



Australian Government
Department of Home Affairs

2020–21 Corporate Plan

© Commonwealth of Australia 2020

With the exception of the Commonwealth Coat of Arms, all material presented in this publication is provided under a Creative Commons Attribution 4.0 International license at <https://creativecommons.org/licenses/by/4.0/legalcode>.



This means this license only applies to material as set out in this document.

The details of the relevant license conditions are available on the Creative Commons website at <https://creativecommons.org/> as is the full legal code for the CC BY 4.0 license at <https://creativecommons.org/licenses/by/4.0/legalcode>.

Use of the Coat of Arms

The terms under which the Coat of Arms can be used are detailed at the Department of the Prime Minister and Cabinet website—<https://www.pmc.gov.au/government/commonwealth-coat-arms>.

Contact us

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

Department of Home Affairs
PO Box 25
BELCONNEN ACT 2616

P - 20-02320

CONTENTS

Secretary’s Foreword	2
Home Affairs Portfolio	6
Role of the Corporate Plan	10
Our Purposes	12
Our Priorities	14
Our Environment	20
Our Risk Oversight and Management	23
Our Capabilities	26
Enabling Functions	28
2020–24 Performance Framework	34
Purpose 1	36
Purpose 2	42
<hr/>	
Australian Border Force	47
Commissioner’s Foreword	48
Role of the ABF	50
Purpose 3	52
<hr/>	
Appendix A	56

SECRETARY'S FOREWORD

The *Department of Home Affairs 2020–21 Corporate Plan* underpins our purposes and strategic priorities, and sets out what we will do to achieve success and how we will evaluate our performance. It describes our operating environment and the key activities we undertake to protect Australia from national security and criminal threats and to support and advance a Prosperous, Secure and United Australia.

The Department and the Australian Border Force (ABF) work with flexibility and agility to adapt to emerging threats, opportunities and challenges. This includes providing policy, strategy and capability leadership and drawing together the capabilities, resources and connections within the Home Affairs Portfolio (the Portfolio) and across Government in response to national security threats.

Throughout 2019–20, the Department demonstrated its ability to respond rapidly to emerging priorities by effectively supporting the Government's response to the COVID-19 pandemic and throughout the recent Black Summer. The Department's leadership through the work of the National Coordination Mechanism will continue to be critical in the coordination of cross-jurisdictional crises responses. This approach will continue to underpin the delivery of our key functions and the management of emerging challenges.

While COVID-19 has disrupted global trade, supply chains, travel and migration, Home Affairs continues to coordinate and collaborate across Commonwealth, state, territory and local governments, industry and the private sector to ensure the availability of essential goods and services and to protect Australia's critical infrastructure.

Throughout 2020–21, the Department and the Portfolio will continue to support whole-of-Government initiatives to reduce the spread of COVID-19, improve the Commonwealth's preparedness for all-hazards emergency management and actively support Australia's recovery from the economic and social impacts of the COVID-19 pandemic.



Cyber security and facilitating greater online safety remain a high priority. As more social and economic activity has been driven online, notably as a result of COVID-19, the rate of cyber enabled crime has and is likely to continue to increase. We remain acutely aware that online platforms provide opportunities for misinformation and disinformation activities, and we will continue to identify and reduce the risks associated with foreign interference.

In addition, we will focus on identifying and combatting the use of online platforms, including social media, for terrorism and violent extremism, to reduce the likelihood of radicalisation and exploitation of vulnerable members of Australia's community. We will continue to enhance our capacity to detect and respond to potential terror threats. Alongside the ABF, the Department will also ensure we continue to detect and respond to concurrent and regionally dispersed security threats over the full extent of our air and maritime domains.

Despite reduced movement of people across borders, we remain at risk from transnational, serious and organised crime, including through exploitation of financial systems to launder criminal profits. The Department will continue to disrupt criminal business models and target priority areas of criminality such as countering child exploitation.

Natural hazards and extreme weather events remain a feature of Australia's environment. We will continue to support states, territories and owners of critical infrastructure to develop long-term disaster resilience to minimise adverse impacts on our critical infrastructure and Systems of National Significance.

The Department is also focused on measures to support the unity of our diverse multicultural society and those that contribute to Australia's prosperity. This includes coordinating settlement services and assistance, managing the migration and visa programs, administering multicultural programs, and through conferring Australian citizenship.

These functions, together with deep community engagement, are critical in promoting Australia's shared values, and building interfaith and intercultural understanding within communities to foster greater social cohesion. We will continue to leverage existing mechanisms to maintain and promote social cohesion and combat racial discrimination throughout and beyond the COVID-19 crisis.

Whilst the impacts of COVID-19 will pose challenges to the movement of people across our border, we will ensure that the administration of the migration program continues to support Australia's economy, whilst maintaining Australia's security. We will continue to deliver services and programs that enable migrants to participate fully in Australian life.

We will continue to work closely with agencies across the Australian Public Service, our state and territory counterparts, and our bilateral partners, to ensure the services we deliver are trusted, fit for purpose, and support global engagement and the current and future needs of the Australian community. We will continue transforming our service delivery approach to ensure we are positioned to meet the current and future needs of the Australian community.

Our risk-based, intelligence-informed approach is underpinned by key internal enabling functions, resources and capabilities, including our systems and data, our intelligence, our people and our governance. These support the Department and the ABF to innovate in our use of resources, and to renew and adapt our work practices. We will ensure our technology approach is resilient to support our people in continuing to deliver on our priorities in heightened threat environments. We will continue to harness new technologies, while simultaneously acknowledging and addressing the threats technology can pose to the Australian community and economy.

Our operating structures have been and will likely continue to be adjusted to optimise the Department's responsiveness in the context of national scale security threats. We will ensure we are positioned to pivot quickly and sustain high levels of activity to meet Government expectations. Our performance framework enables the Department and the ABF to better capture performance information for key functions and activities. This includes new performance measures on the prevention and disruption of child exploitation through cyber security and strengthened partnerships, and supporting the integrity and resilience of the immigration program.

The *2020–21 Corporate Plan* sets out the Department and the ABF's updated performance framework and covers a horizon of up to four years. The Department will evaluate and report on performance against our purposes and functions in the *2020–21 Annual Report*.

I commend to you the *Department of Home Affairs 2020–21 Corporate Plan*.

Statement of preparation

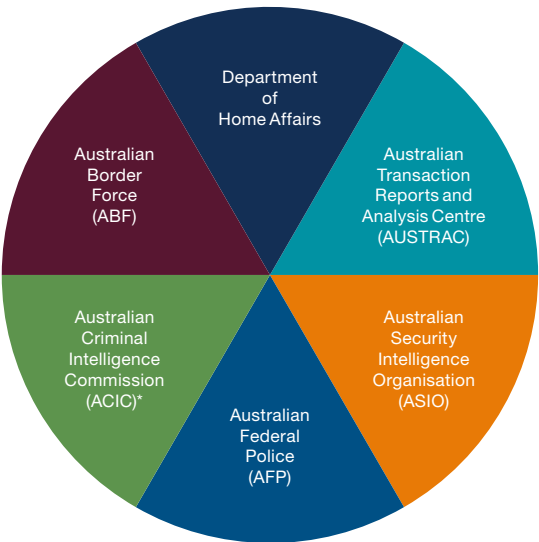
I, as the accountable authority of the Department of Home Affairs, present the *Department of Home Affairs 2020–21 Corporate Plan*, which covers the periods of 2020–21 to 2023–24, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Michael Pezzullo AO
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, immigration and border-related functions. Through coordinated strategic policy, planning and sustained joint effort the Portfolio brings together the strengths of individual agencies, to create a safe, secure, prosperous and united Australia.

This integrated approach enhances our ability to mobilise our workforce, provide surge capacity across agencies, share platforms, and break down the common silos that can hinder our ability to rapidly respond. The Portfolio’s structure enables coordinated and effective responses to increasingly complex national security challenges, and supports an all-hazards preparedness capability. This includes actively supporting the delivery of critical services that everyday Australians rely on. Utilising our unique capabilities, powers, and activities across all facets of the Home Affairs Portfolio, we are prepared and equipped to collectively advance our nation’s interests and contribute to achieving the vision of a Prosperous, Secure and United Australia.



**ACIC includes the Australian Institute of Criminology.*

The Department of Home Affairs

The Department is responsible for central coordination, and strategy and policy leadership in relation to emergency management, including disaster recovery and resilience, the protection of our sovereignty, citizenship and social cohesion, cyber systems and critical infrastructure, immigration, border security and management, law enforcement and counter-terrorism.

The Department enables rapid responses to threats of foreign interference, terrorism, organised crime and natural disasters through our Commonwealth Coordinators and the Director-General of Emergency Management Australia. The Department continues to contribute to Australia's unity and prosperity through the management and delivery of the migration, humanitarian and refugee programs. The Department also promotes social cohesion through multicultural programs, and manages and confers citizenship through the Australian Citizenship Program.

The Australian Border Force

The Department and the Australian Border Force (ABF) work collaboratively to achieve sustainable joint outcomes across the border continuum, from immigration and the facilitation of legitimate trade and travel through to national and border security. The ABF is positioned within the Department for budgetary, employment and administrative purposes, but retains operational independence and responsibility for operational border security and customs functions. This responsibility includes giving effect to departmental policies across frontline border law enforcement, civil maritime security and detention and customs activities to protect Australia's borders and advance national prosperity.

The ABF works domestically and internationally to secure Australia's air, maritime and land domains, and to identify, mitigate and respond to threats before they reach the physical Australian border. The ABF's frontline officers play a crucial role in managing the movement of all goods across our borders, balancing the needs of facilitating legitimate trade while protecting Australia from illicit goods such as drugs, weapons and counterfeit products.

Through a strategy and intelligence-led approach, the ABF focuses its capability into operational and tactical responsibilities. This positions the ABF as a global leader in border enforcement to protect our borders and ensure our customs and border processes can meet today's challenges and future requirements.

Our partnerships

The Department and the ABF build strategic and operational partnerships essential to achieving our purposes. We 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.

The Department and the ABF apply an integrated approach to our work and build on our existing, highly successful partnerships. We will continue to work with our state and territory counterparts, communities, the private sector, global organisations and bilateral partners.

- We develop strategic partnerships with our Portfolio agencies and across government more broadly to achieve our purposes. This includes working with a broad range of Portfolio and non-Portfolio agencies in the delivery of linked Programs.
- Our international partnerships offer opportunities to share information and contribute to national and multilateral solutions to global problems including transnational crime, terrorism, and border security. Our international partners include our South-East Asian and Indo-Pacific neighbours, and our Five Eyes partners (Canada, United Kingdom, United States of America and New Zealand).
- We work closely with our state and territory counterparts to achieve a Prosperous, Secure and United Australia through countering nationally significant crime and acting quickly in times of significant national emergencies.
- The Department and the ABF's efforts in response to COVID-19 have highlighted the importance of strengthened relationships with industry partners to support Australia's economy and to contribute to broader whole-of-Government initiatives, particularly during times of increased challenges and uncertainty. Industry and academic partnerships also enable us to harness expertise and drive innovation across policy, operational and enabling functions.
- The Government's response to COVID-19 has driven collaboration across government and with industry and community sectors, as their involvement in Government functions has never been higher. We will continue to capitalise on and maintain these relationships, and apply the benefit of these to new outcomes across all of our functions and capabilities.



ROLE OF THE CORPORATE PLAN

The *Department of Home Affairs 2020–21 Corporate Plan* is the primary planning document for the Department and the ABF. The *2020–21 Corporate Plan* sets out our purposes, priorities and key activities, and outlines how performance will be measured and assessed.

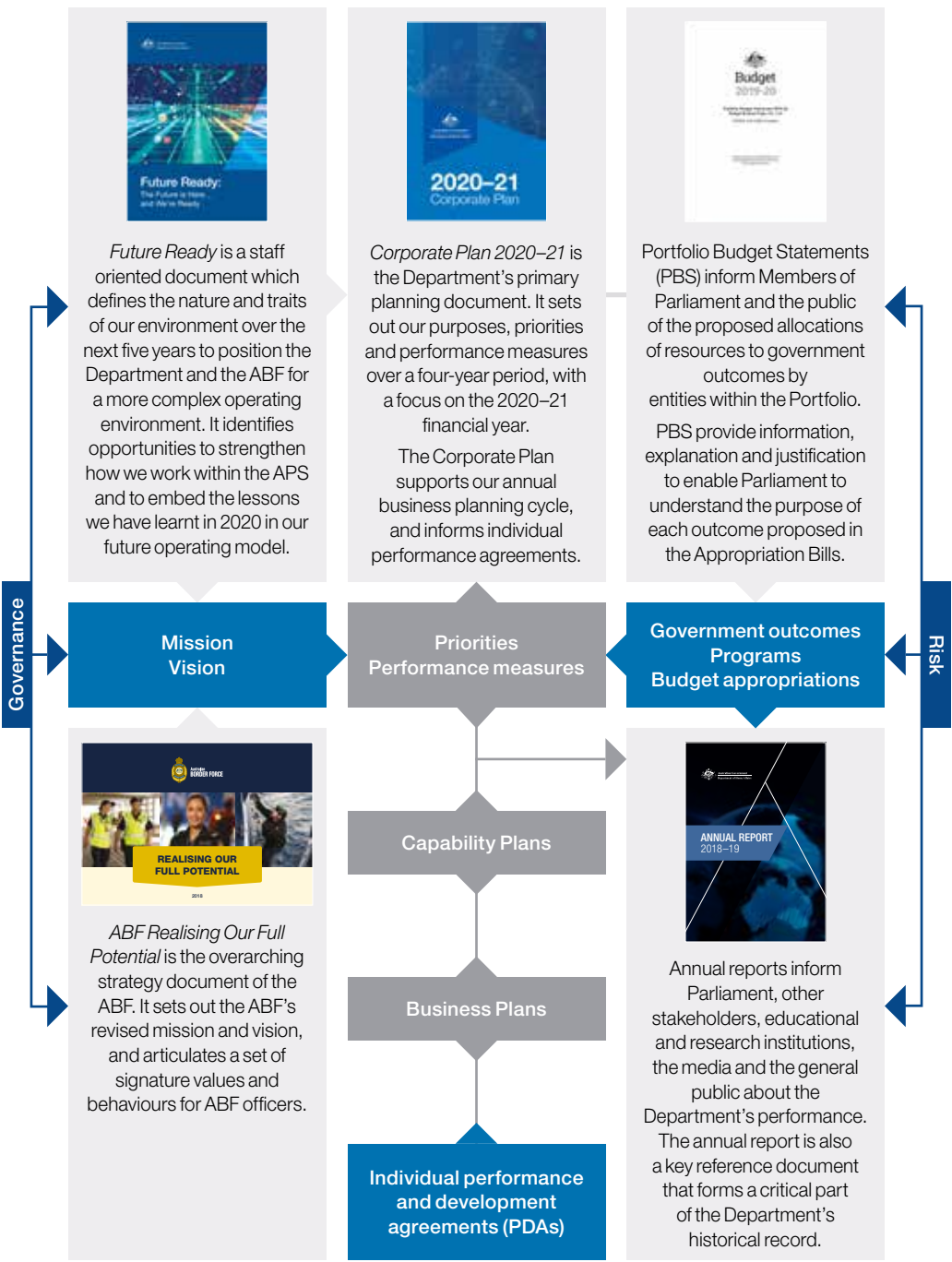
The *2020–21 Corporate Plan* aligns to the programs contained within the Home Affairs Portfolio Budget Statements (PBS). This supports a clear read across the Department's financial and non-financial planning and reporting. Given the delay of the 2020–21 Budget until October 2020, the *2020–21 Corporate Plan* aligns to the 2019–20 PBS, as shown at Appendix A. The Department may issue a variation to the *2020–21 Corporate Plan* after the 2020–21 Budget is handed down in October to account for any changes to Outcomes and Programs, including the introduction of any additional programs.

The *2020–21 Corporate Plan* also informs our annual business planning cycle and individual performance and development agreements. This enables a clear line of sight from the work and contributions of individual staff to the broader purposes and priorities of the Department.

The Department must prepare a corporate plan annually under section 35 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), in accordance with the requirements outlined in the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule). In line with PGPA Rule requirements, the Department's *2020–21 Corporate Plan* covers a horizon of four years. The *2020–21 Corporate Plan*, alongside the Annual Performance Statement contained within the *2020–21 Annual Report*, 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 Transaction Reports and Analysis Centre produce individual corporate plans.

Aligning strategic, business and financial planning



OUR PURPOSES

Over 2020–24 our organisational purposes will underpin and guide our activities as a Department and exemplify the benefits we deliver to the Australian community.

PURPOSE 1

National Security

Protect Australia from national security and criminal threats through effective national coordination, policy and strategy development, emergency management, and enhanced response, recovery and resilience arrangements.

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 facilitation and modernisation, and effective customs, immigration, maritime and enforcement activities across the border continuum.



M
MELBOURNE MINT
AUSTRALIA

Firecracker Highway

the
SOUL
place

HELLS
KITCHEN

BACCHETTES
\$5.00
CHICKEN SANDWICH
MEDITERRANEAN
PASTA
SALAD
PANINIS \$6.00
TOASTED
PIZZA
8 FRESH
SALADS

OUR PRIORITIES

As the Department and the ABF's environment evolves, we continue to assess our strategic priorities. Ten priorities have been established for the 2020–24 planning period. These will continue to be monitored against the challenges and opportunities of our operating environment, including any enduring changes to our strategic priorities as a result of the COVID-19 pandemic.

MANAGE EMERGENCIES AND BUILD RESILIENCE

We will lead work across Government to reduce disaster risk, respond to and recover from emergencies and crises. We will ensure the Portfolio is appropriately postured to support response and recovery at the national-level by coordinating mitigations across all sectors of government, the economy and private sector, and by improving civil defence policies, capabilities and processes.

The COVID-19 pandemic has demonstrated the potential for a large-scale crisis to have pervasive and cascading national impacts across multiple sectors of our economy, wellbeing, essential services and way of life. The Department will deliver end-to-end emergency management functions to strengthen the Australian Government's ability to prepare for, mitigate, respond to and recover from natural disasters and emergencies on a national scale.

Through collaboration with states and territories, industry, critical infrastructure owners and operators and the community, we will actively equip decision makers with information and guidance to ensure our infrastructure is secure and resilient. The Department will focus on supporting essential industries to operate with minimal disruption through effective coordination and by mitigating emergency and disaster risks within the Department's control.

PROTECT AUSTRALIA'S SOVEREIGNTY

COVID-19 has brought sharper focus to sovereignty and sovereign capabilities, national resilience, preparedness, and self-reliance. We will draw together policy and operational levers to promote social cohesion and awareness of preventative measures against foreign interference. We will lead Australia's response to counter foreign interference by working with Portfolio agencies to develop and harness unique capabilities to identify and counter hostile foreign actors who seek to undermine Australia's sovereignty and national interests through acts of foreign interference.

We will foster a shared understanding of Australian values and assure the integrity and resilience of Australia's democratic processes and institutions. We will work with partners across governments and with industry to build national resilience and protect critical infrastructure and Systems of National Significance.

SOCIAL COHESION AND CITIZENSHIP

COVID-19 has heightened the significance of the work undertaken to support Australia's diverse communities and safeguard our social cohesion. The Department will continue to promote the uptake of Australian citizenship and deliver proactive, evidence-based policy and programs to ensure Australia's ongoing resilience, cohesion and unity. We will focus on strengthening social cohesion in Australia by supporting multiculturalism and promoting an inclusive national identity, united through a shared understanding of Australian values. We will support all Australians, citizens and residents, to become a part of and contribute to Australia's economic and social development by building interfaith and intercultural understanding in local communities, and by encouraging a diversity of perspectives in public debate.

Working with our major international partners and the G20, we will combat the online spread of illicit material including those promoting violent extremism and disinformation. We will work to counter messaging from both domestic and international sources that deliberately seek to undermine our social cohesion. This includes messaging that undermines efforts to combat COVID-19 in a socially cohesive way.

SECURE CYBER SYSTEMS, CRITICAL INFRASTRUCTURE AND SYSTEMS OF NATIONAL SIGNIFICANCE

The critical infrastructure that delivers Australia's essential services is increasingly interconnected and interdependent, both enhancing its efficiency and economic benefit, but also potentially introducing risks of systematic effects if impacted. The COVID-19 pandemic has demonstrated that threats can have unexpected impacts across multiple sectors of society, with cascading consequences for our economy, security, sovereignty and society.

We will develop a national program to address Australia's cyber vulnerabilities and deliver legislative, regulatory and administrative reform to help build national resilience and future-proof the economy, industry and the community from cyber threats. We will encourage behavioural change and awareness of online harms, support families and small businesses through online safety campaigns, and take steps to inform and reinforce cyber-smart decision-making.

We will engage industry and Commonwealth, state and territory governments to facilitate a proactive approach to managing security risks and resiliency requirements affecting our critical infrastructure and Systems of National Significance. This includes adjusting approaches to underpin security and prosperity as Australians spend increasing time online for education, business and leisure purposes.

MANAGE MIGRATION

The Department's migration programs will support Australia's economic recovery from COVID-19 through new measures and processes to support public health and safe borders. We will lead the Government response and mitigate risk to build the nation's international competitiveness by attracting the required talent and skills to fill critical labour shortages, facilitate investment and innovation, and support key export industries, including tourism and international education.

We will continue to develop visa and citizenship processing capabilities and enhance our ICT systems. This will ensure we keep pace with technological developments and can facilitate genuine entry to position Australia as a global leader in immigration and citizenship program management.

We will enhance the Department's service delivery arrangements and visa and citizenship processing systems to facilitate genuine applicants. We will also enhance elements of the current processes to improve efficiency and better address risks to protect and defend Australia's national interests.

We will support managed migration through secure and appropriate management of the visa status of non-citizens, including through return and removal activity where necessary. We will continue to appropriately manage those people whose status is still being determined.

SECURE THE AIR AND MARITIME BORDER

We will maintain Australia's sovereignty over our borders and ensure we can detect and respond to concurrent and regionally dispersed security threats over the full extent of our air and maritime domains. Australia's air and maritime borders are constantly facing a range of challenges, including illicit trade, illegal maritime arrivals, and illegal fishing. The Department will continue to address security and biosecurity vulnerabilities associated with trade and travel through preparedness activities and modernised regulatory approaches.

To support the delivery of a holistic response to the full range of challenges to Australia's borders we will bolster Portfolio and whole-of-Government maritime surveillance, response and detection capabilities, including enhancing remote surveillance. Through collaboration with partners across Government we will reduce the volume of border challenges through intelligence-informed deterrence and communications.

FACILITATE TRADE AND RECOVERY OF TRAVEL

COVID-19 has fundamentally changed the management of cross border travel and disrupted international trade flows. A safe and progressive opening of our international borders will be critical in assisting Australia's economic recovery. We will progress work to implement the Government's commitment to customs and border modernisation to support Australia's economic recovery and position our systems to respond to future crises.

We will invest in new and emerging technologies and enhance our data and biometrics capability to securely streamline clearance of goods and people through air and sea ports. We will strengthen Australian customs and border services by modernising our regulatory and legislative frameworks, and our systems and capabilities. Modernisation will increase transparency and resilience of supply chains to address economic vulnerabilities. Alongside our Commonwealth and cross-jurisdictional partners, we will undertake this work in concert with the re-conceptualisation of a bio-secure border to ensure new sources of infection are not introduced. Through this we will protect Australia from manmade and natural security events associated with the movement of people and goods, and continue disrupting illegitimate trade and travel.

FIGHT CRIME

We will continue to develop strategic priorities for fighting crime to ensure a nationally consistent approach is taken and high priority areas are targeted. This includes economic disruption of criminal business models, more effective use of intelligence, and countering child exploitation. There will be a specific focus on minimising the harms of opportunistic transnational serious and organised crime groups taking advantage of the COVID-19 pandemic to generate illicit profits, including through cyber-crime.

We will continue to work with our domestic and international partners to be more effective in combatting transnational, serious and organised crime. The Department will continue to focus on the implementation of the National Strategy to Fight Transnational, Serious and Organised Crime. This effort will drive strategy, policy and capability initiatives to prevent, disrupt, respond to and recover from these crimes.

COUNTER-TERRORISM

We will continue to build partnerships and coordinate Australia's counter-terrorism efforts across preparedness, prevention, response and recovery spectrums. We will ensure our national counter-terrorism strategy, legislation, operational capability and coordination activities anticipate and respond to the evolving threat environment, and manage individual case risks with our law enforcement partners.

We will strengthen counter-terrorism capability and deliver technical assistance in partner countries to improve the response to terrorist threats in countries where Australia's interests are most likely to be impacted. We will be particularly attuned to the impacts of COVID-19 on the resilience of regional governments, and the potential for terrorist groups to exploit any vulnerabilities.

MANAGE REFUGEE AND HUMANITARIAN ISSUES

For many generations refugees have made a significant contribution to our social and economic growth. The Department will promote social cohesion through the successful integration of refugees and humanitarian entrants by ensuring migrant communities are supported to become fully engaged with and participate in economic, social and civil life in Australia.

The Department will focus on ensuring settlement services continue to be delivered to high standards and are coordinated across Commonwealth, state and territory and local government. We will also engage with international forums on refugee and humanitarian issues to support global resettlement.

We will continue to strengthen our settlement policies and programs to ensure positive integration and social cohesion outcomes for refugees are fostered. This will be done through improved community engagement across the full resettlement process by ensuring implementation of diversified programs. Flexibility and innovation will drive enhanced service delivery throughout the COVID-19 recovery period.



OUR ENVIRONMENT

The Department's operating environment is characterised by increasing complexity and volume, notwithstanding the significance of temporary impacts on international travel and migration caused by the COVID-19 pandemic. Those and other impacts of the pandemic remain fluid and evolving, and discerning a post-COVID-19 operating environment is therefore challenging. Our heightened operating environment will continue to require the Department and the ABF to pivot and respond to multi-faceted threats and risks, which has become the tempo of our normal course of business. Many of the pre-pandemic drivers, threats and risks are not diminishing, with COVID-19 accelerating some key trends.

Australia's infrastructure enables our way of life and ensures our society continues to function during crises such as the COVID-19 pandemic. It is increasingly internet-connected and automated, bringing significant economic benefit. Our infrastructure attracts investment, including from international, public and private entities. Ownership of critical infrastructure must continue to be managed and resilience will need to be enhanced to ensure it cannot be compromised by natural hazards, organised criminals, or foreign actors.

Natural hazards and extreme weather events continue to be a feature of Australia's environment. The Black Summer bushfires demonstrated the growing economic, social and environmental costs of natural disasters. COVID-19 has demonstrated yet another avenue for national level emergencies. This, alongside man-made threats, whether through online engagement, criminal activity or terrorism, continues to be an aspect of our operating environment and may also challenge our resilience.

Current social distancing measures have accelerated the growth of Australia's digital economy, with an unprecedented level of economic, educational and social activity moving online. Industry and their business models continue to transform in the growing digital economy, compounded by the onset of the Fourth Industrial Revolution and the growing Internet of Things. This will be an enabler for renewed economic activity, however, also a potential source of emerging threats. The Department will incorporate the technological and workforce planning developments that have underpinned the increased reliance on online activity to transform our service delivery model. This will include considering the opportunities for the delivery of services in a socially distant environment through the use of web-enabled platforms.

The rate of cyber-enabled crime is also increasing as more social contact and economic activity is driven online. Cyber-enabled crime poses a significant risk to our economic prosperity and sovereignty through its pervasiveness. Globally, there is an increased focus on influencing the direction of public discourse. This activity poses a threat to the ability of Australians to make informed decisions, and erodes public confidence in our political and government institutions. This trend is exemplified by the phenomenon of misinformation and other forms of disinformation spreading through social media.

Extremists and terrorists continue to exploit cyber, using social media and other digital platforms to reach across borders and radicalise vulnerable members of Australia's community. The enduring social and economic impacts of COVID-19 may increase the number of people at risk of radicalisation. While COVID-19-related travel restrictions have limited pathways for foreign fighters to return from conflict, the risk that they will influence others, or directly engage in terrorist acts themselves will continue to be a threat to Australia's security. Further, instability in regional governments may create power vacuums in which terrorist organisations can expand.

Potential changes to global trade relations will have implications for Australia's industries and labour markets that are highly integrated into global supply chains. COVID-19 has highlighted fragilities and single points of failure within these supply chains. Globally, industry and governments will seek greater visibility of supply chains deemed critical to essential services and national sovereignty. Home Affairs must continue to facilitate a modern international trading system for Australian industry, maintaining international connectedness to drive renewed growth and maintain prosperity.

COVID-19-related border controls and increased economic uncertainty have slowed global people movement. The level of migrant demand is uncertain at this time, but will likely be reduced globally for some time. Australia's relative stability and strong health services will make it an attractive destination for temporary and permanent migration, potentially boosting otherwise reduced demand for temporary and permanent visas and citizenship over the medium to longer-term. Our relative prosperity and stability during these uncertain times may also act as a driver for greater irregular migration, including from maritime approaches.

Migration will remain an important contributor to Australia's prosperity, with new citizens, migrants and refugees enabling population growth and enriching Australian society. To support the recovery of travel and migration following COVID-19 the Department will continue to enhance visa service delivery arrangements and processing systems, as well as strengthen mitigations for biosecurity.

Despite reduced people movement, our borders remain at risk from transnational, serious and organised criminal groups. These groups will continue to profit from illicit activities by finding new ways to exploit global flows of goods, money and information. Within Australia, they seek to take advantage of our sound financial systems and resilient economy to launder proceeds of crime, while using sophisticated methods to avoid detection. The impact from COVID-19 on governments internationally may open new gaps in governance that transnational, serious and organised criminal groups can exploit. The Department will develop an enhanced posture to respond to these threats, facilitated by a robust and agile capability planning and development model.

We will continue to assess our operating environment to ensure we remain vigilant and responsive to emerging and ongoing threats. The Department and the ABF will specifically consider the enduring impacts of COVID-19 and other national emergencies to advance our preparedness and ability to respond to a range of civil contingencies inclusive of natural and human-caused disasters.

OUR RISK OVERSIGHT AND MANAGEMENT

The Department operates in an inherently complex, layered and evolving environment. This requires risk management to be an integral part of all organisational activities and to underpin everything we do. We strive for agile and adaptive business processes that embrace risk management and empower staff. We encourage our staff to proactively engage with risk to support informed and risk-based decision-making that is evidence-based, lawful and reasonable. Decisions made by our staff often involve complex public policy issues or time-sensitive operational environments, and there are circumstances where the Department must accept high levels of residual risk.

The Department continues to monitor changes to threats and trends that affect the Portfolio, providing a regular overview of deviations from forecast baselines to highlight significant emerging issues early and support active management of our outward-facing Strategic Risks and our inward-facing Enterprise Risks. This will be supported by analysis of key changes in the Portfolio's operating environment, to help identify potential threats and opportunities likely to emerge over the next two years, to provide advice that supports proactive decision-making and early identification of emerging risks.

The Department's *Risk Management Policy* defines our approach to risk and risk appetite, and outlines the responsibilities and obligations of all staff within the Department to manage and report on risk. The Department's *Risk Management Framework* (Risk Framework) outlines the organisational arrangement for designing, implementing, monitoring, reviewing and continually improving risk management. The Risk Framework is consistent with governing legislation and regulation, including the PGPA Act, the *Commonwealth Risk Management Policy*, and the *Australian and New Zealand accepted international standard ISO31000:2018 Risk Management – Guidelines*.

Senior governance committees—supported by the Risk Committee, Audit Committee and the Chief Risk Officer—oversee the Department’s approach to management of the Risk Framework and decision-making about Strategic and Enterprise Risks. Our Strategic and Enterprise Risks are also subject to ongoing review to ensure that the Department is effectively addressing the most significant risks to achieving our objectives, and appropriately prioritising controls to manage these risks. These measures will ensure greater organisational resilience, and reduce the risk of strategic surprise.

By integrating risk into the Department’s governance arrangements, the Department is ensuring that risk management informs decision-making at all levels, including for meeting our health and safety obligations to our workforce and clients, and responding to unexpected threats and events such as the COVID-19 pandemic. A risk-based approach to governance ensures that accountability mechanisms are appropriately maintained and proportionate, and supports high quality and proactive decision-making at times of heightened risk.

We are committed to achieving and maintaining the appropriate level of risk management maturity to support our strategic and operational objectives. We achieve this by benchmarking our risk management capability against the ‘Commonwealth Risk Management Maturity Model’ and investing resources for continual improvement.

Our Strategic and Enterprise Risks 2020–24

STRATEGIC RISK EVENTS	ENTERPRISE RISK EVENTS
Counter-Terrorism Violent extremism leads to individual and/or synchronised terror attacks.	People and Processes Ineffective management of our people and supporting processes damages business operations and our reputation as an employer of choice.
Critical Infrastructure An attack on critical infrastructure significantly disrupts national operations causing damage to the economy, public safety and national security.	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.
Cyber Individual or synchronised cyber incidents or attacks, from state or non-state actors, significantly compromise sensitive personal, commercial and national security interests.	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.
Transnational Crime Individuals or organised syndicates undertake criminal activity at home or abroad, negatively impacting Australia's economy, public safety and security.	Compliance Ineffective management detrimentally impacts our compliance obligations, which threatens the legality of business and the delivery of outcomes.
Borders Trafficking and illegal movement of goods and people across the border compromises our trade and travel system, economy, public safety and national security.	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.
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.	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.
Mass Movements Significant global and regional environmental and man-made events create mass movements of people that threaten the integrity of the border.	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.
Disasters The impact of disasters on Australian communities is increased due to an inability to provide effective national leadership in emergency management.	Risk Aversion A culture of risk aversion stifles imagination and innovation, threatening business sustainability.
Visa and Citizenship Australia's economic prosperity, security and social cohesion are compromised by a poorly designed, implemented or managed migration and visa program.	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 to achieve our purposes and priorities.

Well-planned capability investment continues to enable the Department and the ABF to be responsive to new challenges and to the requirements of Government and key stakeholders.

Capability planning and development

Our approach to capability planning and development includes an assessment of current capabilities against strategic priorities and risks to identify capability gaps across the Portfolio.

Our ongoing work to implement a refined Capability Lifecycle Management Model will promote increased discipline and rigour in developing new capability investment options in and across the Portfolio.

The preparation of a capability plan will identify the Portfolio's integrated, prioritised and sequenced capability investment options 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 and development continues to seek strong alignment between our strategic priorities and capability investments, 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's enabling functions support the delivery of our purposes, priorities and core business activities. Together, our enabling functions support the Department and the ABF to innovate in our use of resources, and to renew and adapt our work practices. Our strategic focus will enable us to strengthen our capability to forecast imminent threats and risks, and to plan and respond accordingly. Our operating environment has become increasingly complex, and our challenges require rapid, high-tempo responses to multi-faceted problems.

Ensuring our workforce remains multi-skilled and is equipped with the knowledge and experience to succeed will ensure we can work across traditional boundaries, pivot our priorities and continue to strengthen our capabilities to meet emerging threats and opportunities. Through our enabling functions we will remain focused on driving informed decision-making, utilising the data available to us and our engagement with stakeholders, including our international partners, industry and academia in the development of evidence-based policy and programs.

People and Health

The Department empowers and engages its people to create a professional and resilient workforce with strong leadership and shared values. Our culture remains critical to achieving our purpose and through our robust, performance orientated culture we will develop and foster our staff to be ready for the challenges ahead. The Department's *People Strategy 2025* articulates our key people priorities:

- **Our Capability** focuses on investing in our people by supporting leadership, talent and collaboration, ensuring we attract and retain the right people with the right skills, and providing all staff with an opportunity to grow and develop.
- **Our Culture** supports us in working together respectfully and collaboratively through a core set of values that foster professionalism, integrity, health and wellbeing, and inclusion.
- **Our Performance** includes ensuring our workforce is engaged and capable, with access to the support they need to achieve and maintain the highest standards of performance to respond to emerging challenges with agility and confidence.

The Department is committed to the health and wellbeing of its workforce, ensuring staff meet the physical and psychological requirements of their roles and are supported to perform their duties. Health and Wellbeing policies will continue to be underpinned by medical and associated clinicians and allied health practitioners.

Technology

As the pace of technological change continues over the coming years, planned and managed implementation of new and enhanced technologies and systems will be critical to the Department's success. The Department's approach to technology will:

- Increase deployment of mobile technologies to support staff in their jobs by ensuring access to, and availability of, key corporate and information systems, wherever our staff are working or deployed.
- Move towards an integrated business operating model across the Portfolio, further integrating disparate systems to reduce duplication of work and to ensure the integrity of data and information.
- Innovate to optimise and evolve our technological capabilities to keep at the forefront of global trends and foster a safe and secure online environment for our workforce and stakeholders. We continue to leverage emerging technologies and seek to adapt them to our operating context.

Finance

Our key areas of financial focus include:

- Supporting the Portfolio in balancing core business activities with delivering new government initiatives through our strategic approach to budget and financial management.
- Delivering a capability based internal budget allocation process that appropriately engages with risk and considers the Portfolio's strategic priorities.
- Providing financial reporting to support decision-making and to maintain financial management across the Department including policies, frameworks and compliance reporting.
- Providing financial advice to business areas on emerging financial risks and opportunities to support successful budget outcomes and enhance financial management across the Department and the ABF.

Property and Procurement

The Department's property and procurement approach include:

- A dedicated Chief Procurement Officer (CPO) to manage strategic direction for procurements and provide structure to the Department's procurement function to enhance our procurement governance and frameworks. The CPO drives efficient, effective, economical and ethical procurements, and adds value to procurement planning, sourcing, quality and assurance to align with the Department's strategic priorities.
- The provision of property services and fit for purpose, safe, legislatively compliant and secure facilities supports the delivery of core business.
- Reducing the leasing footprint where possible, securing new leases in properties with lower market rent, consolidation of multiple sites into fewer sites and improved work space utilisation. As leases expire over coming years, the Department is looking to ensure its property strategy continues to support the Portfolio's business priorities and provides the best outcome in terms of efficient, effective, economical and ethical management of owned and leased property.
- Providing support to the CPO on the Department's strategic and High Risk High Value procurement activities and to business areas undertaking procurement and contracting activities, commensurate with scale, scope and risk factors.
- Supporting the Department through the management of procurement policy, advice and assurance activities in addition to analysing, designing and developing training pathways for procurement and contract management.

Integrity

A strong integrity and professional standards culture is fundamental to maintaining public confidence in our organisation, our work and the Australian Government. Our approach to integrity include:

- Continuing to mature the Department's workforce commitment to the highest standards of personal integrity and professional behaviour.
- Managing the Department's acquittal of the Australian Public Service Values, Code of Conduct and Employment Principles across the work of Department and the ABF.
- Building a positive integrity culture through promoting staff understanding and awareness of obligations under the Department's Integrity and Professional Standards Frameworks and mechanisms to prevent integrity issues.
- Identifying, investigating and dealing with serious misconduct, fraud and corruption, including through working closely with the Australian Commission for Law Enforcement Integrity, Portfolio agencies and other law enforcement partners.

Intelligence

The Department is intelligence-informed in all aspects of our work across tactical, operational and strategic environments. Our intelligence focus include:

- Providing intelligence services to support policy development, capability, resource allocation and operational decision-making.
- Working closely with Australian intelligence and law enforcement partner agencies to acquire information and produce threat assessments and other services that support decision makers at all levels.
- Engaging extensively with international partners bilaterally and multilaterally on a range of initiatives, including joint intelligence assessments, information sharing, and joint targeting efforts.

Legal

Legal Group is a specialist in-house practice that:

- Supports lawful implementation of the Department's objectives by advising on the management of legal risk.
- Delivers legal services to the Minister, the executive and to staff across the Department and the broader Portfolio, including legal advice, litigation and dispute resolution services, legal training and legislation services.
- Assists in the formulation of policy, development of legislation and supports decision-making process to ensure that activities of the Department and the broader Portfolio promote accountability and uphold the rule of law.
- Engages domestically and internationally with government and non-government partners to advise on upholding the rule of law.

Data, Records and FOI

Data is a key strategic asset and a critical enabler of the Department and the ABF's organisational outcomes as the scale and complexity of data continues to evolve. The Department is committed to ensuring all data we hold is appropriately handled and managed, including compliance with the Australian Privacy Principles. The Department's Data Operating Model comprises four capabilities:

- Data governance ensures the Department and the ABF focus data and analytics resources on strategic and business proprieties and meet external data-related obligations.
- Data science includes exploiting the breadth of potential data sources and new and emerging technologies to improve our ability to make better-informed and quicker operational decisions.
- Data services provide data users with an expanded and agile suite of data and analytic products that the Department and the ABF require to make better-informed managerial and policy decisions. It includes the provision of information to fulfil requests under the *Freedom of Information Act 1982*.
- Records Management provides the systems and guidance to ensure that data and information are recorded and managed appropriately from creation to disposal. This supports the ongoing accessibility, discoverability and use of information.

Governance, Coordination and Public Affairs

Our governance, coordination and public affairs arrangements are agile and ensure that even when dealing with crises, we continue to meet our obligations, and support effective decision-making. These arrangements and practices enable the Department and the ABF to set strategic direction, manage operations and achieve our mission. Our governance approach includes:

- Department administration, which assists in ensuring compliance with all legislative and regulatory frameworks.
- Executive governance bodies, including a range of external/independent committees that provide clear and transparent governance arrangements. These arrangements provide an effective and open decision-making system with clearly-defined roles and responsibilities, including accountability and delegation for decision-making.
- The Senior Executive Service, which is supported by a range of other governance bodies focussing on specific programs, projects and initiatives.

Our coordination and public affairs arrangements ensure a coordinated strategic and tactical issues management approach to our advice both within the Department and to the Ministers of the day. Our ministerial, parliamentary, governance, communications and media activities ensure the Department's public policy issues and decision-making is appropriately recorded and communicated to Government and the Public.



2020–24 PERFORMANCE FRAMEWORK

The 2020–24 Performance Framework sets out the activities and objectives that support the delivery of our purposes, and the performance metrics that will be used to measure our success. The Department and the ABF is committed to strengthening the quality of the performance information we collect and provide to the Parliament and the broader community.

The 2020–24 Performance Framework reflects this commitment. We have retained existing performance metrics from previous reporting periods where suitable, and established additional metrics to capture performance for key functions and activities in the context of a shifting environment¹. Each performance metric in the *2020–21 Corporate Plan* has been identified as either an existing, a refined or a new metric.

Each performance metric is supported by a methodology for reporting. The methodologies articulate the qualitative and quantitative assessments that will be used to report on performance, providing an unbiased basis on which our performance will be measured. This supports the Department and the ABF in assessing whether we have met the performance expectations of the metrics, including by establishing performance targets where appropriate.

Reporting against all performance metrics will be ‘outcomes’ focused, and reflect on the impact of our activities. It will support analysis of performance over time, and where appropriate, will provide comparative assessment against previous years. The Department and the ABF will measure the impact of COVID-19 and other national security and emergency management issues, on our performance and our subsequent contributions to government responses. We will continue to assess our performance framework to ensure enduring changes to our environment, risks, and priorities are reflected in our performance reporting.

As our primary planning document, the *2020–21 Corporate Plan* will influence and guide business planning and individual performance and development agreement processes. This creates greater alignment, enabling departmental and ABF leaders, staff and stakeholders to understand how their activities contribute to our purposes.

The 2020–24 Performance Framework gives effect to and supports Portfolio Budget Statements, and will be appropriately acquitted in the *2020–21 Annual Report*.

¹ For ease of reference, linkages between the Department and the ABF’s current performance information and recent reporting periods can be found on the Department’s website.

Our Purposes					
Purpose 1—National Security: Protect Australia from national security and criminal threats through effective national coordination, policy and strategy development, emergency management, and enhanced response, recovery and resilience arrangements.		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 facilitation and modernisation, and effective customs, immigration, maritime and enforcement activities across the border continuum.	
Our Activities					
Activity 1.1: Effective national coordination and development of resilient 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 Objectives					
Objective 1.1.1: Effective transport security regulation, policy coordination and advice prevents and protects Australia from security incidents affecting the movement of people and goods. <i>(PBS Program 1.6)</i> Objective 1.1.2: Effective policy implementation and coordination deters foreign actors who wish to harm Australia's sovereignty. <i>(PBS Program 1.7)</i> Objective 1.1.3: Effective policy development, coordination and industry regulation safeguards Australia's critical infrastructure against sabotage, espionage and coercion. <i>(PBS Program 1.7)</i> Objective 1.1.4: Effectively monitor and disrupt transnational, serious and organised crime to protect and preserve Australia's community and our partners. <i>(PBS Program 1.7)</i> Objective 1.1.5: Effective cyber security strategies, policies, and advice protects and advances Australia's interests. <i>(PBS Program 1.8)</i> Objective 1.1.6: Counter-terrorism priorities, legislation and programs enhance our capacity to detect and respond to potential terror threats. <i>(PBS Program 1.9)</i>	Objective 1.2.1: Effective emergency management capability and programs enhance Australia's ability to reduce the impact of threats on Australian communities. <i>(PBS Program 1.10)</i>	Objective 2.1.1: Migration and visa programs support an open, prosperous and united Australia. <i>(PBS Program 2.2, PBS Program 2.3)</i> Objective 2.1.2: Refugee and humanitarian programs reflect Government priorities and international protection obligations through providing settlement support whilst contributing to global resettlement. <i>(PBS Program 2.4)</i> Objective 2.1.3: Effective regional processing and resettlement deters irregular migration. <i>(PBS Program 1.4)</i>	Objective 2.2.1: Community engagement and effective citizenship and multicultural programs support and enhance social cohesion. <i>(PBS Program 2.1)</i>	Objective 3.1.1: Effective trade and travel policy and regulation settings contribute to Australia's economic prosperity. <i>(PBS Program 3.2, PBS Program 1.2)</i> Objective 3.1.2: Border revenue laws and processes increase revenue collection and reduce revenue evasion. <i>(PBS Program 3.1)</i>	Objective 3.2.1: Border security and contemporary maritime surveillance activities reduce the number of people and goods crossing Australian Borders that pose a risk. <i>(PBS Program 1.1, PBS Program 1.3)</i> Objective 3.2.2: Enforcing the integrity of Australia's migration system and compliance with Australia's migration laws pre, at and post the border. <i>(PBS Program 1.3)</i>
International Cooperation – PBS Program 1.5					
Effectively strengthen relationships with partner governments to improve migration, border management and national security capabilities.					

Note: this reflects 2019–20 PBS Programs as the 2020–21 Budget has been deferred until October 2020.

Purpose 1

Protect Australia from national security and criminal threats through effective national coordination, policy and strategy development, emergency management, and enhanced response, recovery and resilience arrangements.

The Department will achieve this purpose through a risk-based, intelligence-informed approach. We will proactively develop, coordinate and implement national security and transnational, serious and organised crime policy and advice that is fit for purpose in the context of a constantly evolving threat environment. The Department will focus on enhanced transport security, safeguarding our critical infrastructure, implementing effective cyber security strategies, our counter-terrorism and counter foreign interference activities, and combatting online child sexual abuse.

The Department will also lead coordination of responses to national emergencies. We will actively drive an all-hazards approach to preparedness to support national resilience to reduce the impact and consequences of disasters and other hazards on Australian communities.

Key:

- * indicates a new metric for 2020–21
- ^ indicates a refined metric for 2020–21
- # indicates an existing metric

ACTIVITY 1.1			
Effective national coordination and development of resilient national security and transnational, serious and organised crime policies, legislation and programs			
OBJECTIVE 1.1.1			
Effective transport security regulation, policy coordination and advice prevents and protects Australia from security incidents affecting the movement of people and goods			
PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
1.1.1.1	100 per cent of scheduled entities subject to a risk based compliance assessment, meet their statutory obligations or a prioritised compliance activity is commenced	# Quantitative assessment of the percentage of entities subject to a compliance assessment who met their statutory obligations, and the percentage of non-compliant entities for which a prioritised compliance activity is commenced. Qualitative analysis of how the Department addressed non-compliance of regulated entities.	2020 to 2024
1.1.1.2	Transport security in key regional partners is improved through delivery of the Capacity Building Plan	# Quantitative assessment of the capacity building activities scheduled and undertaken with key regional partners against the targets in the capacity building plan. Qualitative analysis of the positive outcomes for transport security arrangements of key regional partners, supported by case studies.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.1.3	Deliver 100 per cent of compliance activities within the National Compliance Plan (NCP)	#	Quantitative assessment of the scheduled NCP compliance activities that are delivered. Qualitative analysis of the positive outcomes of the compliance activities, describing progress towards the 100 per cent target.	2020 to 2024
1.1.1.4	Australia receives a compliance score of at least 95 per cent at each International Civil Aviation Organization aviation security audit	#	Quantitative assessment of the number of Annex 17 regulatory requirements maintained. Qualitative analysis of how the Department satisfied Annex 17 requirements.	2021
OBJECTIVE 1.1.2 Effective policy implementation and coordination deters foreign actors who wish to harm Australia's sovereignty				
PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.2.1	Enhanced domestic coordination and international cooperation of Counter Foreign Interference (CFI) efforts	#	Quantitative assessment of cross-jurisdictional fora events attended or hosted by the Department, in comparison to previous reporting periods. Qualitative analysis of how the Department enhanced CFI efforts through domestic coordination and international cooperation.	2020 to 2024
1.1.2.2	Demonstrated progress against key initiatives supporting the CFI Strategy	#	Quantitative assessment of the number and percentage of initiatives progressed in support of the CFI Strategy. Qualitative analysis of how the Department performed against progressing key initiatives in support of the CFI Strategy.	2020 to 2024
OBJECTIVE 1.1.3 Effective policy development, coordination and industry regulation safeguards Australia's critical infrastructure against sabotage, espionage and coercion				
PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.3.1	Engage with 100 per cent of entities on the <i>Security of Critical Infrastructure Act 2018</i> register in relation to security and resilience	#	Quantitative assessment of the proportion of entities on the <i>Security of Critical Infrastructure Act 2018</i> register that the Department provides security and resilience advice to through ongoing compliance activities, bilateral engagements and participation in relevant industry fora.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.3.2	100 per cent of notifications received under the Telecommunications Sector Security (TSS) reforms to the <i>Telecommunications Act 1997</i> are responded to within statutory timeframes	#	Quantitative assessment of the number and percentage of notifications responded to within statutory timeframes of 30 calendar days for notifications and 60 calendar days for notification exemption requests.	2020 to 2024
1.1.3.3	100 per cent of Foreign Investment Review Board cases referred are responded to within agreed timeframes	#	Quantitative assessment of cases referred to the Department that are responded to within timeframes agreed with Treasury.	2020 to 2024

OBJECTIVE 1.1.4

Effectively monitor and disrupt transnational, serious and organised crime to protect and preserve Australia's community and our partners

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.4.1	100 per cent of capability plans outlining compliance with telecommunication interception obligations are reviewed within statutory timeframes, consistent with s198 of the <i>Telecommunications (Interception and Access) Act 1979</i>	#	Quantitative assessment of Interception Capability Plan applications that are responded to by the Communications Access Coordinator within statutory timeframes. Qualitative analysis of how the Department performed in meeting the 100 per cent target and an assessment of the quality of the compliance plans.	2020 to 2024
1.1.4.2	The Department implements policy and legislative reforms to enhance responses to national security and law enforcement issues	#	Qualitative analysis of how the Department responded to national security and law enforcement issues through reform, supported by case studies.	2020 to 2024
1.1.4.3	Enhance partner government's capability through providing capacity building resources	#	Qualitative analysis of how the Department enhanced partner government's capability through providing capacity building resources, supported by case studies on international capacity building programs in the Indo-Pacific.	2020 to 2024
1.1.4.4	Progress in implementing the <i>National Strategy to fight Transnational, Serious and Organised Crime</i>	#	Qualitative analysis of how the Department performed in implementing the <i>National Strategy to Fight Transnational, Serious and Organised Crime</i> . This will include assessment of the outputs and impact delivered, and will be supported by case studies.	2020 to 2024

OBJECTIVE 1.1.5

Effective cyber security strategies, policies, and advice protects and advances Australia's interest

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.5.1	Demonstrated progress against key initiatives within the <i>2020 Cyber Security Strategy</i>	#	Quantitative assessment of the <i>Cyber Security Strategy</i> initiatives delivered, including number of cross-jurisdictional fora attended, supported or hosted. Qualitative analysis of how the Department performed in implementing the <i>Cyber Security Strategy</i> and National Plan, supported by case studies and feedback from key stakeholders.	2020 to 2024
1.1.5.2	Enhanced national cyber security awareness to protect children and vulnerable people online	*	Qualitative analysis of departmental activities to promote awareness of cyber security, and the effectiveness of activities in ensuring children and vulnerable people are protected online.	2020 to 2024
1.1.5.3	Strengthen domestic and international government and non-government partnerships to ensure collective action to combat online child sexual abuse, including the organised production and dissemination of child abuse materials	*	Quantitative assessment of the Department's efforts to partner with countries, industry and civil society including on implementing the Voluntary Principles to Counter Online Child Sexual Exploitation and Abuse (including number of endorsements and commitments to action). Qualitative analysis of promoting a global response to online child sexual abuse via international fora, including Five Country Ministerial activities.	2020 to 2024

OBJECTIVE 1.1.6

Counter-terrorism priorities, legislation and programs enhance our capacity to detect and respond to potential terror threats

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.6.1	The Department implements Australia's <i>Counter-Terrorism Strategy</i> through policy, legislative reforms and programs that respond to evolving risks and the needs of law enforcement	#	Qualitative analysis of how the Department, through Australia's <i>Counter-Terrorism Strategy</i> , enhanced capacity to address evolving counter-terrorism risk, supported by case studies.	2020 to 2024
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	#	Quantitative assessment of scheduled Australia-New Zealand Counter Terrorism Committee (ANZCTC) and sub-committee meetings held within agreed timeframes. Qualitative analysis on how the Department builds counter-terrorism capability through domestic and international coordination and interoperability, supported by case studies.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.6.3	Terrorism response arrangements are coordinated across portfolios and jurisdictions, and timely advice informs Government and Ministers of events and response options	#	Qualitative analysis of how the Department coordinated counter-terrorism response and recovery arrangements and provided advice that was timely and fit for purpose. Supporting case studies will highlight key outcomes.	2020 to 2024
1.1.6.4	An annual program of exercises, procurement and training is delivered, and builds counter-terrorism capability across Australia	#	Quantitative assessment of the funds expensed from the ANZCTC Special Fund at the end of the reporting period. Qualitative analysis of the outcomes for Australia's counter-terrorism capability, supported by case studies.	2020 to 2024

ACTIVITY 1.2

Support national resilience and effective coordination of national emergencies

OBJECTIVE 1.2.1

Effective emergency management capability and programs enhance Australia's ability to reduce the impact of threats on Australian communities

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.2.1.1	100 per cent of designated special events have a security risk plan in place	#	Quantitative assessment of the number and percentage of designated special events conducted with a security risk plan in place, in comparison to previous reporting periods. Qualitative analysis of how the Department performed in implementing appropriate security risk plans, including the Department's capacity to meet growing demand.	2020 to 2024
1.2.1.2	100 per cent of high office holders have appropriate physical risk mitigations in place	#	Quantitative assessment of the number and percentage of designated high office holders with an appropriate physical risk mitigation plan in place, in comparison to previous reporting periods. Qualitative analysis of how the Department performed in implementing appropriate physical risk mitigation plans, including the Department's capacity to meet growing demand.	2020 to 2024
1.2.1.3	Eligible disaster assistance requests are approved within six hours of an agreed request received	#	Quantitative assessment of the number and percentage of disaster assistance requests which were approved within six hours of an agreed request being received, in comparison to previous reporting periods.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.2.1.4	Advice regarding domestic disaster assistance requests is provided to Government within set timeframes	^	<p>Quantitative assessment of the number and percentage of advice provided to Government within the following timeframes:</p> <ul style="list-style-type: none"> within 48 hours of completing an assessment of Commonwealth only Disaster Recovery Payments advice on activation of Category C and D within 72 hours of receipt of an accepted application from a state or territory government <p>Qualitative analysis of how the Department performed in providing timely approvals and adequate advice to government, supported by case studies.</p>	2020 to 2024
1.2.1.5	Demonstrated progress against key initiatives within the <i>National Disaster Risk Reduction Framework</i>	#	<p>Quantitative assessment of number and percentage initiatives within the National Action Plan for the <i>National Disaster Risk Reduction Framework</i> delivered in line with the project milestones.</p> <p>Qualitative analysis of how the Department performed in implementing the <i>National Disaster Risk Reduction Framework</i>, including engagement with cross-jurisdictional partners, supported by case studies.</p>	2020 to 2024

Purpose 2

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

The Department will support a prosperous and united Australia by ensuring that our immigration and humanitarian programs reflect Government priorities and deliver positive outcomes for the Australian community. We will focus on service delivery to enhance the efficiency of our processing systems and proactively drive improvements to our settlement support, multicultural and social cohesion programs. Fostering national unity and economic prosperity will be at the forefront of our focus.

Key:

- * indicates a new metric for 2020–21
- ^ indicates a refined metric for 2020–21
- # indicates an existing metric

ACTIVITY 2.1			
Effective delivery of orderly and planned immigration and humanitarian programs			
OBJECTIVE 2.1.1			
Migration and visa programs support an open, prosperous and united Australia			
PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
2.1.1.1	Visa policy settings deliver positive labour market outcomes	<div><div></div><div><p>Quantitative analysis of the results from the Continuous Survey of Australian Migrants for surveyed skilled primary migrants (employed >70 per cent / unemployed <10 per cent / not in the labour force <20 per cent) and of the proportion of working visas granted that are aligned to identified skills shortages.</p><p>Qualitative analysis demonstrates the effectiveness of the Department's visa policy settings in responding to skill shortage changes. The qualitative analysis also takes into account the impact of internal economic conditions so that outcomes for skilled migrants can be understood in full context.</p></div></div>	2020 to 2024
2.1.1.2	Increased efficiency and effectiveness in visa application processing	<div><div></div><div><p>Quantitative assessment of number and proportion of received visa applications lodged online, with a target of maintaining or increasing the proportion compared to the previous year, and the total revenue collected for visa applications charges, with a target of maintaining or increasing the value compared to the previous year (noting impact of demand factors beyond the Department's control).</p><p>Qualitative analysis of activities and regulatory changes undertaken by the Department to enhance visa application processing and collect revenue, including discussion of outcomes of these activities.</p></div></div>	2020 to 2024

PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
2.1.1.3	Improvements to information provided to migration agents and consumers increase consumers' understanding of their rights and agents' understanding of their obligations under the regulatory framework	* Quantitative analysis of the Office of Migration Agents Registration Authority's communications to consumers and agents, supported by examples of engagements and analysis of the outcome of departmental communication activities.	2020 to 2024
2.1.1.4	The migration program is delivered within the planning ceiling and is consistent with priorities set by the Government	* Quantitative assessment of places granted under the migration program categories, including the Global Talent Program, in comparison to previous reporting periods. Qualitative analysis of how the Department performed in delivering the migration program in line with the ceiling numbers set by Government.	2020 to 2024
2.1.1.5	The Department undertakes assurance activities to ensure that decisions to detain are accurate and lawful	^ Quantitative assessment of the proportion of decisions to detain that have an initial review initiated within two business days. Qualitative analysis of how the Department performed in reviewing decisions to detain, including operational and environmental factors that affected performance.	2020 to 2024
2.1.1.6	The health screening program contributes to protecting Australia's health security and supports the integrity of the immigration program	* Quantitative assessment that the number of Immigration Medical Examinations finalised is greater than the number of visas granted. Qualitative analysis of the agility of the Department's migration health policy to address changing health risks and emerging threats to health security.	2020 to 2024
2.1.1.7	Improved quality and accessibility of panel clinics for Australian Immigration Medical Examinations for visa applicants	* Quantitative assessment of the number of Australian panel clinics are eMedical enabled against a target of 98 per cent and are audited on a regular basis. Qualitative analysis of the panel's ability to meet the Department's reporting requirements and satisfy the Department's assurance assessments.	2020 to 2024
2.1.1.8	80 per cent of participants of the Adult Migrant English Program (AMEP) demonstrate an increase of one or more levels on the Australian Core Skills Framework (ACSF)	# Quantitative assessment of the number and proportion of AMEP participants who demonstrated an increase of one or more levels on the ACSF from the base of their initial assessment when enrolling in the program, in comparison to previous reporting periods. Qualitative analysis of the outcomes of the AMEP for participants.	2020 to 2024

OBJECTIVE 2.1.2

Refugee and humanitarian programs reflect Government priorities and international protection obligations through providing settlement support whilst contributing to global resettlement

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.1.2.1	The humanitarian program is delivered within the planning ceiling and consistent with priorities set by the Government	#	<p>Quantitative assessment of places granted to eligible individuals and families under the humanitarian program categories, in comparison to previous reporting periods.</p> <p>Qualitative analysis of how the Department performed in delivering the humanitarian program in line with the ceiling numbers set by Government.</p>	2020 to 2024
2.1.2.2	Improved Illegal Maritime Arrival (IMA) legacy caseload application processing	#	<p>Quantitative assessment of the number and percentage of IMA applications processed against a target of completing the legacy caseload by December 2020.</p> <p>Qualitative analysis of how the Department implemented processes to improve application processing to reduce outstanding caseload.</p>	2020 to 2021
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	#	<p>Quantitative assessment of:</p> <ul style="list-style-type: none"> the proportion of humanitarian entrants exiting the Humanitarian Settlement Program (HSP) who have the skills and knowledge to use services independently in Australia, towards a target of 75 per cent the number and proportion of humanitarian entrants who take-up Orientation services, towards a target of at least one Orientation service per eligible exited client the proportion of invited clients to attend all Australian Cultural Orientation course sessions, towards a target of 90 per cent the proportion of Settlement Engagement and Transition Support clients with improved knowledge and engagement with services, towards a target of 90 per cent <p>Qualitative analysis of how the Department verified service provider claims and assessed the quality of case management plans, supported by desktop reviews, client interviews and feedback from key stakeholders.</p>	2020 to 2024

OBJECTIVE 2.1.3

Effective regional processing and resettlement deters irregular migration

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.1.3.1	Demonstrated positive impacts in supporting regional processing countries identify durable migration pathways for transferees	#	<p>Quantitative assessment of permanent resettlements in third countries, in comparison to previous reporting periods.</p> <p>Qualitative analysis of regional processing countries capacity to identify, affect and support durable migration pathways for transferees.</p>	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.1.3.2	Operation Sovereign Borders (OSB) responds to IMAs consistent with government policies and legal obligations	#	<p>Quantitative assessment of the total numbers of:</p> <ul style="list-style-type: none"> identified maritime people smuggling ventures that were intercepted and detained under the <i>Maritime Powers Act 2013</i> maritime people smuggling ventures that reached Australia without intervention people on-board maritime people smuggling ventures targeting Australia that were safely returned to their country of departure or their home country consistent with government policy and legal obligations strategic communications materials issued through contracted arrangements with communication service providers disruptions of maritime people smuggling ventures made by authorities in source and transit countries. <p>Qualitative analysis of the quantitative data demonstrates the effectiveness of OSB Joint Agency Taskforce key lines of effort, and identifies operational constraints and environmental influences that made possible / impeded the Department's ability to undertake effective law enforcement responses to IMAs.</p>	2020 to 2024

ACTIVITY 2.2

Support social cohesion and drive the effective delivery of citizenship and multicultural programs

OBJECTIVE 2.2.1

Community engagement and effective citizenship and multicultural programs support and enhance social cohesion

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.2.1.1	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	#	<p>Quantitative assessment of the percentage of scheduled counter violent extremism training programs delivered.</p> <p>Qualitative analysis of the outcomes of training programs, supported by feedback from key stakeholders.</p>	2020 to 2024
2.2.1.2	Number of pieces of illicit content identified and referred to digital industry platforms, and proportion removed	^	<p>Quantitative assessment of the number of items identified and the proportion referred to hosting platforms for removal.</p> <p>Qualitative analysis of the effectiveness and outcomes of the Department in identifying illicit content and referring to digital industry platforms for removal, including effectiveness in extinguishing online networks that propagate exploitation.</p>	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.2.1.3	Improved multicultural community engagement and integration	#	<p>Quantitative assessment of regional engagements through community engagement by Regional Directors and the community liaison officer network in comparison to previous reporting periods.</p> <p>Qualitative analysis of the outcomes of community engagement and integration, supported by specific case studies that feed into community analysis deep dives.</p>	2020 to 2024
2.2.1.4	Improved citizenship applications processing	#	<p>Quantitative assessment of citizenship backlog finalisations, paper based citizenship applications received, online citizenship applications received, complaints received relating to citizenship applications, and percentage of refusal decisions for Australian citizenship overturned through an appeal process, in comparison to previous reporting periods.</p> <p>Qualitative analysis of how the Department's system enhancements and processing changes improved citizenship application processing, supported by case studies.</p>	2020 to 2024
2.2.1.5	Effective delivery of the citizenship program and sponsorship of the Local Hero Award	^	<p>Quantitative analysis of the number of citizenship conferees, pass rates for the Australian citizenship test against a target of 95 per cent, and number of hits on the citizenship website.</p> <p>Qualitative analysis of how the Department performed in delivering the citizenship program and Local Hero Awards, and how these activities promoted civics and values, supported by case studies.</p>	2020 to 2024



Australian **BORDER FORCE**

COMMISSIONER'S FOREWORD

As an operationally independent body within the Home Affairs Portfolio, the Australian Border Force (ABF) delivers critical functions, including frontline border law enforcement, trade and travel facilitation and customs services.

The ABF's four Operational Priorities are set out within the *Department of Home Affairs 2020–21 Corporate Plan*. The priorities represent our key focus areas of trade enforcement, Australia's migration system, border protection and border management. While the COVID-19 pandemic presents obvious challenges to enabling migration and trade flows, I am confident we have the structures and skills to ensure our borders will enable economic recovery as well as remaining safe and secure now, and into the future—particularly from new and emerging threats.

The ABF has been at the forefront of the Government's border response to COVID-19, which has seen reductions of both inbound and outbound travellers of approximately 90 per cent compared to 2019. Our ability to operationalise travel restrictions and implement border controls immediately after the Government's announcements has been widely recognised as a key factor in slowing the transmission of COVID-19, enabling domestic measures to help fight the COVID-19 pandemic.

While our response has been effective so far, our borders remain at risk from transnational, serious and organised criminal groups. These groups continue to profit from illicit activities by finding new ways to exploit global flows of goods, money and information. In proactively responding to these groups during the COVID-19 pandemic, many ABF airport staff have successfully redeployed into cargo functions at our air, sea and mail environments, and we must continue to ensure we can remain flexible and adapt to changes at all facets of our border.



For the first time since the establishment of any Australian customs agency, the ABF is screening exports of essential goods. This follows a temporary amendment of the customs regulations ensuring the supply of personal protective equipment (PPE) needed to help fight against COVID-19 is retained in Australia. Imports of PPE have also been prioritised, streamlined and free of customs duty, so they can be quickly processed at the border and disseminated to those in need such as emergency workers and vulnerable members of our community.

Advancing customs and border modernisation initiatives will continue to be a key priority—to achieve more seamless, digital and secure service delivery that enhances our prosperity and supports the growth of our economy. This will be crucial for Australia's post-pandemic economic recovery and building resilience to future global shocks.

Our ABF officers remain committed, diligent and compassionate in the delivery of our functions, as is expected by the Australian public. In 2020–21, we will continue to work together and capitalise on opportunities for collaboration and coordination within the Home Affairs Portfolio to focus our efforts on threats to our border.

I, as the Australian Border Force Commissioner, endorse the *Department of Home Affairs 2020–21 Corporate Plan*, which covers the periods of 2020–21 to 2023–24.

Michael Outram APM

Commissioner and Comptroller-General of Customs
Australian Border Force

ROLE OF THE ABF

The Australian Border Force (ABF) is Australia's frontline border law enforcement agency and Australia's customs service committed to the mission of protecting Australia's border and enabling legitimate travel and trade.

The ABF is an operationally independent body and forms an integral part of the Home Affairs Portfolio. It is led by a statutorily appointed Commissioner, with budgetary and employment responsibilities managed by the Secretary of the Department of Home Affairs as the accountable authority under the PGPA Act.

The ABF is the second highest revenue collector for the Australian Government and plays a critical role in preventing, deterring and detecting the unlawful trade of prohibited, restricted or regulated goods into and out of Australia.

To manage risks, the ABF works collaboratively across the Portfolio and with domestic and international partner agencies to share knowledge, expertise and intelligence to detect, deter and prosecute those who attempt to harm Australia. This includes more than 50 Commonwealth, state and territory agencies, international border agencies, and national security, civil maritime, defence, law enforcement and intelligence agencies.

Securing Australia's air, maritime and land domains, the ABF operates at airports, mail and cargo facilities, seaports, wharves and cruise terminals, and across the immigration detention network. To enhance and support the Department's capability to identify, mitigate and respond to threats before they reach the physical Australian border the ABF also operates offshore.

The ABF leads the child safeguarding framework for all programs and functions administered by the Department and the ABF that involve non-citizen children, including those who are guests in held detention. The ABF has also continued to strengthen our world leading efforts to eradicate modern slavery from international supply chains through working closely with Australian businesses to meet the obligations of the *Modern Slavery Act*.

The ABF is committed to its role as Australia's customs service, supporting the prosperity and safety of our community. Our frontline officers play a crucial role managing the movement of all goods across our borders, balancing the needs of facilitating legitimate trade while protecting Australia from illicit goods such as drugs, weapons and counterfeit products. The ABF continues to streamline border processes for traders, and expand the Australian Trusted Trader scheme.

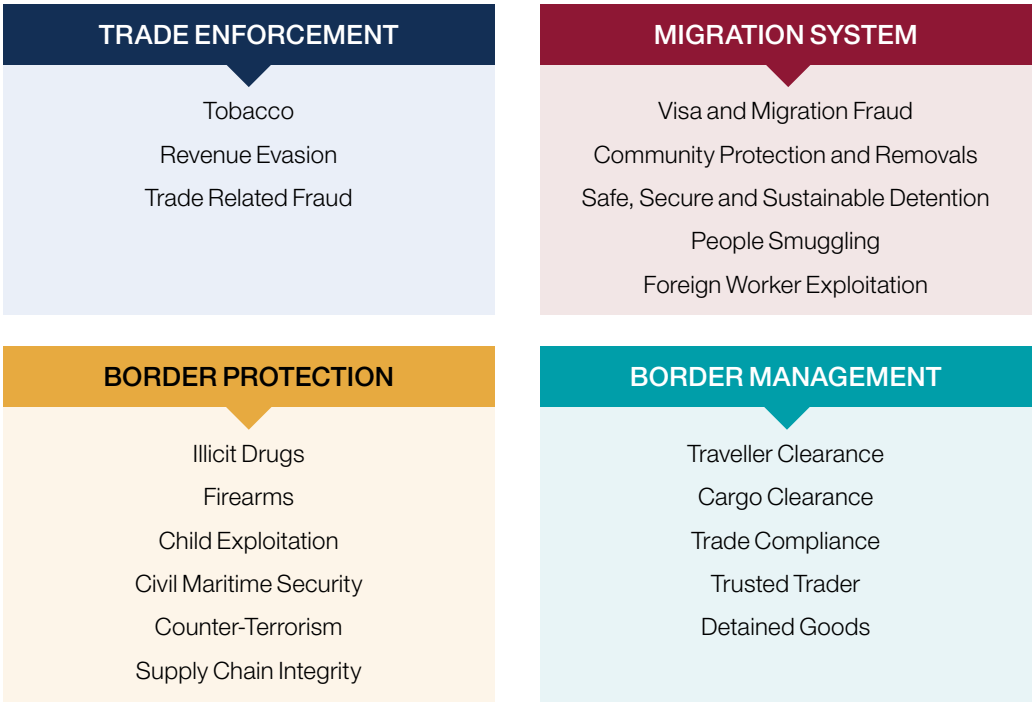
At the same time, the ABF is working to ensure our customs and border processes can meet today’s challenges and be ready for our future requirements.

The role of the ABF requires the confidence of the Australian Government, Australian community, our international and domestic partners, industry and civil society stakeholders. This confidence is realised through the demonstration of the key ABF values of integrity, respect, teamwork, professionalism and accountability. These values are the foundation for the leadership role all officers of the ABF are expected to demonstrate.

ABF Operational Priorities

The ABF delivers a wide range of functions across the border continuum—that is pre, at and post border. Operational Priorities ensure the ABF meets its obligations to the Government and the Australian community—securing our border and facilitating legitimate trade and travel. Operational Priorities are a key component of the ABF Operational Planning Framework and are reviewed on an annual basis. They are informed by the threat environment and help drive and realise the ABF’s strategic direction.

Our Operational Priorities for 2020 focus on four key pillars: Trade Enforcement, Migration System, Border Protection and Border Management. The ABF continues to adapt a flexible model for reviewing and updating Operational Priorities, particularly as threats change and risks emerge. This is critical to the achievement of Purpose 3 as set out within the *2020–21 Corporate Plan*.



Purpose 3

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

The ABF will advance a prosperous and secure Australia by employing a responsive and considered approach to border management and security. The development and implementation of border modernisation reforms will bolster effective trade and travel facilitation and regulation. The ABF’s border security and contemporary maritime surveillance activities will demonstrate risk-based, law enforcement responses that effectively manage national security risks.

The ABF will also protect Government revenue, including through identifying and supporting the collection of evaded revenue, and will actively enforce compliance with Australian migration laws to ensure the integrity of the Australian migration system.

Key:

- * indicates a new metric for 2020–21
- ^ indicates a refined metric for 2020–21
- # indicates an existing metric

ACTIVITY 3.1			
Effective border management and revenue systems			
OBJECTIVE 3.1.1			
Effective trade and travel policy and regulation settings contribute to Australia's economic prosperity			
PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
3.1.1.1	Facilitation in trade, cargo and traveller streams is maintained or improved compared to previous reporting periods	<div>^</div> <div>Quantitative assessment of the average clearance times for travellers, air cargo and sea cargo, in comparison to previous reporting periods.</div> <div>Qualitative analysis of how the Department increased efficiency and streamlined travel processes, including assessment of overall time savings and the take up rate of automated systems.</div>	2020 to 2024
3.1.1.2	Number of businesses accredited as Australian Trusted Traders (ATTs) increases compared to the previous year	<div>#</div> <div>Quantitative assessment of ATTs accredited during the reporting period, and the total number of accredited ATTs.</div> <div>Qualitative analysis of how an increasing number of secure and compliant business undertaking international trade contributes to Australia's economic prosperity, including reducing regulatory burden.</div>	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
3.1.1.3	100 per cent of accredited ATTs that are subject to quality assurance processes either pass or are subject to a compliance activity	#	<p>Quantitative assessment of accredited ATTs who were subject to quality assurance processes or a compliance activity, the proportion that pass or are subject to a compliance activity and the number of quality assurance processes or compliance activities completed in comparison to previous reporting periods.</p> <p>Qualitative analysis of quality assurance or compliance activities and the Department's capacity to take effective action in addressing non-compliance of accredited ATTs.</p>	2020 to 2024
3.1.1.4	Advice provided to industry regarding tariff classification, valuation and rules of origin is provided within service standards	#	<p>Quantitative assessment of number and proportion of occasions where advice to industry regarding tariff clarification, valuation and rules of origin is provided within service standards of thirty (30) days from provision of all documentation, in comparison to previous reporting periods.</p> <p>Qualitative analysis of how the Department performed in identifying serious non-regulatory compliance.</p>	2020 to 2024
3.1.1.5	Assessment of regulatory requirements to detect prohibited and restricted goods at the border and ensure the goods are not released into the community	*	<p>Quantitative assessment of the number of detained and seized goods recorded in the Detained Goods Management System, in comparison to previous reporting periods.</p> <p>Qualitative analysis of trends and peaks when detaining goods at the border.</p>	2020 to 2024

OBJECTIVE 3.1.2

Border revenue laws and processes increase revenue collection and reduce revenue evasion

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
3.1.2.1	Total revenue collected from customs duty, Import Processing Charge and Passenger Movement Charge achieves Portfolio Additional Estimates Statements (PAES)	#	<p>Quantitative assessment of revenue collected from customs duty, Import Processing Charge and Passenger Movement Charge, in comparison to PAES and previous reporting periods.</p> <p>Qualitative analysis of how the Department performed in achieving the forecasted revenue estimates, and factors affecting performance.</p>	2020 to 2024
3.1.2.2	Refunds and drawbacks under the refund scheme achieve service standards	#	<p>Quantitative assessment of the number and percentage of refunds and drawbacks that were delivered within 30 days of receipt of all required information.</p> <p>Qualitative analysis of trends in refund and drawback amounts.</p>	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
3.1.2.3	Effective risk-based intervention activities deter and detect trade based crimes and prohibited goods across the border continuum	^	<p>Quantitative assessment of detected revenue evasion compared to previous reporting periods. Number of pre and post border disruption actions undertaken by the Illicit Tobacco Task Force, and the number of disruptions and amount of revenue detected.</p> <p>Qualitative analysis of trends in compliance with Australian border laws, and of ABF's performance in identifying and supporting the collection of evaded revenue.</p>	2020 to 2024

ACTIVITY 3.2

Effective border security and maritime surveillance

OBJECTIVE 3.2.1

Border security and contemporary maritime surveillance activities reduce the number of people and goods crossing Australian Borders that pose a risk

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
3.2.1.1	Interventions are proportionate to the level of risk and contribute to enhanced border security	^	<p>Quantitative assessment of:</p> <ul style="list-style-type: none"> • detections of illicit and prohibited goods, firearms and firearms parts, undeclared tobacco, and objectionable material in trade and traveller streams • all high risk traveller alerts actioned on behalf of partner agencies, against a target of 100 per cent • number of Airline Liaison Officer interdictions and immigration refusals pre-border and at the border compared to previous reporting periods <p>Qualitative analysis of the outcomes of the Department's interventions, including the number and proportion of which a prosecution is initiated, including those interventions referred to other law enforcement agencies for investigation or other enforcement action.</p>	2020 to 2024
3.2.1.2	Maritime patrol days and aerial surveillance hours are maintained or increased compared to previous reporting periods	^	<p>Quantitative assessment of maritime patrol days and aerial surveillance hours are maintained or increased, compared to previous reporting periods.</p> <p>Qualitative analysis of environmental influences that made possible or impeded the Department's ability to meet its target.</p>	2020 to 2024
3.2.1.3	100 per cent of identified disruptive or non-compliant activities occurring in the Australian Maritime Domain were subject to a prioritised, risk-based law enforcement response	^	<p>Quantitative assessment of the number of vessels interdicted, on water marine hazards (such as ghost nets or fish aggregating devices) retrieved, and boarding, education and disembarkation of foreign vessels conducted in the Australian Maritime Domain compared to previous reporting periods.</p> <p>Qualitative analysis of activities conducted by Maritime Border Command in order to combat and deter civil maritime security threats.</p>	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
3.2.1.4	Effective management of national security risks, including terrorist threats and counter proliferation	*	<p>Quantitative assessment of the number of counter proliferation dual use goods and Weapons of Mass Destruction assessed pre border that were subject to an ABF intervention. The number of Foreign Terrorist Fighters, families and associates that were subject to an ABF intervention.</p> <p>Qualitative analysis of activities in place to mitigate border risks, including support to whole-of-Government activities to counter national security threats to Australia, supported by case studies.</p>	2020 to 2024
OBJECTIVE 3.2.2 Enforcing the integrity of Australia's migration system and compliance with Australia's migration laws pre, at and post the border				
PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
3.2.2.1	Number of critical incidents in immigration detention facilities decreases compared to previous reporting periods	*	<p>Quantitative assessment of the number of critical incidents in immigration detention by facility, categorised by major disturbance, escape or death, compared to previous reporting periods.</p> <p>Qualitative analysis of ABF's efforts concerning safety and security in detention.</p>	2020 to 2024
3.2.2.2	Average number of people in detention	#	<p>Quantitative assessment of the number of people in immigration detention by detainee cohort in comparison to the operating capacity by facility, compared to previous reporting periods.</p> <p>Qualitative analysis of detainee trends within Australian detention facilities and the effects on the Department's resources.</p>	2020 to 2024
3.2.2.3	100 per cent of identified visa and migration breaches are subject to a risk based enforcement activity	^	<p>Quantitative assessment of the number and percentage of individuals identified as having breached their visa and/or migration conditions that are removed, detained, or managed in the community.</p> <p>Qualitative analysis of the Department's performance in identifying and responding to visa and migration breaches, and of the outcomes of the enforcement activities.</p>	2020 to 2024
3.2.2.4	Effective risk based enforcement activities to deter and disrupt foreign worker exploitation	*	<p>Quantitative assessment of the number of employer awareness activities, number of location events of illegal workers and the number of Illegal Worker Warning Notices and sanctions issued compared to previous reporting periods.</p> <p>Qualitative analysis of the effectiveness of employer awareness activities on the deterrence of foreign worker exploitation through education activities, sponsor monitoring and investigations, supported by case studies.</p>	2020 to 2024

APPENDIX A

2019–2020 Portfolio Budget Statements Performance targets

The 2020–21 Budget has been deferred to October 2020. The *2020–21 Corporate Plan* is therefore required to include all performance targets within the 2019–20 PBS.

Some performance targets within the 2019–20 PBS are not included in the 2020–21 Performance Framework as a Corporate Plan metric. These performance targets will continue to be reported on throughout 2020–21 as required.

OUTCOME 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			
2019–20 PBS PROGRAM	PERFORMANCE TARGET		2019–20 CORPORATE PLAN METRIC
1.1 Border Enforcement	100 per cent of identified non-compliant vessels operating in the Australian Maritime Domain were subject to a prioritised, risk based law enforcement response.	#	3.2.1.10
1.2 Border Management	Increase in the number (in proportion to the volume) of travellers who use automated systems compared with previous year.	^	3.1.1.2
1.3 Onshore Compliance and Detention	100 per cent of decisions to detain have an initial review initiated within two business days.	^	2.1.1.5
1.4 IMA Offshore Management	Qualitative assessment demonstrates a positive impact in supporting regional processing countries identify durable migration pathways for transferees.	#	2.1.3.1
1.5 Regional Cooperation	A sample of qualitative assessments demonstrates a positive impact of engagement with partner governments in improving migration. <u>Methodology:</u> A qualitative analysis of the reporting data demonstrates the positive impact the Department made to improving global standards in settlement support provided to irregular migrants through international cooperation on refugee protection and internal migration efforts.	*	2.1.3.2
1.6 Transport Security	Deliver 100 per cent of compliance activities within the National Compliance Plan (NCP).	#	1.1.1.4

2019–20 PBS PROGRAM	PERFORMANCE TARGET		2019–20 CORPORATE PLAN METRIC
1.7 National Security and Criminal Justice	Deliver 10 counter foreign interference education programs to key stakeholders.	^	1.1.2.4
	100 per cent of Foreign Investment Review Board cases referred are responded to within agreed timeframes.	#	1.1.3.3
	100 per cent of capability plans outlining compliance with telecommunication interception obligations are reviewed within statutory timeframes.	#	1.1.4.1
1.8 Cyber Security	Demonstrated progress against key initiatives within the <i>Cyber Security Strategy</i> .	#	1.1.5.3
1.9 Counter-Terrorism	An annual program of exercises, procurement and training is delivered, and builds counter-terrorism capability across Australia.	#	1.1.6.4
1.10 Australian Government Disaster Financial Support Payments	Eligible disaster assistance requests are approved within 6 hours of an agreed request received.	#	1.2.1.3

OUTCOME 2

Support a prosperous 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.

2019–20 PBS PROGRAM	PERFORMANCE TARGET		2019–20 CORPORATE PLAN METRIC
2.1 Multicultural Affairs and Citizenship	High social cohesion is reported from the results of national surveys by the Scanlon Foundation 'Mapping Social Cohesion' and the annual Lowy Institute Poll. <u>Methodology:</u> Qualitative analysis of the social cohesion results from the Scanlon Foundations 'Mapping Social Cohesion' survey and Lowy Institute poll.	*	2.2.1.1
	Maintaining or increasing the pass rate of the Australian citizenship test demonstrates collective understanding of the value of Australian citizenship. <u>Methodology:</u> Quantitative assessment of the pass rate and success rate and qualitative analysis of the pass rate against previous years.	*	2.2.1.7
2.2 Migration	Labour market outcomes of surveyed migrants 18 months after arrival/visa grant as reported in the Continuous Survey of Australian Migrants: <ul style="list-style-type: none"> employed >70 per cent unemployed <10 per cent not in the labour force <20 per cent	#	2.1.1.1

2019–20 PBS PROGRAM	PERFORMANCE TARGET		2019–20 CORPORATE PLAN METRIC
2.3 Visas	Increase in the take-up rate for online visa lodgements compared with previous year. <u>Methodology:</u> Quantitative assessment of the number of visa applications lodged online against the total number of lodgements received during the reporting period.	^	2.1.1.4
OUTCOME 3 Advance Australia's economic interests through the facilitation of the trade of goods to and from Australia and the collection of border revenue.			
2019–20 PBS PROGRAM	PERFORMANCE TARGET		2019–20 CORPORATE PLAN METRIC
3.1 Border—Revenue Collection	Total revenue collected from Customs Duty, Import Processing Charge and Passenger Movement Charge achieves PBS estimates.	#	3.1.2.1
3.2 Trade Facilitation and Industry Engagement	Number of businesses accredited as Australian Trusted Traders increases compared with the previous year.	#	3.1.1.3

Note:

indicates a performance target that is a 2020–21 Corporate Plan metric, with some language variance

^ indicates a performance target that is addressed by the published methodology against a 2020–21 Corporate Plan metric

* indicates a performance target that is not a 2020–21 Corporate Plan metric