* 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.

Formally established by the Government on 20 December 2017, the Department of Home Affairs leads the Portfolio in bringing together agencies responsible for Australia's security, prosperity, openness and unity, creating an enhanced capability to protect and advance Australian interests.

The Department of Home Affairs includes the entirety of the former Department of Immigration and Border Protection and functions relating to multicultural affairs, emergency management, transport security, disrupting transnational serious and organised crime, criminal justice policy, national security and counter-terrorism coordination, cyber policy, and countering espionage and foreign interference.

Our mission is to contribute, through our unique capabilities, powers and activities, to an Australia that is prosperous, secure and united. Our ability to respond to a challenging environment requires the continued commitment, capability and talent of our people. Their skills and agility are crucial to the Department's ongoing success and achieving its vision for the future.

Australia prospers significantly from being open, engaged and connected to the rest of the world. Our focus is to identify and proactively attend to the vulnerabilities that come with global connectedness, ensuring that Australia continues to reap the benefits of globalisation. The Home Affairs Portfolio represents an opportunity to generate sustained, aligned and joint agency activity while being respectful of the independence of its operational agencies. This horizontal collaboration will provide a platform that generates outcomes greater than the sum of its parts.

Although the work of Home Affairs is extensive, there are six priority issues requiring our immediate focus: countering terrorism, disrupting transnational serious and organised crime, countering child exploitation, maintaining secure borders, countering espionage and foreign interference, and enhancing the integrity and efficiency of trade and travel systems.

I commend the inaugural Department of Home Affairs Corporate Plan to you.

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 Home Affairs, present the *Department of Home Affairs Corporate Plan 2018–19,* which covers the periods 2018–19 to 2021–22, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Michael Pezzullo
Secretary

Home Affairs Portfolio

The Home Affairs Portfolio brings together the Department of Home Affairs, the Australian Border Force (ABF), the Australian Federal Police (AFP), the Australian Criminal Intelligence Commission (ACIC [including the Australian Institute of Criminology]), the Australian Security Intelligence Organisation (ASIO), and the Australian Transaction Reports and Analysis Centre (AUSTRAC) to ensure a safer and more secure Australia.

The Home Affairs Portfolio will work with partners to protect the safety, security and national interests of Australia through the strategic alignment of priorities and responsibilities against the many threats to Australia's national security. The Portfolio will also play a strong role in facilitating Australia's prosperity. Modern migration and trade settings will ensure that Australia remains economically competitive in an environment of increased global flow of people, goods and information. The Home Affairs Portfolio has policy and program responsibility for:

- Commonwealth law enforcement and disrupting transnational, serious organised crime
- counter-terrorism
- cyber security policy and coordination
- countering espionage and foreign interference
- transport and civil maritime security
- emergency management and critical infrastructure protection
- border protection and the facilitation of trade and travel
- immigration and citizenship
- multiculturalism and social cohesion.

The Department of Home Affairs

The Department of Home Affairs is responsible for centrally coordinated strategy and policy leadership in relation to domestic and national security arrangements, law enforcement, counter-terrorism, social cohesion, the protection of our sovereignty and the integrity of our border, and the resilience of our national infrastructure. The Department of Home Affairs also delivers services including strengthening the cohesiveness of Australian society through our migration program. In addition, the Department manages and assists temporary and permanent migrants and those people participating in humanitarian and refugee programs, and confers citizenship.

The Australian Border Force

The ABF is Australia's frontline border law enforcement agency and Australia's customs service. It delivers critical border protection and national security outcomes while facilitating the movement of people and goods across the border. The ABF is operationally independent, with the Department providing corporate and enabling services under an agreed service delivery model. The Secretary remains the responsible PGPA authority for the ABF as well as the employer of ABF staff, with the exception of the statutorily appointed Commissioner. Further details on the ABF and its planned activities for 2018–19 to 2021–22 can be found on pages 37–46.

Portfolio agencies

Portfolio agencies were brought together to preserve the operational strengths of our frontline national immigration, border protection, national security and law enforcement agencies, and to improve the strategic policy, planning and coordination that support their operations.

The Portfolio agencies bring with them expertise and excellence around law enforcement, counter-terrorism, disrupting transnational, serious and organised crime, preventing the exploitation of children, countering espionage and foreign interference, and providing national and transport security.

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 apply an integrated approach to national security and build on its existing, highly successful partnerships. This includes working with state and territory counterparts, communities, the private sector, global organisations and bilateral partners.

Role of the corporate plan

The corporate plan is the principal planning document for the Department and the ABF, an operationally independent body within the Department. The plan sets out our purposes, what we will do to achieve them, and how we will assess and evaluate our performance. It is informed by and gives effect to the strategic direction set in the *Blueprint for Home Affairs* and *ABF Realising Our Full Potential*, and aligns to the programs contained within the annual portfolio budget statements (PBS).

The plan also informs our annual business planning and individual performance and development agreements and aligns them with organisational priorities. Each key document supports the Department's efforts to deliver the benefits outlined in our purposes.

Preparing an annual corporate plan is a legislative requirement under section 35 of the PGPA Act and is one of two core elements of the enhanced Commonwealth performance framework, which addresses performance planning, measurement and reporting. The second core element of the enhanced framework is the annual performance statement, which is contained within the annual report.

As independent entities under the PGPA Act, ACIC, AFP, ASIO and AUSTRAC produce individual corporate plans.

This plan has been designed in two parts: the first details the joint work of the Department and ABF as a whole, while the second discusses the ABF's specialised operational role, priorities and activities.

Aligning strategic, business and financial planning

Blueprint for Home Affairs provides guidance to staff on the role of the Home Affairs Portfolio, the Department and the ABF.

Corporate Plan 2018–19 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 2018–19 financial year.

The corporate plan supports our annual business planning cycle, and informs individual performance agreements.

Portfolio Budget Statements (PBS) inform Senators and Members of Parliament of the proposed allocations of resources to government outcomes by entities within the Portfolio.

PBS provide information, explanation and justification to enable Parliament to understand the purpose of each outcome proposed in the Appropriation Bills.

Mission
Vision

Priorities
Performance measures

Government outcomes
Programs
Budget appropriations

ABF Realising Our Full Potential is the overarching strategy document of the ABF. It sets out the ABF's revised mission and vision, and articulates a set of signature values and behaviours for ABF officers.

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 Department's historical record.

Corporate plan—at a glance

Our vision

A secure Australia that is prosperous, open and united.

Our mission

Work together with the trust of our partners and community to keep Australia safe and secure, and support a cohesive and united Australia open for global engagement.

Our purposes—Prosperous • Secure • United

Purpose 1: Protect Australia's sovereignty, security and safety through its national security, emergency management system, law enforcement, and managing its border, including managing the stay and departure of all non-citizens.	**Purpose 2:** Support a prosperous, open and inclusive society, and advance Australia's economic interests through the effective management of the visa, multicultural and citizenship programs and provision of refugee and humanitarian assistance.	**Purpose 3:** Advance Australia's economic interests through the facilitation of the trade of goods to and from Australia and the collection of border revenue.

Our priorities

The Department and the ABF have identified a range of priorities over the four-year planning period —these include key initiatives outlined in the *Blueprint for Home Affairs*.

Our environment

Understanding our operating environment—those factors within or beyond our influence 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

Our workforce and people.	Our systems and processes.	Our intelligence and data.

Our strategic performance measures

Effective surveillance and response contributes to achieving an increase in compliance in the Australian maritime domain.	Immigration, citizenship and multiculturalism supports an open, prosperous and socially cohesive Australia.	Effective collection of revenue, detection of revenue evasion and compliance with border revenue laws and processes advances Australia's economic interest.
People and goods that pose a risk to the Australian community are detected and appropriately managed ahead of, at and after the border.	Provision of orderly and planned humanitarian pathways contributes to the global management of refugees and displaced persons.	Facilitation of legitimate trade and movement of goods, provision of advice and engagement with industry supports seamless trade.
Collaboration with the international community enhances our capacity to detect and respond to current and potential threats to Australia and its partners, including terrorism, transnational crime, and maritime security and cyber threats.	Facilitation of legitimate travel, streamlined visa and citizenship processing and the provision of advice promotes seamless client access.	Collaboration with the international community contributes to consistent global trade practices, facilitates legitimate trade and the movement of goods, and reduces security risks within global supply chains.
Prevention of transport security incidents in aviation, maritime and offshore oil and gas sectors supports Australia's economic and social prosperity.	Collaboration with the international community contributes to the global effort to provide international protection, facilitates legitimate travel, and deters the unauthorised movement of people across the border continuum.	
Delivery of national security and transnational, serious and organised crime policies, legislation and programs enhances the capacity to detect and respond to current and potential threats to Australia and its partners.	Effective regulatory, status resolution, enforcement and detention activities promote program integrity, compliance and timely status outcomes at the lowest cost to Government.	
Timely, relevant and forward leaning cyber security policy advice, protects and advances Australia's interests online.		
Delivery of national counter-terrorism policies, legislation and programs enhances our capacity to detect and respond to potential threats to Australia and its partners.		
Provision of national leadership in emergency management reduces the impact of disasters on Australian communities.		
Australia's critical infrastructure is safe from the national security risks of sabotage, espionage and coercion.		

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 the underpinning framework for our priorities, performance, approach to risk management, and our capabilities for 2018–19 and beyond.

Purpose 1

Protect Australia's sovereignty, security and safety through its national security, emergency management system, law enforcement, and managing its border, including managing the stay and departure of all non-citizens.

Purpose 2

Support a prosperous, open and inclusive society, and advance Australia's economic interests through the effective management of the visa, multicultural and citizenship programs and provision of refugee and humanitarian assistance.

Purpose 3

Advance Australia's economic interests through the facilitation of the trade of goods to and from Australia and the collection of border revenue.

Our priorities

The Department will focus on the priorities outlined in the *Blueprint for Home Affairs* for the duration of the 2018–19 to 2021–22 planning period. These include:

Counter-terrorism

The safety and security of the Australian people is our top priority. We will use all the powers available to us to counter terrorism, including foreign fighters, and to enhance our aviation security settings. We will challenge violent extremist ideologies, work to stop people becoming terrorists, disrupt terrorist activity, shape the global environment, and ensure we have effective response and recovery arrangements.

Disrupt serious and organised crime

We will break up criminal rings that seek to profit from and harm Australians by importing illicit drugs, firearms and weapons, laundering money or creating an uneven playing field for Australian businesses, and undermining Australian standards of decency through serious exploitative practices such as child exploitation. This will include building resilience against cybercrime and responding to criminal use of the digital environment. Partnering internationally, we will prevent and disrupt criminal cyber activity and shut down safe havens for cybercrime.

Child exploitation

We will thwart the exploitation of children through enhanced efforts to prevent, disrupt and stop paedophiles seeking to harm society's most vulnerable. We will work to extinguish the online networks that propagate exploitation, including online paedophile rings, and we will take action against harmful exploitative practices such as forced marriage that can facilitate child sexual abuse. We will raise national cyber security awareness to ensure Australians are able to protect our children online.

Maintaining secure borders

We will maintain our strong focus on combating maritime people smuggling and protecting Australia's borders. We will coordinate a whole-of-government effort and leverage our international partnerships—including through regional forums like the Bali Process—to secure and protect our borders, our extensive coastline and maritime domain. We will continue to disrupt the criminal activity of people smugglers, prevent the loss of life at sea, and maintain the integrity of our orderly migration program, including its humanitarian resettlement component. A strong border protection posture and vigilance remain crucial to prevent the resumption of large-scale people smuggling to Australia.

Counter foreign interference and espionage

Through development of a strategy to counter foreign interference and coordination of whole-of-government efforts, we will uphold Australia's sovereignty and defend our national interests and values, by deterring and responding to foreign actors who would seek to interfere in our democratic processes or undermine our social cohesion. This includes a focus on improving our cyber security to detect, deter and respond to cyber threats from malicious foreign actors.

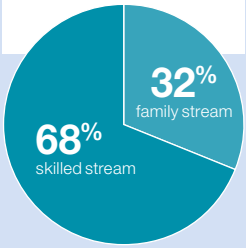
Enhancing the integrity and efficiency of trade and travel systems

We will contribute to economic prosperity, security and social cohesion by enhancing the efficiency and integrity of our managed migration system, and the lawful movement of goods and people across our borders. We will continue to pursue technology and systems which streamline processes, improve the management of risk and preserve the integrity of our migration program. We are also modernising and implementing new processes and technologies in air and sea ports, including leveraging industry data and systems, to deliver a seamless border experience for legitimate trade and travellers, and to enhance border security. We will continue to leverage technology and intelligence to improve our systems, building on our success with technology such as SmartGates.

Our operating environment in 2017–18

190,000

planning ceiling for the permanent Migration Program



High exposure to natural disaster risk

around 100

Australians fighting with or providing support to terrorist groups in Syria and Iraq

67%
of Australia's total trade covered by free trade agreements

70%
of Australia's criminal threats have an international dimension

26 listed terrorist organisations

8.7m temporary visas granted

16,250 Humanitarian Program places

28%
of Australians born overseas

65m
displaced people worldwide

Over the next four years we predict...

21%
increase in international passengers and crew arriving and departing Australia

2m
cruise ship passengers will arrive annually

International mail parcel volumes, driven by e-commerce, will double

34%
increase in imported air cargo consignments

$139b
could be the value of Australia's digital economy

Increasing pressure for irregular migration from people seeking a better life

13%
increase in completed imported sea cargo reports

New threats posed by Australian returnees who have engaged in overseas terrorist acts

Increased threats to the safety of the Australian community from emerging challenges to social cohesion

Our environment

The Department operates in an increasingly complex domestic and international environment impacted by globalisation.

Australia benefits enormously from globalisation. Australian businesses export goods and services worldwide, drawing on and contributing to a global supply of investment, ideas and skilled labour. At the same time, Australian society is enriched by generations of migrants and refugees who make Australia their home, and our prosperity continues to be underpinned by immigration. Australia also embraces advances in technology, with Australians consuming and contributing to the global flow of information, benefiting from a global digital economy and supporting flourishing online communities.

While globalisation and technological change are largely positive for Australia, they also bring new threats to Australia's security. In today's globalised world, it is not possible to separate global security from security at home—the same large global flows of people, goods, money and information that benefit Australia are exploited by those who wish to do us harm.

We see confluence between technological developments and the threats we face: the internet is a key enabler of both terrorism and other crimes. Funding of terrorism is masked using encrypted transactions. Socially disengaged individuals are drawn to violent causes on social media, often masked by encrypted messaging. Perpetrators or would-be perpetrators of terrorist acts are being radicalised online and, with little external support other than online encouragement, are teaching themselves how to carry out violent attacks.

Cybercrime and cyber-enabled crime is an increasingly pervasive threat undermining our economic prosperity—it can be conducted from anywhere in the world and weakens the confidence of governments, businesses and citizens operating in the digital economy. Australia's high levels of technology use and relative wealth ensure the prevalence of the cybercrime threat in Australia. Increasingly, criminals and malicious actors are also undertaking their illicit business with the assistance of technology, utilising the online environment or other advances in technology.

Technology and the online environment are attractive to criminals as they can provide some degree of anonymity, be used to obfuscate activities and locations, and increase global reach. Increased availability and ongoing advancement of technology will continue to provide criminals with a diverse range of resources to conduct criminal activity and impede law enforcement investigations.

Globally, democracy is also being challenged by those seeking to interfere in democratic processes or attack critical infrastructure. Commercial espionage and theft of our intellectual property is also being used by those seeking to exploit our prosperity.

We will meet future threats in a comprehensive way, aligning capabilities with other partners in government and investing in networks and technologies that enable us to acquire information on traditional crime and emerging issues like cryptocurrency manipulation, grey market trade and new migration trends. We will use this information to create responsive policy and legal frameworks that ensure operational Portfolio agencies can act swiftly to counter threats.

A stronger and safer online environment will assist our economy to thrive while engendering confidence for investment activity and social development. Cyber security and its integrity are fundamental to public confidence and our capacity to take full advantage of the opportunities of a global digital economy.

The globalised world means greatly increased movements of people and goods in future years, stimulating tourism and business activity, lifting revenue and strengthening the Australian economy. Over the next four years we expect a 21 per cent increase in international passengers and crew arriving and departing Australia. Air cargo imports are forecast to increase by 34 per cent. At the same time, people smuggling is an enduring threat. Although Operation Sovereign Borders has reduced attempts to reach Australia illegally by boat, people smugglers remain active in our region and will seize opportunities to restart their trade.

In addressing these threats, we will balance border compliance and control with trade and travel services that ensure legitimate people and goods are able to move unhindered. The Department will continue to use technology, such as SmartGate clearances, and streamlined arrangements, such as the Australian Trusted Trader program, to enable legitimate travellers and trade to move easily and effortlessly across the border.

Australia also prides itself on holding major events and is renowned for its protective security leadership. The Department will continue to lead efforts on the safety of major events.

Over the next few decades our communities and critical infrastructure will be vulnerable to periods of significant disruption from natural disasters. The total economic cost of natural disasters and emergencies in the 10 years to 2016 averaged $18.2 billion annually, equivalent to 1.2 per cent of average gross domestic product. This cost is expected to grow into the future. Strong national policy leadership and coordination is needed to improve disaster risk management and mitigation across Australia to reduce the impact of natural disasters on our communities.

All of these challenges confront us. Our own challenge in Home Affairs is to make life easier for people—to ensure the flow of people, finance and goods in and out of Australia is seamless; that we are open to global business and connections; that Australia is an easy destination to travel to; and that we are a welcoming multicultural, open and cohesive society. At the same time, we need to ensure that Australia remains safe and secure by leveraging our legitimate intelligence and data holdings, and our unique capabilities and powers to target those who seek to do us harm.

Our risk oversight and management

The Department effectively identifies and manages risk in accordance with section 16 of the PGPA Act, the *Commonwealth Risk Management Policy* and the international standard *ISO31000:2018 Risk Management—Guidelines*. Active and inclusive risk management is integrated, structured, customised and embedded in our business processes. It ensures that we use the best available information to derive maximum benefit from opportunities, and that we identify and address issues that may jeopardise our ability to achieve our purposes. Our decision-making framework is intelligence-informed and risk-based.

Our risk context

Because we operate in an inherently complex, varied and challenging environment, balancing risk and opportunity is critical to our success.

Our approach to risk

Senior governance committees, supported by the Risk Steering Committee, Audit Committee and Chief Risk Officer, oversee the Department's approach to risk management and make decisions about strategic and enterprise risks. We integrate risk management within governance and strategic business and planning processes, as well as making it a core part of decision-making at all levels. Our approach is set out in our *Risk Management Policy*.

Our risk appetite

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

Our strategic and enterprise risks

A key aspect of our risk management approach is to identify and manage our strategic and enterprise risks effectively. These risks are reviewed annually and allocated to senior executive officers to ensure oversight and active treatment, and that current issues are considered.

Improving risk management

We are committed to achieving an appropriate state of maturity aligned to the *Commonwealth Risk Management Maturity Model* to support our operations and achieve our business objectives. We will achieve this by investing resources, continual improvement and embedding risk management in everything we do. During the 2018–19 financial year the focus will be on embedding our strategic and enterprise risks, updating our *Risk Management Policy* and *Risk Management Framework* and enhancing risk management capability and culture. We will also improve our resilience by maturing business continuity management to enable effective responses when disruptions occur.

NETWORK
[PROCESSING]
02
// HACK ATTEMPT FAILED
CONNECTED
USER SAFE
//SCAN
12

Our capabilities and enablers

The newly integrated functions of the Department will require fit-for-purpose capabilities—the capacity and ability to achieve and sustain a desired outcome. Capabilities depend on fundamental inputs, including people, legislation, policy, facilities, information and systems, procedures and administrative support, equipment and supplies, and training.

The Department will continue to develop and implement capability initiatives that enable us to be resilient, flexible, innovative and efficient. Astute and well-planned capability investments allow us to be more responsive to new challenges and to the requirements of Government and key stakeholders.

Capability planning

Capability planning includes an assessment of the Department's and ABF's strategic priorities and risks, and identification of capability gaps. This helps to determine what investments in future capability are required and when they are needed. The Department and ABF are jointly undertaking a capability review to support investment in new capabilities and to ensure best-practice management across the capability lifecycle. The Department will develop and implement an efficient, integrated, enterprise-level operating model across the capability lifecycle.

Capability planning will determine the Department's investment priorities for the next five to ten years. Our future planning will seek a strong alignment between our strategic objectives and investment, ensuring that we can deliver robust, value-for-money, effects-based, forward-looking capabilities, transforming our systems, processes and technology while maintaining business-as-usual activities.

Capability-related work being undertaken across the Portfolio, such as developing the Reform and Reinvestment Roadmap, will inform changes to current departmental and ABF capabilities during the 2018–19 financial year.

Key enabling strategies and plans

As outlined in the *Blueprint for Home Affairs* our key organisational capabilities, which we will leverage to achieve our vision for the future, fall into three categories:

In support of the key organisational capabilities, the Department has enterprise strategies to guide delivery and to focus on areas of greatest opportunity or risk. These enabling strategies and plans cover three enabling areas: people, technology and finance.

People

We support a high-performing workforce that acts with integrity and professionalism by:

- integrating the workforce across various operational and structural domains
- empowering people to make decisions, engage with risk and innovate to achieve business outcomes
- developing integrated job role and competency frameworks to enhance performance management, learning and development, recruitment and career pathways
- driving improvements to the health and safety of all employees
- developing strong leaders at all levels.

Technology

Our technology approach:

- addresses how digital and technology enables and supports the Department's and ABF's objectives, outcomes and goals across our transformation and business-as-usual work
- specifies that data is at the core
- sets out a new operating model to enhance current capability and create efficiencies through an organisation-wide view of all technology initiatives and consistent processes, establishing the direction for our engagement with industry and strategic partners and providing an overview of future governance
- focuses on integration of disconnected operating environments into a single new Home Affairs environment.

Finance

This involves:

- implementing budget and financial management strategy to support the transition to a Home Affairs Portfolio
- implementing a budget strategy that balances delivery of new proposals and improvements to existing systems with business-as-usual activity
- 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 and improve revenue collection systems.

Major initiatives include:

- enhancements to the budgeting, reporting and costing framework and system
- incremental movement in financial management and financial assurance processes
- embedding procurement and contract management reforms and increasing automation such as adopting a procure-to-pay solution.

Additional areas of focus in 2018–19

Establishing the Department has presented an opportunity to enhance key areas of organisational management. This includes setting a high standard for governance and fulfilling compliance obligations.

To achieve this, the Department will drive a program to:

- raise awareness of compliance obligations
- embed compliance management practices into business processes and planning (including through departmental policy and procedure, delegations and authorisations, training, communications and assurance activities)
- drive continuous improvement appropriate to risk.

Effective compliance management is integral to overall departmental performance and necessary to uphold the trust of the Australian community and the Government. This effort includes monitoring and reviewing service provider performance, not only for contestability purposes but to ensure the Department and its officers make evidence-based decisions, exercise their powers, meet their obligations and achieve the Department's mission lawfully.

Adherence to information management standards, as outlined by the National Archives of Australia, will assist the Department in ensuring the integrity and auditability of its operations.

Major initiatives to support this include:

- phasing out the use of network drives to assist in ensuring that all Department records are stored within approved information systems
- the implementation of record-keeping audits to assess and report on the Department's record-keeping maturity.

fish'nchips
FISH
in a rush
Yen
BARBER
Princess Highway
LUSTRE
RULER
SUNRISE ORANGE
APPLE CRANBERRY
LEANSER CARROT
APPLE CELERY GINGER
JUICKSTARTER APPLE
PINE GINGER
WATERMELON
ORANGE
TONIC CELERY
JUICES
Yen
COFFEE
BACON
MUFFIN
5.00

Performance management

We measure our performance to demonstrate our accountability to Ministers, the Government, Parliament and the Australian public. This chapter helps departmental and ABF leaders, staff and stakeholders to understand the impact of our activities and to assess whether they achieve our purposes.

Our performance framework has been designed to facilitate cross-organisational performance evaluation against our purposes. Strategic performance measures (SPMs), reported upon annually, show what the Department and ABF expect to achieve over the next four years. Following one of the most significant machinery-of-government changes in history, we are assessing our performance as a newly integrated Department of Home Affairs. As such, development of our performance framework is an iterative process and will require further refinement in the 2019–20 financial year.

Purpose 1: Protect Australia's sovereignty, security and safety through its national security, emergency management system, law enforcement, and managing its border, including managing the stay and departure of all non-citizens.

The Department and ABF 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. Efforts in this area will encompass the following high-level activities:

- border enforcement
- border management
- onshore compliance and detention
- Illegal Maritime Arrivals offshore management
- regional cooperation
- transport security
- national security and criminal justice
- cyber security policy
- counter-terrorism policy
- Australian Government disaster financial support payments

We also have a national leadership role in ensuring cooperation and collaboration on emergency management policies and practices. This helps to strengthen national disaster resilience and better manage the impact of disasters on Australian communities.

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		
Key performance indicators		**Measurements**	**To be reported**
1.1.1	Non-compliant vessels, where law enforcement responses are required, are identified through surveillance and intelligence.	All requests for law enforcement responses are assessed and responses are prioritised according to threat.	2018–19 to 2021–22
1.1.2	Collaboration supports a law enforcement response to threats within the Australian maritime domain.	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.	2018–19 to 2021–22
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		
Key performance indicators		**Measurements**	**To be reported**
1.2.1	Engagement with agencies and our international liaison networks contributes intelligence to enhance our national security.	Regular engagement with partner agencies and international liaison networks enhances national security.	2018–19 to 2021–22
1.2.2	Persons who pose a risk to the Australian community are identified and managed prior to travel or border clearance.	The visas of 100% of non-citizens known to pose risks to the Australian community are refused/cancelled before or at the border.	2018–19 to 2021–22
1.2.3	Persons in Australia posing a risk to the community are identified and managed in accordance with Australian law.	100% of non-citizens liable for mandatory visa cancellation, who are serving custodial sentences, have their visas cancelled while in remand. 100% of people in immigration detention are detained in accordance with Australian law.	2018–19 to 2021–22

Key performance indicators		Measurements	To be reported
1.2.4	The Australian community is protected through the engagement with whole-of-government counter-terrorism activities.	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.	2018–19 to 2021–22
1.2.5	Illicit goods are interdicted 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.	2018–19 to 2021–22
1.2.6	Criminality and non-compliance is detected, deterred and responded to through targeted and non-targeted activities before, at and after the border.	Reduction in the rate of passenger and cargo non-compliance compared with the previous year.	2018–19 to 2021–22
SPM 1.3	Collaboration with the international community enhances our capacity to detect and respond to current and potential threats to Australia and its partners, including terrorism, transnational crime, and maritime security and cyber threats		
Key performance indicators		**Measurements**	**To be reported**
1.3.1	Engagement with international stakeholders increases the capability to prevent the movement of foreign terrorist fighters and combat transnational, serious and organised crime.	Qualitative assessment of a sample of activities, demonstrates positive impact from engagement with partner states on Australian border security.	2018–19 to 2021–22
1.3.2	Engagement with international stakeholders increases cooperation and information sharing, assisting to secure Australia from groups and individuals involved in terrorism and other forms of transnational, serious and organised crime.	Qualitative assessment of a sample of activities, demonstrating impact(s) of cooperation and information-sharing activities on Australian border security.	2018–19 to 2021–22
SPM 1.4	Prevention of transport security incidents in aviation, maritime and offshore oil and gas sectors supports Australia s economic and social prosperity		
Key performance indicators		**Measurements**	**To be reported**
1.4.1	Changes to transport security regulations are proportionate to the risk being managed.	Regulatory amendments reflect changes in the risk environment.	2018–19 to 2021–22

Key performance indicators		Measurements	To be reported
1.4.2	Australia meets and influences international standards.	Bilateral and multilateral engagement shapes international standards. Australia receives a compliance score of at least 95% at each five-year International Civil Aviation Organisation audit. Transport security in key regional partners is improved through targeted capacity-building projects.	2018–19 to 2021–22
1.4.3	Industry entities understand their obligations under the transport security legislation.	The quality of industry submissions improves. Guidance to industry is developed and refined on the basis of information received by the Guidance Centre and campaign recommendations. Timely, informative products on security risks and compliance findings are provided to industry.	2018–19 to 2021–22
1.4.4	Industry entities comply with their transport security obligations.	All planned compliance activities are conducted. At least 90% of core compliance activities address target areas notified to industry.	2018–19 to 2021–22
SPM 1.5	Delivery of national security and transnational, serious and organised crime policies, legislation and programs enhances the capacity to detect and respond to current and potential threats to Australia and its partners		
Key performance indicators		**Measurements**	**To be reported**
1.5.1	The whole-of-government response to evolving threats to national security is enhanced by the Department's leadership of policy, legislation and programs, and our work with partner agencies.	Policy, legislation and program outcomes successfully enhance our capacity to respond to national security threats and advance the whole-of-government response.	2018–19 to 2021–22
1.5.2	Criminal and anti-money laundering laws and the region's capacity to respond to domestic and regional threats are strengthened.	Policy and legislation outcomes as well as international capability enhance regional security capability and strengthen criminal laws.	2018–19 to 2021–22
1.5.3	Community safety is preserved through developing and implementing initiatives to respond to the evolving threat of transnational, serious and organised crime.	Outcomes of initiatives to respond to transnational, serious and organised crime have tangible intended benefits of reducing transnational, serious and organised crime and preserving community safety.	2018–19 to 2021–22

SPM 1.6	Timely, relevant and forward leaning cyber security policy advice, protects and advances Australia s interests online		
Key performance indicators		**Measurements**	**To be reported**
1.6.1	Comprehensive policy and strategy are developed through engagement with stakeholders in governments and the private sector.	Qualitative assessment demonstrates positive impact of stakeholder consultations on collective cyber security.	2018–19 to 2021–22
1.6.2	The community is protected through leadership and coordination of whole-of-government cyber security initiatives.	Active mitigation of risk by identifying and delivering policy initiatives and incident management procedures.	2018–19 to 2021–22
SPM 1.7	Delivery of national counter terrorism policies, legislation and programs enhances our capacity to detect and respond to potential threats to Australia and its partners		
Key performance indicators		**Measurements**	**To be reported**
1.7.1	High quality, innovative and timely advice is provided on counter-terrorism (CT) policy to support the Minister, Portfolio Ministers, the Cabinet, Assistant Ministers, the Executive and key stakeholders.	Feedback from Ministers, the Executive and key stakeholders shows a high level of satisfaction with the quality and timeliness of advice and support provided.	2018–19 to 2021–22
1.7.2	Strategic advice, leadership and coordination of Australia's policy, legislative and operational response are provided across the full spectrum of counter-terrorism activities both domestically and internationally.	Feedback from agencies shows a high level of satisfaction with the quality and timeliness of advice, support and coordination provided.	2018–19 to 2021–22
1.7.3	The Australia's Counter-Terrorism Strategy is evaluated and implemented through the Department's leadership.	Qualitative assessment of a sample of activities using case studies, independent panels or providers.	2018–19 to 2021–22
1.7.4	Facilitative operational coordination is provided and capability built on CT matters through engagement with Australian agencies, including across jurisdictions and with international partners.	Responses to requests for information, capacity-building and coordination are delivered within the agreed timelines. Feedback from the international partners, including the Australia-New Zealand Counter-Terrorism Committee and the Joint Counter-Terrorism Board, demonstrates a high level of satisfaction with the timeliness, value and accuracy of the functions delivered.	2018–19 to 2021–22
1.7.5	State and territory police receive increased Defence CT support through the Department's assistance with coordination.	Operational review projects are delivered within the agreed timeframes and help continuous improvement of CT response.	2018–19 to 2021–22

SPM 1.8	Provision of national leadership in emergency management reduces the impact of disasters on Australian communities		
Key performance indicators		**Measurements**	**To be reported**
1.8.1	Disaster assistance requested of Emergency Management Australia is approved effectively and efficiently.	Requests approved within six hours of an agreed request being received.	2018–19 to 2021–22
1.8.2	Advice on Commonwealth only Disaster Recovery Payments (Disaster Recovery Payment and Disaster Recovery Allowance) is provided effectively and efficiently.	Following completion of assessment and verification of impact data, advice is provided to Government within 48 hours.	2018–19 to 2021–22
1.8.3	Advice on activation of Category C and Category D measures under the Natural Disaster Relief and Recovery Arrangements is provided effectively and efficiently.	Following receipt of completed application from the state or territory government and the confirmation of all data, advice is provided to Government within 72 hours.	2018–19 to 2021–22
SPM 1.9	Australia s critical infrastructure is safe from the national security risks of sabotage, espionage and coercion		
Key performance indicators		**Measurements**	**To be reported**
1.9.1	Effectively implement the *Security of Critical Infrastructure Act 2018*.	Provide guidance to industry on managing risks to critical infrastructure. Engage with state and territory governments, regulators and private owners and operators of critical infrastructure. Maintain a register of critical infrastructure assets.	2018–19 to 2021–22
1.9.2	Effectively implement the *Telecommunications Sector Security Reforms Act 2017*.	Process the notifications received in the specified timeframes. Utilise notification obligations, information-gathering power and directions powers as necessary. Undertake risk assessments to support whole-of-government decision-making and risk mitigation activities. Assess national security risks arising from foreign investment and provide that advice to Treasury.	2018–19 to 2021–22
1.9.3	Industry improves its understanding of security risks and responds in order to build resilience.	Increase the number of partnerships with critical infrastructure owners and operators through the Trusted Information Sharing Network and other engagement mechanisms. Continue to develop national security risk assessments and security advice.	2018–19 to 2021–22

Purpose 2: Support a prosperous, open and inclusive society, and advance Australia's economic interests through the effective management of the visa, multicultural and citizenship programs and provision of refugee and humanitarian assistance.

Our migration and multicultural programs benefit 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 ABF supports these activities with a robust compliance system to ensure that risks are managed and adverse economic and social effects are limited.

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

- multicultural affairs and citizenship services
- migration services
- visa services
- refugee and humanitarian assistance

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

SPM 2.1	Immigration, citizenship and multiculturalism supports an open, prosperous and socially cohesive Australia		
Key performance indicators		**Measurements**	**To be reported**
2.1.1	Visa programs 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.	Visa program 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: • employed >70% • unemployed <10% • not in the labour force <20%	2018–19 to 2021–22

Key performance indicators		Measurements	To be reported
2.1.2	Immigration, citizenship and multiculturalism policy is developed though consultation with relevant community, government and industry stakeholders.	Qualitative assessment, demonstrates positive impact of stakeholder consultations (including the industry summit and annual consultations on the Migration and Humanitarian Programs) on policy development and implementation.	2018–19 to 2021–22
2.1.3	Visa program 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 programs to determine Australia's international competitiveness increases.	2018–19 to 2021–22
2.1.4	Visa and Citizenship Programs 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.	2018–19 to 2021–22
2.1.5	The Department contributes to social cohesion through initiatives and policies that help build united, strong and successful communities.	Extent of contribution to implementing national initiatives, including: • positive community engagement in Harmony Day events • continued progress of whole-of-government implementation of the Multicultural Access and Equity policy • re-establishment of the Australian Multicultural Council.	2018–19 to 2021–22
SPM 2.2	Provision of orderly and planned humanitarian pathways contributes to the global management of refugees and displaced persons		
Key performance indicators		**Measurements**	**To be reported**
2.2.1	The Humanitarian Program is planned and delivered using the best available contemporary information.	The Humanitarian Program is delivered in accordance with priorities and informed by program parameters set by the Government.	2018–19 to 2021–22
2.2.2	Primary decisions made in the Illegal Maritime Arrivals (IMA) legacy caseload leverage contemporary country information and relevant integrity verifications.	IMA legacy caseload resolutions are reviewed by the Department through quality control and assurance processes.	2018–19 to 2021–22
2.2.3	Temporary Protection Visa and Safe Haven Enterprise Visa holders are informed of the need to reapply before the expiry of their visas.	Outreach to affected communities and stakeholders. Products in languages that guide the reapplication process are developed and published.	2018–19 to 2021–22

Key performance indicators		Measurements	To be reported
2.2.4	Strategies that maintain the integrity of Australia's onshore protection program are implemented.	Enhance program monitoring arrangements to identify emerging caseloads of concern and implement appropriate treatments.	2018–19 to 2021–22
2.2.5	Community Support Program is established and embedded.	Establish a network of Approved Proposing Organisations. Develop a framework to monitor entrants and baseline the proportion of entrants working in the first 12 months.	2018–19 to 2021–22
SPM 2.3	Facilitation of legitimate travel, streamlined visa and citizenship processing and the provision of advice promotes seamless client access		
Key performance indicators		**Measurements**	**To be reported**
2.3.1	High quality information and self-service channels are provided to facilitate travel and reduce client service costs.	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 SmartGates at Australian airports.	2018–19 to 2021–22
2.3.2	Visa and citizenship processing are streamlined using a risk management approach.	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.	2018–19 to 2021–22
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 across the border continuum		
Key performance indicators		**Measurements**	**To be reported**
2.4.1	Legitimate travel is facilitated through engagement with international stakeholders to increase capability.	Qualitative assessment demonstrates positive impact of engagement with partner states on travel facilitation.	2018–19 to 2021–22
2.4.2	Refugee protection and international migration are supported and strengthened through practical cooperation with international stakeholders.	Qualitative assessment demonstrates positive impact of engagement on international cooperation on refugee protection and international migration matters.	2018–19 to 2021–22
2.4.3	Direct humanitarian assistance to refugees and displaced populations is delivered through engagement with international stakeholders.	Qualitative assessment demonstrates positive impact of humanitarian assistance projects to refugees and displaced populations.	2018–19 to 2021–22

SPM 2.5	Effective regulatory, status resolution, enforcement and detention activities promote program integrity, compliance and timely status outcomes at the lowest cost to Government		
Key performance indicators		**Measurements**	**To be reported**
2.5.1	Overall non-compliance is reduced through encouragement of voluntary self-resolution.	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 Visa Entitlement Verification Online checks, and the number accessing status resolution information, increases when compared with the previous year.	2018–19 to 2021–22
2.5.2	Risk to the community and cost to Government are considered in quickly resolving the status of unlawful non-citizens and Bridging Visa E holders.	Less than 10% of people in the Status Resolution Program are managed in immigration detention. More than 85% of people detained under s.189 of the *Migration Act 1958* have their status resolved, or are placed in the community following a community protection risk assessment, within 90 days of being detained. 100% of decisions to detain are reviewed within 48 hours.	2018–19 to 2021–22

Purpose 3: Advance Australia's economic interests through the facilitation of the trade of goods to and from Australia and the collection of border revenue.

With increasing volumes of trade to Australia, the Department and the ABF work 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.

Our efforts in this area will encompass the following high-level activities:

- border revenue
- trade facilitation and industry engagement

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		
Key performance indicators		**Measurements**	**To be reported**
3.1.1	Refunds and drawbacks are processed under the Refund Scheme.	Refunds and drawbacks under the Refund Scheme are delivered in accordance with service standards.	2018–19 to 2021–22
3.1.2	Activities are undertaken, including issuing penalties to ensure compliance with border revenue laws and processes.	Increase in the rate of compliance compared with the previous year.	2018–19 to 2021–22
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.	2018–19 to 2021–22
SPM 3.2	Facilitation of legitimate trade and movement of goods, provision of advice and engagement with industry supports seamless trade		
Key performance indicators		**Measurements**	**To be reported**
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.	2018–19 to 2021–22

Key performance indicators		Measurements	To be reported
3.2.2	Stakeholders are assisted and supported to submit compliant Import and Export Declarations (pre-clearance) via the general monitoring program.	Increased level of compliant Import and Export Declarations (pre-clearance) compared with the previous year.	2018–19 to 2021–22
3.2.3	Effective industry engagement enhances compliant behaviour.	Increase in voluntary compliance resulting from the range of industry engagement initiatives compared with the previous year.	2018–19 to 2021–22
3.2.4	The passage of legitimate trade is facilitated through the implementation of innovative measures.	Number of Trusted Traders increases compared with the previous year.	2018–19 to 2021–22
SPM 3.3	Collaboration with the international community contributes to consistent global trade practices, facilitates legitimate trade and the movement of goods, and reduces security risks within global supply chains		
Key performance indicators		**Measurements**	**To be reported**
3.3.1	Partnerships lead to increased capability in international stakeholders 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.	2018–19 to 2021–22
3.3.2	Collaboration with the international community improves consistency in global trade practices.	Improvements in consistency of global trade practices, reported through departmental survey of industry groups.	2018–19 to 2021–22

AUSTRALIAN
BORDER FORCE

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The Australian Border Force is Australia's frontline border law enforcement agency and Australia's customs service. We deliver critical border protection and national security outcomes while facilitating the movement of people and goods across the border. Our mission is to protect Australia's border and enable legitimate travel and trade.

Australian Border Force

Commissioner's message

As an operationally independent body under the Home Affairs Portfolio, the ABF's 2018–19 operational priorities are focused on three key pillars—trade enforcement, maintaining the integrity of Australia's migration and visa system, and protecting the border by tackling cross-border movement of prohibited goods and people who seek to harm our community.

Our mission is to protect Australia's border and enable legitimate travel and trade. The security of our border and the facilitation of travellers and goods continue to be bound together as complementary imperatives that we balance in order to enhance economic prosperity, while continuing to adapt to a complex and evolving threat environment. Through an intelligence-informed, risk-based approach we focus our compliance and enforcement functions where they are most needed.

The Home Affairs Portfolio provides greater opportunities for collaboration, coordination and information sharing across the Portfolio, which enhances our ability to detect and disrupt illegal activity, including serious and organised crime. We work in close partnership with our colleagues from across the Portfolio, with clear accountability that reflects the essential links between strategy, policy and operations. We will build and capitalise on these relationships to support the broader fight against transnational organised crime and terrorism, and to protect vulnerable people. We will also continue to work closely with our national and international partners to protect the Australian community from threats before they reach our shores.

As Australia's customs service we have a critical role in securing trade and travel, which is vital to Australia's national security. We will strengthen our regulatory role to ensure compliance with customs and migration laws—protecting government revenue and the border from the threats posed by illicit trade, trade-based money laundering, illegal immigration and people smuggling. This includes our key role in the Operation Sovereign Borders Joint Agency Task Force. We will also work closely with industry to provide a level playing field, and continue to evolve and adapt our processes and capabilities.

To realise our full potential as Australia's customs service, a global leader in border law enforcement, and a trusted partner that helps build a safe, secure and prosperous Australia, we must enhance our operational performance. To do this, we will focus on strengthening our leadership, integrity and administrative compliance; enhancing our operational tradecraft and supporting all officers with high-quality training; and streamlining processes to enable rapid operational responses.

I, as the Commissioner of the Australian Border Force, endorse the *Department of Home Affairs Corporate Plan 2018–19*, which covers the periods 2018–19 to 2021–22.

Michael Outram APM
Australian Border Force
Commissioner and Comptroller-General of Customs

Role and priorities

The ABF

The ABF forms an integral part of the new Home Affairs Portfolio. It is an operationally independent body and led by a statutorily appointed Commissioner, reflecting its role as Australia's frontline border law enforcement body and customs service. The ABF encompasses all traditional operational immigration and customs border functions, and continues its vital role in securing the border, facilitating the movement of people and goods, and investigating immigration malpractice and non-compliance. In recognition of the operational independence of the ABF, this section highlights the Department's strategic performance measures which are achieved through the critical operational contribution of the ABF.

The ABF operates internationally and domestically, including at international airports, international mail and cargo facilities, seaports, wharves and cruise terminals, in regional and remote areas, within the Australian maritime domain and across the immigration detention network. ABF officers are also posted to key locations offshore to support the Department's capability to identify, mitigate and respond to threats and manage risks before these reach the physical Australian border.

To manage the border effectively, the ABF works collaboratively across the Home Affairs Portfolio and with a multitude of domestic and international partner agencies to identify and manage risks. These include more than 50 Commonwealth, state and territory agencies, international border agencies, and national security, civil maritime, defence, law enforcement and intelligence agencies. At the same time, the ABF facilitates trade and travel to support economic growth, while protecting government revenue and ensuring compliance with Australia's customs laws.

The Secretary remains the responsible PGPA authority for the ABF, as well as the employer of ABF staff with the exception of the statutorily appointed Commissioner. The ABF is supported by the Department, which provides coordinated strategy, policy leadership, and regulatory, corporate and other enabling services to the ABF through an agreed service delivery framework.

ABF strategic priorities

ABF Realising Our Full Potential outlines three key strategic priorities:

LEADERSHIP

OFFICER CAPABILITY

OPERATIONAL EXCELLENCE

Operational priorities

To deliver against the SPMs, the ABF sets annual operational priorities to help rank and manage operational activities and associated resources, providing clear guidance on discretionary and non-discretionary operations.

The 2018–19 Operational Priorities and associated lines of effort are:

Trade Enforcement	Migration System	Border Protection
Tobacco	People smuggling	Traveller and cargo clearance
Trade compliance	Visa and migration fraud	Illicit drugs
Trade measures	Foreign worker exploitation	Counter-terrorism
Money laundering/transfer	Safe, secure and sustainable detention	Firearms
Supply chain integrity	Community protection, cancellations and removals	Child exploitation
		Northern border
		Exploitation of natural resources
		Asbestos

ABF performance measures

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

The ABF will contribute to the SPMs outlined in this section, including where its operational activities contribute to the delivery of joint measures. Executive direction, strategy and guidance is provided by the Department, with the ABF further supported to deliver against these measures by the Department's corporate and enabling services.

Purpose 1: Protect Australia's sovereignty, security and safety through its national security, emergency management system, law enforcement, and managing its border, including managing the stay and departure of all non-citizens.

The Department and ABF 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.

Efforts in this area will encompass the following high-level activities:

- border enforcement
- border management
- onshore compliance and detention
- IMA offshore management
- regional cooperation
- national security and criminal justice

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		
Key performance indicators		**Measurements**	**To be reported**
1.1.1	Non-compliant vessels, where law enforcement responses are required, are identified through surveillance and intelligence.	All requests for law enforcement responses are assessed and responses are prioritised according to threat.	2018–19 to 2021–22
1.1.2	Collaboration supports a law enforcement response to threats within the Australian maritime domain.	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.	2018–19 to 2021–22
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		
Key performance indicators		**Measurements**	**To be reported**
1.2.1	Engagement with agencies and our international liaison networks contributes intelligence to enhance our national security.	Regular engagement with partner agencies and international liaison networks enhances national security.	2018–19 to 2021–22
1.2.2	Persons who pose a risk to the Australian community are identified and managed prior to travel or border clearance.	The visas of 100% of non-citizens known to pose risks to the Australian community are refused/cancelled before or at the border.	2018–19 to 2021–22
1.2.3	Persons in Australia posing a risk to the community are identified and managed in accordance with Australian law.	100% of non-citizens liable for mandatory visa cancellation, who are serving custodial sentences, have their visas cancelled while in remand. 100% of people in immigration detention are detained in accordance with Australian law.	2018–19 to 2021–22
1.2.4	The Australian community is protected through the engagement with whole-of-government counter-terrorism activities.	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.	2018–19 to 2021–22

Key performance indicators		Measurements	To be reported
1.2.5	Illicit goods are interdicted 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.	2018–19 to 2021–22
1.2.6	Criminality and non-compliance is detected, deterred and responded to through targeted and non-targeted activities before, at and after the border.	Reduction in the rate of passenger and cargo non-compliance compared with the previous year.	2018–19 to 2021–22

Purpose 3: Advance Australia's economic interests through the facilitation of the trade of goods to and from Australia and the collection of border revenue.

With increasing volumes of trade to Australia, the Department and the ABF work 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.

Our efforts in this area will encompass the following high-level activities:

- border revenue
- trade facilitation and industry engagement

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		
Key performance indicators		**Measurements**	**To be reported**
3.1.1	Refunds and drawbacks are processed under the Refund Scheme.	Refunds and drawbacks under the Refund Scheme are delivered in accordance with service standards.	2018–19 to 2021–22
3.1.2	Activities are undertaken, including issuing penalties to ensure compliance with border revenue laws and processes.	Increase in the rate of compliance compared with the previous year.	2018–19 to 2021–22

Key performance indicators		Measurements	To be reported
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.	2018–19 to 2021–22
SPM 3.2	Facilitation of legitimate trade and movement of goods, provision of advice and engagement with industry supports seamless trade		
Key performance indicators		**Measurements**	**To be reported**
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.	2018–19 to 2021–22
3.2.2	Stakeholders are assisted and supported to submit compliant Import and Export Declarations (pre-clearance) via the general monitoring program.	Increased level of compliant Import and Export Declarations (pre-clearance) compared with the previous year.	2018–19 to 2021–22
3.2.3	Effective industry engagement enhances compliant behaviour.	Increase in voluntary compliance resulting from the range of industry engagement initiatives compared with the previous year.	2018–19 to 2021–22
3.2.4	The passage of legitimate trade is facilitated through the implementation of innovative measures.	Number of Trusted Traders increases compared with the previous year.	2018–19 to 2021–22