Australian Government

Department of Home Affairs

CORPORATE PLAN 2019–20

CORPORATE PLAN
2019–20

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Media and Engagement Branch
Department of Home Affairs
PO Box 25
BELCONNEN ACT 2616

19-02267

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SECRETARY'S FOREWORD

The *Department of Home Affairs Corporate Plan 2019–20* sets out our strategic priorities, operating environment, and our consolidated approach to performance reporting. It underpins our purpose and objectives, and how we will achieve success.

The Department provides policy leadership and coordination to support the responsibilities and priorities of the Home Affairs Portfolio (the Portfolio). Close collaboration and sustained joint activity enable Portfolio agencies to advance Australia's interests and achieve our vision of a prosperous, secure, open and united Australia.

The Department must respond to shifting priorities in an uncertain global environment. The return of migrant services to the Department's responsibilities complements our focus on efficiently providing services and tangible outcomes across all of our functions. Managing visa applications, providing settlement assistance, and conferring Australian citizenship are vital to our successful multicultural society. The Department will contribute to building social cohesion and unity through the delivery of services and programs that enable migrants to participate fully in Australian life.

The safety and security of the Australian people is a top priority for the Department. Our partnerships with communities, state and territory counterparts, bilateral partners and global organisations allow us to coordinate efforts to foster greater collaboration and build our collective capabilities. These partnerships enable us to protect Australia's sovereignty and democracy, allowing Australia to continue to benefit from being open, engaged and connected with the world.

We are leading initiatives to modernise trade and travel to ensure Australia remains internationally competitive, and to meet the expectations of the trading community and the travelling public.

Our changing operating environment demands that we look past traditional ways of calculating risk, taking into consideration emerging threats in the domains of cyber security, critical infrastructure security, counter-terrorism and foreign interference, and transnational, serious and organised crime.

Our risk-based, intelligence-informed approach will assist us in delivering the purposes and priorities set out in the *Corporate Plan 2019–20* and in the *Blueprint for Home Affairs*. These strategic priorities are realised through leveraging and enhancing our internal and enabling functions—our workforce and people, our systems and processes, and our intelligence and data. This includes the Department continuing to provide corporate and enabling services for the Australian Border Force (ABF), as it leads Australia's travel and customs facilitation and enforcement services.

The Department is trusted by the community to contribute to Australia's national security, economic prosperity and social cohesion. We will maintain the trust invested in us by continuing to conduct our activities with the highest standards of integrity and professionalism.

The *Corporate Plan 2019–20* sets out the Department and ABF's updated performance framework and covers a horizon of up to four years. The Department will report on performance and achievements against our purposes in the *2019–20 Annual Report*.

I commend to you the *Department of Home Affairs Corporate Plan 2019–20*.

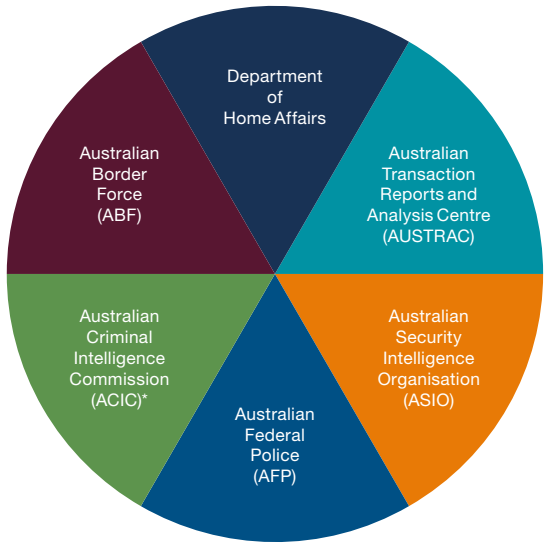
Statement of preparation

I, as the accountable authority of the Department of Home Affairs, present the *Department of Home Affairs Corporate Plan 2019–20*, which covers the periods 2019–20 to 2022–23 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Michael Pezzullo
Secretary
Department of Home Affairs

HOME AFFAIRS PORTFOLIO

The Home Affairs Portfolio integrates Australia's federal law enforcement, national and transport security, criminal justice, emergency management, multicultural affairs and immigration and border-related functions to strengthen the strategic policy, planning and coordination that support our operations. The Portfolio brings together the strengths of individual agencies, continuing to coordinate and drive efforts to create a safe, secure, prosperous and united Australia through close cooperation and sustained joint activity. The Portfolio continues to combat threats to national security. Through modernising trade and travel, the Portfolio contributes to Australia's prosperity and ensures we remain economically competitive in an increasingly complex environment.



**ACIC includes the Australian Institute of Criminology.*

The Department of Home Affairs

The Department is responsible for centrally coordinated strategy and policy leadership in relation to immigration, citizenship and multicultural affairs, domestic and national security arrangements, law enforcement, emergency management, counter-terrorism, social cohesion, the protection of our sovereignty, the integrity of our border and the resilience of our national infrastructure. Through the Department's Commonwealth Coordinators, the Department enables rapid responses to threats of foreign interference, terror and organised crime. Our operations keep Australia open for business and contribute to Australia's prosperity. The Department delivers the migration program and assists temporary and permanent migrants and those people participating in humanitarian and refugee programs. The Department also manages and confers citizenship through the Australian Citizenship Program.

The Australian Border Force

The Australian Border Force (ABF), as an operationally independent body, is responsible for implementing Australia's border enforcement policies, managing frontline border law enforcement, civil maritime security, and onshore immigration detention and customs activities to protect the integrity of Australia's borders. The ABF facilitates the seamless movement of legitimate trade and travel through border and customs modernisation of Australia's trade and travel systems.

Our partnerships

The Department and the ABF work 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. Guided by our *International Engagement Strategy*, we build strategic and operational partnerships essential to achieving the Department's purposes.

The Department and the ABF will apply an integrated approach to national security and build on its existing, highly successful partnerships. Over the next four years, the Department and the ABF will continue to work with state and territory counterparts, communities, the private sector, global organisations and bilateral partners.

- We work horizontally and vertically in a highly collaborative workforce, adopting strategic partnerships across the Portfolio.
- International partnerships, including our Five Eyes partners (United States of America, United Kingdom, Canada and New Zealand) and importantly our South-East Asian and Indo-Pacific neighbours, offer opportunities to share information and enhance capability. Through these partnerships, we prosecute our priorities and contribute to national and multilateral solutions to global problems, including terrorism, transnational, serious and organised crime, and the security of borders.
- Our relationship with the states and territories continues to unify us in achieving a secure and united Australia, working together to counter nationally significant crime and to act quickly in times of significant emergencies.
- Industry and academic partnerships enable us to harness our expertise and continue to innovate across policy, operational and enabling functions.

ROLE OF THE CORPORATE PLAN

The *Department of Home Affairs Corporate Plan 2019–20* is the primary planning document for the Department and the ABF. The *Corporate Plan 2019–20* sets out our purposes, what we will do to achieve them, and how we will evaluate our performance over a horizon of up to four years. It is informed by, and demonstrates, our contribution to the *Blueprint for Home Affairs* and the ABF *Realising Our Full Potential*, and aligns to the programs contained within the annual portfolio budget statements (PBS).

The *Corporate Plan 2019–20* seeks to improve the line of sight between our organisational purposes and the work of our staff, as it informs our annual business planning cycle and individual performance and development agreements.

Preparing an annual corporate plan is a legislative requirement under section 35 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The *Corporate Plan 2019–20* alongside the Annual Performance Statement contained within the *Annual Report 2019–20* will effectively measure, report on and guide the Department's activities.

As independent entities under the PGPA Act, the Australian Criminal Intelligence Commission, Australian Institute of Criminology, Australian Federal Police, Australian Security Intelligence Organisation and Australian Transactions Reports and Analysis Centre produce individual corporate plans.

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 2019–20 is the Department's primary planning document. It sets out our purposes, priorities and performance measures over a four-year period, with a focus on the 2019–20 financial year.

The Corporate Plan supports our annual business planning cycle, and informs individual performance agreements.

Portfolio Budget Statements (PBS) inform Members of Parliament and the public 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.

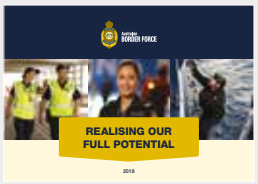
Governance

Mission
Vision

Priorities
Performance measures

Government outcomes
Programs
Budget appropriations

Risk



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.

Capability Plans

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.

OUR PURPOSES

Our organisational purposes for 2019–23 underpin and guide our activities as a Department and exemplify the benefits we deliver to the Australian community.

PURPOSE 1

National Security

Protect Australia and Australians from national security and criminal threats through effective national coordination, emergency management and policy development.

PURPOSE 2

Prosperous and United Society

Support a prosperous and united Australia through effective coordination and delivery of immigration and social cohesion policies and programs.

PURPOSE 3

Border and Customs Operations

Advance a prosperous and secure Australia through trade and travel modernisation, effective customs, immigration, maritime and enforcement activities across the border continuum.

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 environment

Our environment is rapidly influenced by both globalisation and technological advancements; we will harness these advancements whilst simultaneously acknowledging and addressing the threats they pose to Australia.

Our risk management and oversight

Our approach to risk management supports the delivery of the Department's activities through an appropriate risk appetite that balances risk and opportunity.

Our purposess

Purpose 1—National Security: Protect Australia and Australians from national security and criminal threats through effective national coordination, emergency management and policy development.	**Purpose 2—Prosperous and United Society:** Support a prosperous and united Australia through effective coordination and delivery of immigration and social cohesion policies and programs.	**Purpose 3—Border and Customs Operations:** Advance a prosperous and secure Australia through trade and travel modernisation, effective customs, immigration, maritime and enforcement activities across the border continuum.

Our activities

Activity 1.1: Effective national coordination and development of national security and transnational, serious and organised crime policies, legislation and programs.	**Activity 1.2:** Support national resilience and effective coordination of national emergencies.	**Activity 2.1:** Effective delivery of orderly and planned immigration and humanitarian programs.	**Activity 2.2:** Support social cohesion and drive the effective delivery of citizenship and multicultural programs.	**Activity 3.1:** Effective border management and revenue systems.	**Activity 3.2:** Effective border security and maritime surveillance.

Our performance measures

Measure 1.1.1: Effective Transport security regulation, policy coordination and advice will prevent and protect Australia from security incidents effecting the movement of people and goods. *(PBS Program 1.6)* **Measure 1.1.2:** Effective policy implementation and coordination deters foreign actors who wish to harm Australia's sovereignty, values and national interests. *(PBS Program 1.7)* **Measure 1.1.3:** Effective policy development, coordination and industry regulation safeguards Australia's critical infrastructure against sabotage, espionage and coercion. *(PBS Program 1.7)* **Measure 1.1.4:** Effectively monitor and disrupt transnational, serious and organised crime to protect and preserve Australia's community and our partners. *(PBS Program 1.7)* **Measure 1.1.5:** Effective cyber security strategies, policies, and advice protects and advances Australia's interests. *(PBS Program 1.8)* **Measure 1.1.6:** Counter Terrorism strategies, legislation and programs enhance our capacity to detect, prevent and respond to potential terror threats. *(PBS Program 1.9)*	**Measure 1.2.1:** Effective emergency management capability and programs enhances Australia's ability to reduce the impact of threats on Australian Communities. *(PBS Program 1.10)*	**Measure 2.1.1:** Migration and visa programs support an open, prosperous and united Australia. *(PBS Program 2.2, PBS Program 2.3, PBS Program 1.3)* **Measure 2.1.2:** Refugee and Humanitarian programs reflect government priorities and international protection obligations through providing settlement support whilst contributing to global resettlement. *(PBS Program 2.4)* **Measure 2.1.3:** Effective regional processing and resettlement deters irregular migration. *(PBS Program 1.4)*	**Measure 2.2.1:** Community engagement and effective Citizenship and Multicultural programs support and enhance social cohesion. *(PBS Program 2.1)*	**Measure 3.1.1:** Effective trade and travel policy and regulation settings contributes to Australia's economic prosperity. *(PBS Program 3.2, PBS Program 1.2)* **Measure 3.1.2:** Border revenue laws and processes maximise revenue collection and reduce revenue evasion. *(PBS Program 3.1)*	**Measure 3.2.1:** Border security and contemporary maritime surveillance activities reduce the number of people and goods crossing Australian Borders that pose a risk. *(PBS Program 1.1, PBS Program 1.3)*

International Cooperation – PBS Program 1.5

Effectively strengthen relationships with partner governments to improve migration, border management and national security capabilities.

OUR PRIORITIES

As the Department and the ABF's environment evolves, we continue to assess our organisational priorities. The Department has established ten enterprise priorities for the duration of the 2019–20 to 2022–23 planning period.

STRONG BORDERS

We will maintain our strong focus, coordination of the whole-of-government effort, and international partnerships to secure and protect our borders, our extensive coastline and maritime domain. We will continue to disrupt the criminal activity of people smugglers and prevent the loss of life at sea through strong border protection and our resolve to prevent the resumption of large-scale illegal maritime arrivals to Australia.

We will strengthen our maritime border surveillance and response capability to detect and interdict threats in our vast and complex security domain. We will continue to strengthen aviation, maritime and air cargo security to protect against acts of unlawful interference, including strengthening ties with intelligence agencies and taking a risk-based approach to regulation in order to maintain secure travel and trade. We will maintain an enduring offshore processing capability, and focus on caseload resolution and securing third-country resettlement options.

IMMIGRATION AND SETTLEMENT

We will manage immigration and citizenship programs to maximise the cultural and economic benefits of immigration and contribute to the resettlement of refugees while ensuring the Australian community is protected from security threats and exploitation.

We will transform the management of Australia's Immigration Program through the Global Digital Platform to support enhanced digital service delivery capability. We will improve immigration and citizenship caseload management to meet growing demand by streamlining processes and improving service delivery, while mitigating risks to the Australian community and vulnerable non-citizens.

SOCIAL COHESION

We will enhance social cohesion and support a multicultural Australia by promoting an inclusive national identity that creates a sense of belonging and a shared understanding of Australian values. This will include enhancing resettlement, multicultural and community programs. By building a cohesive society, we will be more resilient against terrorism, violent extremism ideologies or ethno-religious intolerance, or foreign actors that seek to interfere in Australia's sovereignty, values and national interests.

COUNTER-TERRORISM

We will further enhance coordination of counter-terrorism efforts nationally to ensure the safety and security of Australians and the Australian way of life. We will strengthen Commonwealth, state and territory capability to respond to and recover from terrorism events.

We will support a more cohesive Australia by working with the community to challenge violent extremist ideologies and stop people becoming terrorists. We will disrupt terrorist activity and shape the global environment. We will manage the return of Australian foreign fighters and their families from conflict areas if they choose to return.

COUNTER FOREIGN INTERFERENCE

We will lead a coordinated national effort, and work with international partners, to identify and counter acts of foreign interference. We will work with all sectors of Australian society to increase the cost and reduce the benefit of foreign interference.

We will draw together policy, operational and social cohesion levers to respond to foreign interference. We will collaborate with community groups to educate and build a cohesive society resilient to foreign interference.

MODERNISING OUR TRADE AND TRAVEL SYSTEMS

We will facilitate legitimate trade whilst protecting Australian businesses and the community from unlawful or harmful goods, criminal behaviour and border threats through maintaining effective border enforcement activities.

We will invest in a secure and modern international trading system by leveraging technologies to streamline trade and travel flow, enhance intelligence-led risk management and ensure our trade system's integrity. In doing so, we will deliver an internationally competitive experience for Australian companies and grow customs revenue.

We will leverage industry data, investments, knowledge and experience to deliver a digital, seamless and secure border experience for legitimate trade. We will partner with likeminded countries and industry to modernise and implement innovative processes and technologies in air and sea ports.

CYBER SECURITY

We will lead the effort to secure Australia's cyber ecosystem, delivering a trusted online environment for Australia. We will generate a sustainable cyber policy framework for the protection of systems of national significance, through legislative, regulatory and administrative reform that will help future-proof these systems from cyber threats.

Through continuing partnerships with states and territories, industry, critical infrastructure owners and operators, and international partners, we will initiate a national program to further reduce Australia's cyber vulnerabilities.

FIGHT TRANSNATIONAL, SERIOUS AND ORGANISED CRIME

We will continue to implement the *National Strategy to Fight Transnational, Serious and Organised Crime* to enhance Australia's ability to disrupt and dismantle the criminal business model. We will support the Portfolio to target the key enablers and dependencies of transnational, serious and organised crime markets, such as money laundering, professional facilitators, cybercrime and illicit firearms and weapons.

We will work on full spectrum reforms to protect the Australian community from the harm of illicit drugs such as ice. We will continue to work collaboratively with domestic partners to enhance our efforts to keep Australians and Australian interests safe, both at home and overseas. We will also work closely with international partners to disrupt crime offshore and support global security and regional stability.

PREVENT, DISRUPT AND STOP CHILD EXPLOITATION

We will support the Portfolio to combat the sexual abuse and exploitation of children through policy, program and legislative reforms that enhance efforts to prevent and disrupt offenders.

We will work to develop mechanisms to extinguish the online networks that propagate exploitation such as live-streamed child sexual abuse. We will implement proactive initiatives that divert at-risk individuals away from offending behaviours towards specialist services before any child is harmed.

We will take action against harmful exploitative practices such as forced marriage that can facilitate child sexual abuse. We will develop reforms with international partners to prevent the threat of travelling child sex offenders who seek to abuse vulnerable children overseas. We will work across government and with industry to raise national cyber security awareness to ensure children are protected online.

NATIONAL RESILIENCE

We will lead the national effort to ensure that Australian communities, the economy and infrastructure continues to be resilient to disasters and other hazards. We will coordinate whole-of-government action to ensure initiatives across the built, natural, social and economic environments align with the *National Disaster Risk Reduction Framework* and *Critical Infrastructure Resilience Strategy*.

We will work to ensure that the Commonwealth uses available levers to promote this national effort. We will collaborate with states and territories, industry, critical infrastructure owners and operators, and the community to implement the Framework and Strategy. We will work to ensure decision makers in all these spheres have the information and guidance needed to provide secure and resilient infrastructure, and to reduce climate and disaster risks within their control.

OUR ENVIRONMENT

The Department and the ABF's environment will continue to be characterised by increasing complexity and volume over the next four years, while the diminishing influence of geography and traditional borders will continue to make asserting sovereignty more challenging.

Australia continues to experience economic growth driven in part by increasing wealth and trade across the Indo-Pacific. The Department needs to be prepared to manage the implications of evolving global trade relationships that have an effect on Australia's industries, supply chains and labour markets.

Australia's continuing prosperity and stability makes it an attractive destination for temporary and permanent migration, resulting in sustained demand for temporary and permanent visas and citizenship. Migration contributes to our prosperity, with new citizens, migrants and refugees enabling population growth and enriching Australian society. The integrity of our migration program, and maintaining public confidence in it, will continue to be challenged by unauthorised arrivals, illegal workers and over-stayers.

Growing volumes of goods and people are moving through our border, placing pressure on our ports and the Department's capacity to facilitate efficient trade and travel while preventing illicit activity. We are also experiencing increasing volumes across our virtual borders in the trade of services, knowledge, data and ideas.

Our borders are at risk from transnational, serious and organised criminal groups who seek to undermine Australia's sovereignty by exploiting the global flow of people, goods, money and information, and profiting from illicit activities. Within Australia, they seek to take advantage of our stable financial systems and strong economy to launder criminal profits, while using sophisticated methods to avoid detection.

Australia continues to benefit from more diverse investment flows and its connection to global supply chains. This provides economic benefits by way of improved productivity, enhanced information availability, reduced transaction costs and increased competition. However, this also brings increased risks to be managed. For example, the offshoring of data complicates and challenges economic and business boundaries, requiring new legal frameworks and policy to respond to these challenges.

Australia's infrastructure enables our way of life and improves our prosperity. It is increasingly internet-connected and automated, bringing significant economic benefit. Australia's infrastructure attracts investment from international, public and private entities. This investment is welcomed. The ownership of critical infrastructure must be managed in our best interests to ensure that increasingly internet-connected systems cannot be compromised by organised criminals, issues-motivated groups or foreign actors.

The transformative influence of internet-connected systems is being felt across nearly every aspect of Australian life, with individuals, businesses and governments increasingly using online platforms. This is driving the digitisation of information and the generation of big data. The rate of cyber-enabled crime is increasing due to our reliance on cyber capabilities. Cyber-enabled crime arguably poses one of the most significant risks to our economic prosperity and sovereignty through its pervasiveness, made all the more powerful by being conducted at arm's length from an often unknown source.

Globally, there is increasing cyber-enabled activity focused on influencing the direction of public discourse. This activity poses a threat to the ability of Australians to make independent decisions, and erodes public confidence in our political and government institutions. This trend is exemplified by the phenomenon of 'fake news' and other forms of disinformation spreading through social media.

Digital platforms are also being used by terrorists and extremists overseas to reach across our physical and virtual borders, and radicalise vulnerable members of our communities. Amplifying this is the potential for foreign fighters to return from conflict theatres and either inspire and influence others, or directly engage in terrorist acts themselves.

Natural hazards and extreme weather events like flood, fire and drought continue to be a feature of Australia's environment. The economic, social and environmental costs of adapting and responding to natural hazards and disasters continues to rise. As a nation we need to be prepared to manage and mitigate the implications of natural disasters, including minimising the adverse impacts on our systems of national significance.

OUR OPERATING ENVIRONMENT 2019–23

Over the next four years we predict…

63% of airports and **43%** of airlines plan to invest in biometric identification management solutions in the next 3 years

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

3.4%
Increase in total economic cost of natural disasters per year

80%
Of Australia's total trade covered by free trade agreements

38%
Increase in cost of managing cyber security

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

50m
International passengers and crew movements in Australia

50b
Devices connected to the internet globally

3.8%
Yearly increase in inbound passenger arrivals

Increasing pressure for irregular migration from people seeking a better life

The most apparent terrorist threat in Australia mirrors international trends towards 'lone actor' attacks

OUR RISK OVERSIGHT AND MANAGEMENT

Risk management is governed by legislation and regulation that includes: Section 16 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the Commonwealth Risk Management Policy, and the Australian and New Zealand accepted international standard *ISO31000:2018 Risk Management—Guidelines.*

While globalisation and technological changes are largely positive for Australia, they also bring new threats to Australia's security. Our focus is to identify and proactively attend to the vulnerabilities that come with global connectedness, and to anticipate, plan and respond to ever-evolving threats. This makes risk management an integral part of all organisational activities and a central part of everything we do.

The Department's *Risk Management Framework* (Risk Framework) outlines the organisational arrangement for designing, implementing, monitoring and continually improving risk management and clearly states the obligations of all workers within the Department to manage and report on risk. We strengthen the management of risk by integrating risk into the Department's governance and enterprise planning models, thereby ensuring management of risk is incorporated into decision-making at all levels, including in meeting our health and safety obligations to our workforce and clients.

We strive for agile and adaptive business processes that embrace the management of risk, and empower decision-making. We continuously encourage our staff to actively and positively engage with risk through the Department's Risk Framework to support them in making informed and logical decisions that are evidence based, lawful and reasonable. In contributing to a secure, prosperous and united Australia, our staff and the Department appreciate that decisions are often made in complex public policy areas and there are circumstances where we must accept high levels of residual risk.

A key aspect of our risk management approach is scanning for emerging threats while actively managing our outward-facing Strategic Risks and inward-facing Enterprise Risks. Ongoing, regular and active review of these risks are allocated to Senior Executive Officers and are aligned to a horizon of up to four years.

Senior governance committees, supported by the Risk Committee, Audit Committee and Chief Risk Officer, oversee the Department's approach and effectiveness of the Department's Risk Framework and make decisions about Strategic and Enterprise Risks.

This structured approach uses the best available information, balances risk and opportunity, and informs the organisation's risk appetite and tolerances to support the effective and efficient delivery of the Department's activities.

We are committed to achieving and maintaining the appropriate level of risk management maturity to support our operations. We will achieve this by benchmarking against the 'Commonwealth Risk Management Maturity Model' and investing resources for continual improvement. The Department will be maintaining effective controls to actively mitigate our Strategic and Enterprise Risks as well as understanding and managing shared risks.

Our Strategic and Enterprise Risks 2019–2023

STRATEGIC RISK EVENTS

Counter-Terrorism

Violent extremism leads to individual and/or synchronised terror attacks.

Critical Infrastructure

An attack on critical infrastructure significantly disrupts national operations causing damage to the economy, public safety and national security.

Cyber

Individual or synchronised cyber incidents or attacks, from state or non-state actors, significantly compromise sensitive personal, commercial and national security interests.

Transnational Crime

Individuals or organised syndicates undertake criminal activity at home or abroad, negatively impacting Australia's economy, public safety and security.

Borders

Trafficking and illegal movement of goods and people across the border compromises our trade and travel system, economy, public safety and national security.

Sovereignty

Australia's social cohesion, sovereignty, national interests, values and democratic processes are compromised by the promotion of conflicting values and interests, including by foreign actors.

Mass Movements

Significant global and regional environmental and man-made events create mass movements of people that threaten the integrity of the border.

Disasters

The impact of disasters on Australian communities is increased due to an inability to provide effective national leadership in emergency management.

Visa and Migration

Australia's economic prosperity, security and social cohesion are compromised by a poorly designed, implemented or managed migration and visa program.

ENTERPRISE RISK EVENTS

People and Processes

Ineffective management of our people and supporting processes damages business operations and our reputation as an employer of choice.

Support and Vetting

Poorly supported and vetted workers are susceptible to carelessness, self-motivated and/or externally motivated malicious intent, damaging our reputation and business operations.

Capability

Ineffective planning, prioritisation and delivery of capability development, sustainment and operations results in both poor identification of future threats and the misalignment between the deployment of resources and Government priorities.

Compliance

Ineffective management detrimentally impacts our compliance obligations, which threatens the legality of business and the delivery of outcomes.

Misuse Powers

Workers misuse, or are perceived to misuse, their powers and position unlawfully or inappropriately, or fail to use these powers effectively, threatening the legality and conduct of business and activities.

Administrative processes

Poor administrative processes, records/information management systems, business integration and planning and performance results commensurately in poor decision-making, which threatens the legitimacy of operations, legality of business and the delivery of outcomes.

Safety and Security

The safety, wellbeing and security of workers and clients (including vulnerable people and children) is compromised by a failure to pursue duty of care requirements.

Risk Aversion

A culture of risk aversion stifles imagination and innovation, threatening business sustainability.

Resources

Resources are not optimally allocated against Strategic and Enterprise Risks.

OUR CAPABILITIES

The Department and the ABF continue to develop and implement capability initiatives that enable us to be resilient, flexible, innovative and efficient. Our commitment to effective capability planning enables us to respond to complex environmental changes and emerging threats that provide the capacity and ability to achieve and sustain our departmental purposes.

Astute and well-planned capability investments continue to enable the Department and the ABF to be responsive to new challenges and to the requirements of Government and key stakeholders.

Capability planning

Capability planning includes an assessment of the strategic priorities and risks against current capabilities to identify capability gaps in the Department and the ABF, as well as across the Portfolio.

Capability planning assists with determining the Department's investment priorities for the next five to ten years. The Department continues to develop, review and implement an efficient, integrated, enterprise-level operating model across the capability lifecycle.

Our capability planning continues to seek a strong alignment between our strategic objectives and investment, ensuring that we can deliver robust, value-for-money, effects-based, forward-leaning capabilities. The Department's focus will be to transform our systems, processes and technology while maintaining core business activities with minimal disruption.

ENABLING FUNCTIONS

The Department has key enabling functions that guide the delivery of our purposes and enhance areas of opportunity to be realised. These enabling functions include: people, technology, finance and integrity.

People

The Department empowers and engages its people to create and harness a workforce that is cultivated by professionalism, strong leadership and shared values. The Department's key people priorities are articulated in the People Strategy 2025:

- **Our Capability** includes ensuring that our leaders drive a shared purpose and bring out the best in people; attracting, developing, retaining and rewarding the right people; and working together across the Portfolio, government and industry to achieve our objectives.
- **Our Culture** includes holding ourselves and others to the highest standard of integrity; promoting and enriching the health and wellbeing of our employees; and embracing our diverse workforce to deliver better outcomes for the community.
- **Our Performance** includes ensuring that we have an engaged and capable workforce; driving an innovative learning culture; and adapting and responding quickly to the changing world.

Technology

Our technology approach:

- The Portfolio is moving towards an integrated business operating model, harnessing technological capabilities across our various operating environments and transforming the way business is conducted.
- We continue to leverage emerging technologies from industry and strategic partners and seek to adapt them to our operating environment.
- Our systems and technology capabilities are constantly evolving to keep up with global trends and threats and fostering a safe and secure online environment for our workforce and stakeholders.
- We strive to innovate and optimise our technological capabilities, supporting our people and workforce to deliver Government priorities efficiently.

Finance

Our key areas of financial focus includes:

- Our budget and financial management strategy supports maturing the Portfolio in delivering new government initiatives while simultaneously balancing core business activities and ensuring financial compliance.
- We manage our resources and identify efficiencies in line with the Government's requirement for fiscal restraint, ensuring allocations are aligned with organisational strategies, direction and priorities.
- Greater focus on aligning financial and business planning allows the Department to satisfy reporting obligations, monitor spending and supports our informed approach to decision-making.
- Assisting the Department, as the second largest revenue collector in the Commonwealth, to manage increasing volumes and improve revenue collection systems.

Integrity

The Department and the ABF have a responsibility to uphold the values of the Australian Public Service and drive a strong integrity culture.

Our approach to integrity includes:

- A strong integrity and professional standards culture is fundamental to public confidence in our work, organisation and the Australian Government.
- Our workforce commitment to ensuring the highest standard of personal and professional behaviour is displayed at all times helps ensure we can fulfil our mission to maintain a secure Australia that is prosperous, open and united.
- Our focus on integrity ensures we build a positive integrity culture within the Department and the ABF and raise integrity awareness so that our workforce understands their obligations under the integrity and professional standards frameworks.
- We utilise analytics to identify, investigate and mitigate hard-to-detect corruption and integrity-related issues and work closely with the Australian Commission for Law Enforcement Integrity and other law enforcement agencies.

ENTERPRISE PERFORMANCE FRAMEWORK

The Department continues to strengthen the performance information we provide to the Parliament and the broader community. Our 2019–23 Enterprise Performance Framework reflects this commitment and has been strengthened to reflect the key activities of the Department and the ABF, including functions integrated into the Department following the Machinery of Government change on 1 July 2019.

The Department's Enterprise Performance Framework supports the analysis of performance over time and, where appropriate, will provide comparisons with previous years. The Department achieves this by retaining or refining existing performance information where suitable and, where necessary, establishing new performance information that accurately reflects the breadth of work across the Department and the ABF.[1] Where metrics have been refined or amended this reporting period compared to the last period, these are identified.

The Enterprise Performance Framework establishes the environmental and operational context in which we operate through setting out the intended targets and high-level activities that enable the Department's purposes to be realised. This provides an opportunity to exemplify the lived experience of the Department in delivering its core purposes.

The Department has integrated the *Corporate Plan 2019–20* as the primary planning document, which influences and guides the business planning and performance development agreement process. This creates greater alignment between the processes and enables departmental and ABF leaders, staff and stakeholders to understand the impact of our activities and contributions to our purposes.

The Department's Enterprise Performance Framework gives effect to and supports Portfolio Budget Statements, and will be appropriately acquitted in the Department's Annual Report 2019–20.

1. For ease of reference, linkages between the Department and ABF's current performance information and recent reporting periods can be found on the Department's website: www.homeaffairs.gov.au

Purpose 1

Protect Australia and Australians from national security and criminal threats through effective national coordination, emergency management and policy development.

The Department will achieve this purpose by using an intelligence-informed, risk-based approach in developing, coordinating and implementing national security policy. The Department will build capability amongst our partners, and support Portfolio Agencies in their functions. The Department will also lead cooperation and collaboration on emergency management policies and practices, strengthening national disaster resilience to effectively reduce the impact to Australian communities.

ACTIVITY 1.1

Effective national coordination and development of national security and transnational, serious and organised crime policies, legislation and programs

PERFORMANCE MEASURES		PERFORMANCE METRICS		TO BE REPORTED
1.1.1	Effective transport security regulation, policy coordination and advice will prevent and protect Australia from security incidents effecting the movement of people and goods	1.1.1.1	Deliver transport security reforms within agreed timeframes to strengthen key regulatory settings *	2019 to 2023
		1.1.1.2	100 per cent of scheduled entities subject to a risk-based compliance assessment meet their statutory obligations or prioritised compliance activity is commenced *	
		1.1.1.3	Transport security in key regional partners is improved through delivery of the Capacity Building Plan #	
		1.1.1.4	**Deliver 100 per cent of compliance activities within the National Compliance Plan (NCP) #**	
		1.1.1.5	Australia receives a compliance score of at least 95 per cent at each five-year International Civil Aviation Organization aviation security audit #	2021
1.1.2	Effective policy implementation and coordination deter foreign actors who wish to harm Australia's sovereignty, values and national interests	1.1.2.1	Develop baseline for number of referrals for information on Counter Foreign Interference (CFI) related matters received from stakeholders *	2019 to 2023
		1.1.2.2	Enhanced domestic coordination and international cooperation of counter foreign interference efforts *	
		1.1.2.3	Demonstrated progress against key initiatives within the *Counter Foreign Interference (CFI) Strategy* *	
		1.1.2.4	**Deliver 10 counter foreign interference education programs to key stakeholders ***	

PERFORMANCE MEASURES		PERFORMANCE METRICS		TO BE REPORTED
1.1.3	Effective policy development, coordination and industry regulation safeguard Australia's critical infrastructure against sabotage, espionage and coercion	1.1.3.1	Engage with 100 per cent of entities on the *Security of Critical Infrastructure Act 2018* register in relation to security and resilience ^	2019 to 2023
		1.1.3.2	100 per cent of notifications received under the Telecommunications Sector Security (TSS) reforms to the *Telecommunications Act 1997* are responded to within statutory timeframes *	
		1.1.3.3	**100 per cent of Foreign Investment Review Board cases referred are responded to within agreed timeframes ^**	
1.1.4	Effectively monitor and disrupt transnational, serious and organised crime to protect and preserve Australia's community and our partners	**1.1.4.1**	**100 per cent of capability plans outlining compliance with telecommunication interception obligations are reviewed within statutory timeframes ^**	2019 to 2023
		1.1.4.2	The Department implements policy and legislative reforms in line with Government priorities to enhance responses to national security and law enforcement issues ^	
		1.1.4.3	The Department implements policy and legislative reforms in line with Government priorities to respond to current and emerging money laundering and terrorism financing threats *	
		1.1.4.4	Enhance partner governments capability through providing capacity building resources *	
		1.1.4.5	Improve domestic law enforcement coordination through convening cross-jurisdictional fora *	
		1.1.4.6	Progress in implementing the *National Strategy to Fight Transnational, Serious and Organised Crime* *	
1.1.5	Effective cyber security strategies, policies, and advice protect and advance Australia's interests	1.1.5.1	Enhance domestic coordination and international cooperation in responding to cyber security threats ^	2019 to 2023
		1.1.5.2	The Department coordinates and provides, timely and forward leaning cyber security policy advice to support responses to national cyber security crises *	
		1.1.5.3	**Demonstrated progress against key initiatives within the *Cyber Security Strategy* ***	
		1.1.5.4	A new National Plan to Combat Cyber Crime is developed with support from states and territories *	
1.1.6	Counter-terrorism strategies, legislation and programs enhance our capacity to detect, prevent and respond to potential terror threats	1.1.6.1	The Department implements Australia's *Counter-Terrorism Strategy* through policy, legislative reforms and programs that respond to evolving risks and the needs of law enforcement *	2019 to 2023
		1.1.6.2	Improve domestic and international coordination and interoperability through regular collaboration with states and territories and through convening of cross-jurisdictional and international fora ^	
		1.1.6.3	Terrorism response and recovery arrangements are coordinated across portfolios and jurisdictions and timely advice informs Government and Ministers of events and response options *	
		1.1.6.4	**An annual program of exercises, procurement and training is delivered, and builds counter-terrorism capability across Australia ***	

ACTIVITY 1.2 Support national resilience and effective coordination of national emergencies				
PERFORMANCE MEASURES		PERFORMANCE METRICS		TO BE REPORTED
1.2.1	Effective emergency management capability and programs enhance Australia's ability to reduce the impact of threats on Australian communities	1.2.1.1	100 per cent of designated special events have a security risk plan in place *	2019 to 2023
		1.2.1.2	100 per cent of high office holders have appropriate physical risk mitigations in place *	
		1.2.1.3	**Eligible disaster assistance requests are approved within six hours of an agreed request received #**	
		1.2.1.4	The Government receives advice within 48 hours of completing an assessment of Commonwealth only Disaster Recovery Payments #	
		1.2.1.5	Advice on activation of Category C and Category D measures is provided to the Government within 72 hours of receipt of an accepted application from a state or territory government #	
		1.2.1.6	Demonstrated progress against key initiatives within the *National Disaster Risk Reduction Framework* *	

*Note: Items **bolded** are measures and targets within the Department of Home Affairs 2019–20 PBS.*

** indicates a new metric for 2019–20.*

^ indicates a refined metric for 2019–20.

 # Indicates existing metric.

Purpose 2

Support a prosperous and united Australia through effective coordination and delivery of immigration and social cohesion policies and programs.

The Department will achieve this purpose by focusing on the effective coordination of immigration and humanitarian policies and programs. The Department will continue to enhance national social cohesion through supporting multiculturalism and promoting of the unifying bond of Australian Citizenship. Effective settlement support, fostering community integration and driving economic prosperity, will be at the forefront of the Department's focus.

ACTIVITY 2.1
Effective delivery of orderly and planned immigration and humanitarian programs

PERFORMANCE MEASURES		PERFORMANCE METRICS		TO BE REPORTED
2.1.1	Migration and visa programs support an open, prosperous and united Australia	**2.1.1.1**	**Labour market outcomes of surveyed skilled migrants 18 months after arrival/visa grant as reported in the Continuous Survey of Australian Migrants: employed >70 per cent / unemployed <10 per cent / not in the labour force <20 per cent #**	2019 to 2023
		2.1.1.2	Visa policy settings addresses the skill shortages and reflect the latest information from Department of Employment, Skills, Small and Family Business #	
		2.1.1.3	The Department implements migration policy and legislative reforms in line with Government priorities *	
		2.1.1.4	**Increase in the take-up rate for online visa lodgements compared with previous year ^**	
		2.1.1.5	**100 per cent of decisions to detain have an initial review initiated within two business days ^**	
		2.1.1.6	Total revenue collected achieves Portfolio Additional Estimates Statements estimates for visa application charges ^	
		2.1.1.7	80 per cent of participants of the Adult Migrant English Program demonstrate an increase of one or more levels on the Australian Core Skills Framework (ACSF) *	
2.1.2	Refugee and humanitarian programs reflect Government priorities and international protection obligations through providing settlement support whilst contributing to global resettlement	**2.1.2.1**	**The Humanitarian Program is delivered within the planning ceiling and consistent with priorities set by the Government #**	2019 to 2023
		2.1.2.2	Improved Illegal Maritime Arrival legacy caseload application processing ^	
		2.1.2.3	A qualitative assessment demonstrates continuous improvement in settlement support services to assist recently-arrived humanitarian entrants and other vulnerable migrants to fully participate in the Australian community *	

PERFORMANCE MEASURES		PERFORMANCE METRICS		TO BE REPORTED
2.1.3	Effective regional processing and settlement support, contributes to international migration	**2.1.3.1**	**Qualitative assessment demonstrates a positive impact in supporting regional processing countries identify durable migration pathways for transferees** ^	2019 to 2023
		2.1.3.2	**A sample of qualitative assessments demonstrates a positive impact of engagement with partner governments in improving migration** #	

ACTIVITY 2.2

Support multiculturalism, and drive the effective delivery of social cohesion and citizenship programs

PERFORMANCE MEASURES		PERFORMANCE METRICS		TO BE REPORTED
2.2.1	Community engagement and effective multicultural and citizenship programs support and enhance social cohesion	**2.2.1.1**	**High social cohesion is reported from the results of national surveys by the Scanlon Foundation 'Mapping Social Cohesion' and the annual Lowy Institute Poll** #	2019 to 2023
		2.2.1.2	The Department implements policy and legislative reforms in line with Government priorities *	
		2.2.1.3	Social cohesion is promoted through the targeted delivery of an annual program of training to counter violent extremism, building awareness and capability in key stakeholders *	
		2.2.1.4	Number of pieces of illicit content identified and referred to digital industry platforms for removal *	
		2.2.1.5	Improved multicultural community engagement and integration ^	
		2.2.1.6	Improved citizenship applications processing *	
		2.2.1.7	**Maintaining or increasing the pass rate of the Australian citizenship test demonstrates collective understanding of the value of Australian citizenship** *	

*Note: Items **bolded** are measures and targets within the Department of Home Affairs 2019–20 PBS.*

** indicates a new metric for 2019–20.*

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 # Indicates existing metric.

AUSTRALIAN
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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.

COMMISSIONER'S FOREWORD

As an operationally independent body within the Home Affairs Portfolio, the Australian Border Force (ABF) is Australia's frontline border law enforcement agency and customs service. The Operational Priorities outlined within the Corporate Plan 2019–20 ensure the ongoing delivery of trade and travel facilitation, compliance and enforcement; the integrity of Australia's migration and visa system; and the protection of Australia's borders.

The ABF is a modern, professional and disciplined border enforcement agency. Our mission remains to protect Australia's borders and enable legitimate travel and trade. Secure borders are a prerequisite for trade confidence; security and facilitation are bound together as complementary imperatives in our robust customs system. We efficiently manage risk to strengthen our security and provide an environment in which Australian businesses continue to grow and prosper.

We continue to reinforce our regulatory duties to ensure compliance with customs and migration laws to facilitate trade and travel. This in turn enhances revenue collection and protects our borders from threats posed by illicit trade, trade-based money laundering, illegal immigration and people smuggling. We will continue to strengthen our operational performance by strengthening our leadership, integrity and administrative compliance.

The ABF is a global influencer within the International Border Enforcement Community and is a critical partner of the Portfolio. The ABF augments Portfolio operational efforts through the sharing of intelligence holdings to build our collective capability. Utilising relationships both internal and external to the Portfolio, we continue to exploit opportunities to conduct operations aimed at combatting and disrupting transnational, serious organised crime and terrorism.

Operating within a constrained fiscal environment, we continue to adapt to complex and constantly evolving threats through an intelligence-informed, risk-based approach, and by deploying our compliance and enforcement assets where they can deliver the most benefit.

The ABF occupies a trusted position at the border. Our service to the Australian community is guided by the values of integrity, professionalism, respect and accountability.

I, as the Australian Border Force Commissioner, endorse the *Department of Home Affairs Corporate Plan 2019–20*, which covers the periods 2019–20 to 2022–23.

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

ROLE OF THE ABF

As Australia's frontline border law enforcement and customs service body, the ABF forms an integral part of the Home Affairs Portfolio. Operationally independent and led by a statutorily appointed Commissioner, the ABF continues its vital role in securing the border, investigates immigration malpractice and non-compliance, and effectively facilitates the movement of people and goods across the border.

The ABF operates internationally and domestically, including at airports, 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.

The ABF operates offshore to support and enhance the Department's capability to identify, mitigate and respond to threats and manage risks before they reach the physical Australian border.

To manage the border effectively, the ABF works collaboratively across the 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 through border and customs modernisation to support economic growth, while protecting government revenue and ensuring compliance with Australia's customs laws.

The Secretary of the Department of Home Affairs remains the accountable 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 Operational Priorities

To deliver against its key functions, the ABF sets annual Operational Priorities to inform its management of operational activities and associated resources. This provides clear and consistent guidance on discretionary and non-discretionary operations.

The ABF's Operational Priorities articulate the ABF's operational focus. The ABF continues to adopt Trade Enforcement, Border Protection and Migration System as the 2019–23 Operational Priorities. These are underpinned by associated lines of effort that support the achievement of Purpose 3 as set out within the *Corporate Plan 2019–20*.

TRADE ENFORCEMENT	BORDER PROTECTION	MIGRATION SYSTEM
Trade Compliance	Child Exploitation	Visa and Migration Fraud
Tobacco	Counter-Terrorism	People Smuggling
Border Related Money Laundering/Transfer	Illicit Drugs	Community Protection, Cancellations and Removals
Trade Measures	Firearms	Safe, Secure and Sustainable Detention
Supply Chain Integrity	Asbestos	Foreign Worker Exploitation
	Traveller and Cargo Clearance	

Purpose 3

Advance a prosperous and secure Australia through trade and travel modernisation, effective customs, immigration, maritime and enforcement activities across the border continuum.

The ABF will achieve this purpose by leveraging enhanced intelligence and through border and customs modernisation policies and practices. By administering strengthened border enforcement, compliance and maritime surveillance activities, the ABF will continue to secure our border continuum to disrupt illegal arrival into Australia. The ABF will continue to enhance border management and revenue capability to contribute to greater economic prosperity.

ACTIVITY 3.1
Effective border management and revenue systems

PERFORMANCE MEASURES		PERFORMANCE METRICS		TO BE REPORTED
3.1.1	Effective trade and travel policy and regulation settings contributes to Australia's economic prosperity	3.1.1.1	The Department develops and implements border and customs modernisation reforms in line with Government priorities *	2019 to 2023
		3.1.1.2	**Increase in the number (in proportion to the volume) of travellers who use automated systems ^**	
		3.1.1.3	**Number of businesses accredited as Australian Trusted Traders increases compared with the previous year #**	
		3.1.1.4	100 per cent of accredited Australian Trusted Traders, subject to quality assurance processes, pass or are subject to compliance activity *	
		3.1.1.5	Number of Mutual Recognition Arrangements (MRA) in place are maintained or increased compared to the previous year *	
		3.1.1.6	Advice provided to industry regarding tariff classification, valuation and rules of origin is provided within service standards #	
		3.1.1.7	The proportion of licence holders under the *Customs Act 1901* who have their licence suspended or revoked *	
3.1.2	Border revenue laws and processes increase revenue collection and reduce revenue evasion	**3.1.2.1**	**Total revenue collected from customs duty, Import Processing Charge and Passenger Movement Charge achieves Portfolio Additional Estimates Statements estimates ^**	2019 to 2023
		3.1.2.2	100 per cent of refunds and drawbacks under the refund scheme are delivered in accordance with published service standards #	
		3.1.2.3	Amount ($) of detected revenue evasion – duty/taxes *	

ACTIVITY 3.2 Effective border security and maritime surveillance				
PERFORMANCE MEASURES		PERFORMANCE METRICS		TO BE REPORTED
3.2.1	Border security and contemporary maritime surveillance activities reduce the number of people and goods crossing Australian borders that pose a risk	3.2.1.1	Maintain 2018–19 clearance volumes of cargo within air, sea and international mail *	2019 to 2023
		3.2.1.2	Number and weight of detections by category in trade and traveller streams ^	
		3.2.1.3	Maintain 2018–19 clearance volumes of international air and sea travellers *	
		3.2.1.4	Assessment of interdictions/immigration refusals pre-border and at the border compared to previous years ^	
		3.2.1.5	Number of high risk traveller alerts actioned on behalf of partners *	
		3.2.1.6	100 per cent of unlawful non-citizens in immigration detention, are detained and/or returned/removed in accordance with Australian legislation ^	
		3.2.1.7	Average number of people in detention ^	
		3.2.1.8	95 per cent of funded sea going days are completed *	
		3.2.1.9	95 per cent of funded air surveillance days are completed *	
		3.2.1.10	**100 per cent of identified non-compliant vessels operating in the Australian Maritime Domain, were subject to a prioritised, risk-based law enforcement response ^**	
		3.2.1.11	ABF undertake law enforcement responses to illegal maritime arrivals consistent with Government policies *	
		3.2.1.12	Qualitative assessment demonstrates the impact of strengthening relationships with partner governments to improve border security #	
		3.2.1.13	Number of infringement notices issued for trade and travel non-compliance ^	

*Note: Items **bolded** are measures and targets within the Department of Home Affairs 2019–20 PBS.*

** indicates a new metric for 2019–20.*

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 # Indicates existing metric.