



**Australian Government**  

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**Department of Home Affairs**

# 2021–22

## Corporate Plan

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# SECRETARY'S FOREWORD

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*Home Affairs: The First Three Years*, released in December 2020, showcases how the integration and alignment of the Home Affairs Portfolio's capabilities, expertise and powers has enabled the achievement of Government priorities. It demonstrates the Portfolio's efforts to identify and implement common administrative services and undertake genuine collaboration and coordination across Australia's key security, intelligence and law enforcement agencies, domestically and abroad.

The Department of Home Affairs (the Department) *2021–22 Corporate Plan* builds on this by articulating our purposes, operating environment and key priorities over the forward estimates. It sets out our commitment to advance a Prosperous, Secure and United Australia, and gives meaning to how we will achieve, monitor and measure success over a horizon of four years. To this end, the Department and the Australian Border Force (ABF) will provide national coordination, policy and strategic leadership to enhance national security, strengthen Australia's cyber and critical infrastructure systems, support prosperous trade, safeguard our growing digital economy and ensure our continued success as a multicultural and socially cohesive nation.

In a complex and continually evolving environment, the Department and the ABF work collaboratively and flexibly to ensure optimal outcomes in protecting Australia from its greatest security challenges. Throughout 2020–21, the Department supported the Australian Government's efforts to drive a successful social and economic recovery from the COVID-19 pandemic. Change remains a constant in our environment, and the flexibility required throughout the pandemic has become embedded within our operating model. This supported the Government to capitalise on Australian Public Service-wide opportunities such as the Deregulation Agenda and service delivery enhancements, while strengthening our resilience for future crises.

Throughout 2021–22, we will pursue a similar course. We are cognisant that the COVID-19 pandemic will endure and will continue to impact the Australian community and our way of life, performance of the economy, and Australia's domestic security. This will require the Department to be agile in how we do our business.



Our preparedness, strategic awareness and ability to rapidly pivot will continue to be cornerstones to our success. Our focus will remain steadfast on realising improved outcomes, even in challenging environments, and ensuring appropriate mitigations against emerging risks.

The resumption of international travel and migration will be critical to the renewed growth of Australia's economy. The Department will ensure Australia's preparedness for a measured and bio-secure re-opening of international borders, with layered defenses and appropriate contingencies for rapid re-closures should they be required. However, broad-scale re-opening of borders will ultimately depend on the efficacy of the global vaccination roll-out, particularly across our region, and the advice of Commonwealth health officials.

Appropriate regulatory and legislative safeguards for the burgeoning digital economy will remain vital to Australia's renewed prosperity. To ensure continued and stable growth in this sector, and mitigate attempted exploitation from sophisticated criminal actors, the Department will continue to maintain adequate protections for Australia's critical infrastructure, cyber, technology and identity systems on which a thriving digital economy relies. As data continues to grow as a national asset and more of our everyday essential services are digitised, we will continue to support enhanced data and cyber security defences across government, industry, businesses and the community. The Department will further its work with international partners and domestic stakeholders to enhance community safety and ensure all Australians are protected from online harms and malicious cyber actors.

While migration is expected to occur at reduced levels throughout 2021–22, the Department will continue to ensure delivery of the migration program aligns to Government priorities, addresses critical labour shortages, drives sustainable population growth, and boosts productivity to support Australia's economy. This will be undertaken while simultaneously upholding all necessary integrity and biosecurity measures. We will continue our work to promote Australia as a highly attractive place to live, do business, invest, trade and travel to. The work of the Global Business and Talent Attraction Taskforce will continue to facilitate the relocation of high-yield businesses and exceptionally talented individuals to Australia.

Australia remains a great multicultural success, with strong social cohesion and unique cultural diversity. Australia's refugee and humanitarian program supports this and makes an important contribution to our social and economic growth. Despite the anticipated impacts of COVID-19, the Humanitarian Program in 2021–22 will continue to support Australia's ongoing economic recovery and maintain our long-term commitment to humanitarian resettlement.

Australia's shared values indicate the strength of our democracy. The Department will continue to engage with communities including our newest citizens to build enduring interfaith and intercultural understanding, while fostering and maintaining social unity. Through the effective management of the citizenship program, the Department will continue to promote a common understanding and commitment to our democratic society and shared values. Targeted communications and engagement activities with multicultural communities throughout 2021–22 will further strengthen Australia's social cohesion and resilience to divisive intolerance.

Underpinning our visa, humanitarian and citizenship programs will be enhanced settlement services aimed at boosting English language competencies and enabling greater integration into economic and social life. This will support those settling in Australia to engage with Australia's economy and contribute to our socially cohesive society. Throughout 2021–22 the Department will continue to focus its efforts on exploring digital system enhancements that are scalable and reliable, and support cross-portfolio collaboration. These systems will improve the integrity and efficiency of the migration, humanitarian and citizenship programs.

Extreme weather will continue to test Australia's economy, environment and disaster resilience. In 2021–22, the Department will continue to improve our all-hazards response capabilities, in addition to supporting cross-Commonwealth efforts to enhance Australia's climate and disaster resilience. The Department, through Emergency Management Australia, will support the work of the recently established National Resilience and Recovery Agency and Climate and Resilience Services Australia. Through this cross-portfolio collaboration we will ensure Government is well-equipped to prepare for, respond to and recover from evolving disaster and climate challenges.

The Department is committed to ensuring our staff feel safe in the workplace and have access to appropriate mechanisms to address inappropriate behaviour. While we will continue to promote a positive workplace culture, we will also contribute to efforts to enhance women’s safety and will support the Government’s ongoing response to the Respect@Work Inquiry. We will ensure our Portfolio and partner agencies are supported in the implementation of legislative and policy mechanisms to enhance women’s safety in the workplace and in the community. We will also ensure our public policy and legislative responses to violence against women and children across the Portfolio’s responsibilities are trauma-informed, fit-for-purpose, comprehensive and evidence-based.

The *2021–22 Corporate Plan* sets out the Department and the ABF’s performance framework and covers a horizon of up to four years. The Department will evaluate and report on performance against our purposes and key activities in the 2021–22 Annual Report.

I commend to you the *Department of Home Affairs 2021–22 Corporate Plan*.

## Statement of preparation

I, as the accountable authority of the Department of Home Affairs, present the *Department of Home Affairs 2021–22 Corporate Plan*, which covers the periods of 2021–22 to 2024–25, 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

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The Portfolio brings together the Department of Home Affairs (the Department), the Australian Border Force (ABF), the Australian Criminal Intelligence Commission (ACIC) including the Australian Institute of Criminology (AIC), the Australian Federal Police (AFP), the Australian Security Intelligence Organisation (ASIO), the Australian Transaction Reports and Analysis Centre (AUSTRAC), and the Office of the Special Investigator (OSI).

The Portfolio efficiently integrates Australia's national security and intelligence community, including functions related to federal law enforcement, national and transport security, criminal justice, emergency management, multicultural affairs, immigration, and border management related functions. By design, the Portfolio has enabled a more robust national security posture, enhanced operational capabilities and improved information and intelligence sharing.

Through coordinated strategic policy, planning and sustained joint effort, the Portfolio structure has enhanced 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, including responses to all-hazards crises and critical disruptions. Utilising our unique capabilities, powers, and activities across all facets of the Portfolio, we are prepared and equally equipped to collectively advance our nation's interests and contribute to Australia's economic and social recovery as we emerge from the COVID-19 pandemic. The Portfolio is well positioned to achieve the vision of a prosperous, secure and united Australia.



## The Department of Home Affairs

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

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 who coordinates emergency management response capabilities for the Commonwealth. The Department continues to contribute to Australia's prosperity and unity through the management and delivery of the migration, humanitarian and refugee programs. The Department also promotes social cohesion through multicultural programs, providing settlement services and through managing and conferring citizenship.

## The Australian Border Force

The Department and the ABF work collaboratively to achieve sustainable joint outcomes across the border continuum. This responsibility includes giving effect to departmental policies across frontline border law enforcement, civil maritime security, detention and customs activities to protect Australia's borders and advance national prosperity. The ABF is positioned within the Department for budgetary, employment and administrative purposes, but retains operational independence.

The ABF works domestically and internationally to secure Australia's air, maritime and land domains, and identify, mitigate and respond to threats before they reach Australia's physical border through an intelligence informed approach. The ABF's frontline officers play a crucial role in facilitating legitimate trade while protecting Australia from illicit goods such as drugs, weapons and counterfeit products.

As Australia's customs service, the ABF supports national prosperity by enabling legitimate trade and travel while protecting Australia's border. It works to enhance economic growth through streamlined trade and traveller processes, while targeting trade enforcement activities to protect government revenue and ensuring compliance with Australia's customs laws. In addition, the ABF also leads the child safeguarding framework and has oversight of and is responsible for the delivery of the *Modern Slavery Act 2018*.

## Our partnerships

The Department builds strategic and operational partnerships which are 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 continues to build on our existing, highly successful partnerships, and work with our state and territory counterparts, communities, the private sector, global organisations and bilateral partners.

We continue to protect Australia's sovereignty, security and safety by strengthening relationships with partner governments to share information and contribute to national and multilateral solutions to detect, deter, influence and respond to transnational crime issues and counter terrorism offshore.

We work closely with our state and territory counterparts and our international partners, including our South-East Asian and Indo-Pacific neighbours, and our Five Eyes partners (Canada, United Kingdom, United States of America and New Zealand), in countering nationally significant crime and acting quickly in times of significant national emergencies.



# ROLE OF THE CORPORATE PLAN

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The *Department of Home Affairs 2021–22 Corporate Plan* is the primary planning document for the Department and the ABF. The *2021–22 Corporate Plan* sets out our operating environment, purposes, and priorities, and outlines how performance will be measured and assessed.

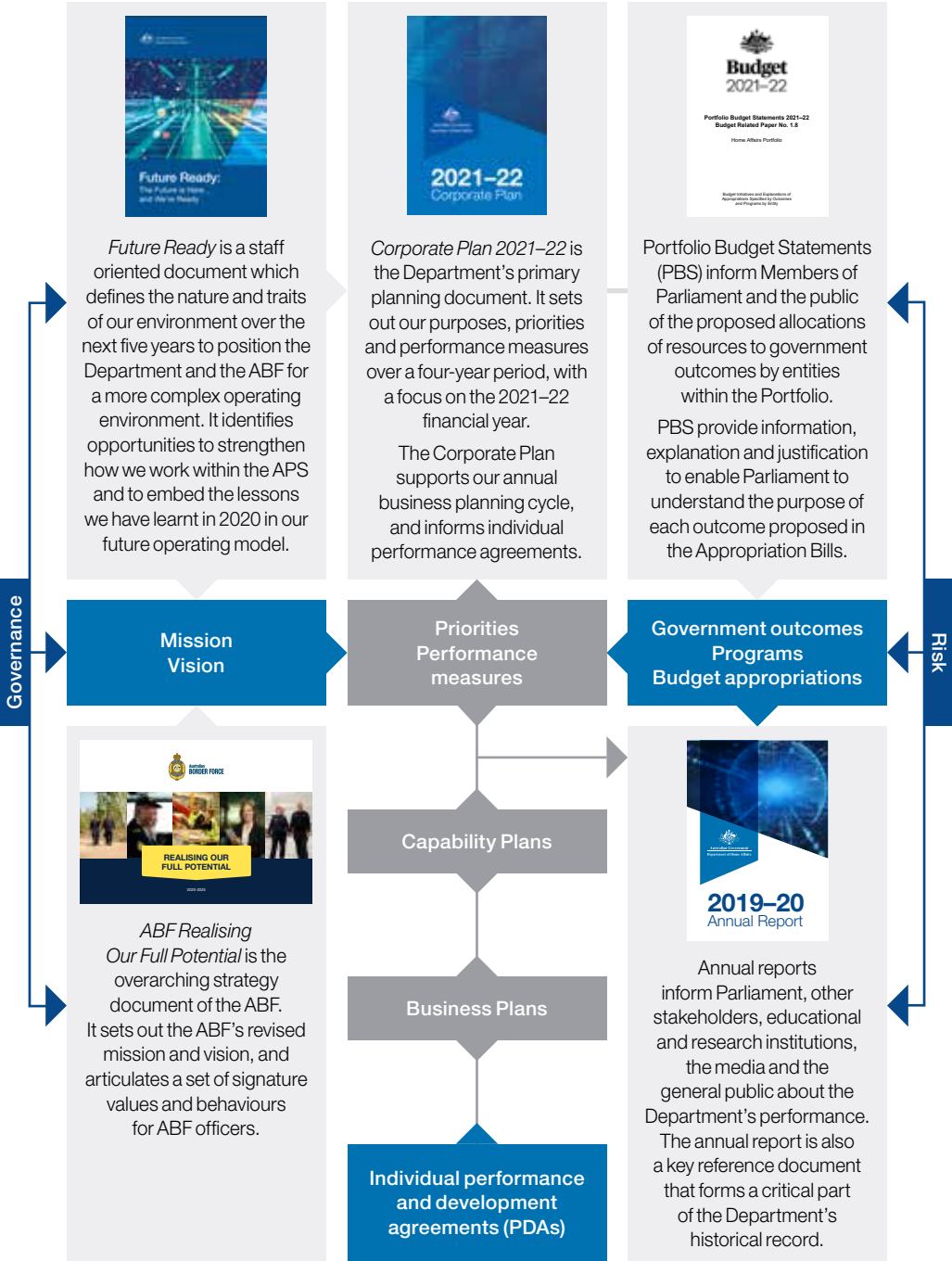
Under section 35 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and in accordance with the requirements outlined in the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule), the Department's *2021–22 Corporate Plan* covers a horizon of four years, and, alongside the Annual Performance Statement contained within the *2021–22 Annual Report*, will guide and effectively measure the Department's activities.

To support a clear read across the Department's financial and non-financial planning and reporting, the *2021–22 Corporate Plan* aligns to the Outcomes and Programs contained within the *2021–22 Home Affairs Portfolio Budget Statements* (PBS).

The *2021–22 Corporate Plan* underpins our business planning cycle and aligns to individual performance and development agreements. This enables a clear line of sight between the work and contributions of individual staff to the strategic direction of the Department. To further support this, the *2021–22 Corporate Plan* is also reflected within the Department's key internal strategic documents.

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

# Aligning strategic, business and financial planning



# OUR PURPOSE

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Throughout 2021 to 2025, 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 regional cooperation.

## 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 ENVIRONMENT

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The Department's current operating environment is characterised by continuous change, adaptation and response to the ongoing impacts of the COVID-19 pandemic. The pandemic has exacerbated existing challenges and fueled new shifts in social and economic trends.

Despite the considerable health impacts of COVID-19, including the continued temporary restrictions on international travel and migration, the volume and complexity of threats and risk in our environment continue to increase. Threats to economic resilience have sharpened the Department's focus on supporting prosperity outcomes in the post-COVID recovery. Bio-secure border restrictions remain critical to the protection of public health and will be central to the safe and measured re-opening of international borders.

As Australia and the world roll out a global vaccination effort, the re-opening of Australia's international borders will be critical to the nation's future economic growth. We will continue to access global labour markets through an effective migration program, focused on addressing critical labour shortages, enriching our society and supporting manageable population growth. Demand for migrant labour is expected to grow, driven by the positive impacts of skilled migrants on economic prosperity for many countries. Australia's successful health response to COVID-19 will support the gradual return to pre-COVID skilled migrant intake levels.

Australia's rule of law, high standard of living and education, clean natural environment and robust health system make it an attractive and stable location for skilled migrants, high-yield businesses, international students, tourists, families and refugees. However, current travel restrictions and the changing geopolitical landscape may continue to impact visa program outcomes. While demand for citizenship remains high, we expect increased demand for temporary and permanent visas over the medium to long-term. This will require investment and implementation of new digital systems to streamline visa processing to meet heightened community expectations.

Despite the economic uncertainty in the region as a result of COVID-19, the Indo-Pacific region will increasingly drive much of the world's economic growth and prosperity. The Department will seek to strengthen the resilience of its supply chains and build greater domestic capability in manufacturing, critical technologies and essential goods in light of the challenges posed to global trade relations throughout the COVID-era. Bilateral and multilateral relationships will remain an enduring and critical component of Australia's response to existing and emerging challenges. Ultimately, Australia will remain an open and globally-connected nation to ensure renewed economic growth.



Transnational, serious and organised crime groups will continue to seek opportunities to exploit Australia's stable financial systems, critical infrastructure and trade streams. Despite reduced cross-border movement of people and goods throughout the COVID-19 pandemic, criminal groups continue to attempt new ways of profiting from illicit activities. The Department will continue implementation of an enhanced posture to detect and deter such threats, while limiting their ability to exploit anonymising technologies, including the dark web, to expand their criminal business models. Similarly, we will broaden our campaign to counter-violent extremism and strengthen social cohesion outcomes to guarantee the success of Australia's multiculturalism. To counter the evolving threat of terrorism, the Department will coordinate nationally consistent efforts aimed at reducing the risk of radicalisation and managing high-risk individuals.

Continued changes in Australia's climate will lead to more frequent extreme weather impacts, with concurrent and compounding disasters on a national scale. We will drive more effective coordination of emergency response efforts, while continuing to enhance our capabilities to effectively respond to future crises in the built, natural and economic environments. The Department will remain at the forefront of the Government's approach to emergency management to ensure Australia is able to respond to national emergencies and critical disruptions.

Our way of life, economic prosperity, business innovation and social engagements will continue to rely on secure and reliable critical infrastructure. Further, Australia's supply chain, data, identity, cyber and critical technology systems will continue to become increasingly interconnected and interdependent, achieving greater efficiency while introducing new potential vulnerabilities. We will pursue enhanced protections to Australia's critical infrastructure to ensure the necessary security, sovereignty and capability of a rapidly growing digital economy and cyber-reliant society. As the threats of major cyber-attacks, foreign interference and dark web vulnerabilities grow, Australia will strengthen its security posture, enforce compliance requirements and positive security obligations, and ensure appropriate mitigations to emerging risks. This will rely on established government-industry relationships and greater public awareness to ensure all Australians can access the essential services and infrastructure they rely on.

Greater efficiency and enhanced accessibility in service delivery has been a defining characteristic of the COVID-era. Likewise, the Department will support the enduring online transition of economic, educational and social activity through stronger cyber protections and proactive management of emerging and critical technologies. Moreover, we will ensure our own delivery of citizenship, humanitarian and immigration services incorporate new technologies and digital systems to meet client expectations, improve efficiency and strengthen integrity measures.

The Department continues to assess and forecast changes to our operating environment to ensure we remain vigilant and responsive to emerging and ongoing threats and position ourselves for future success.

# OUR PRIORITIES

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As the Department and the ABF's environment evolves, we continue to assess our strategic priorities. There are 10 priorities for the 2021–25 forward planning period, which have been refined from the *2020–21 Corporate Plan Variation* to reflect the Government's focus on economic recovery. These priorities will continue to be monitored against the challenges and opportunities of our operating environment to inform the Department's strategic direction and underpin our operational prioritisation.

## FUTURE PROOF CAPABILITIES

To continue to give effect to our purpose of a prosperous, secure and united Australia in the face of future challenges, the Department must be adequately equipped across its functional and operational capabilities. Our ever evolving operating environment demands the innovative and flexible application of resources within strategic work plans. We will become increasingly technology-enabled, data-driven and supported by a collaborative and empowered workforce.

The adoption of technologies and capability enhancement programs will enable the Department to deliver on its enduring priorities, while countering emerging and future threats. The continued implementation of shared and common services across the Home Affairs Portfolio will strengthen collaboration efforts in the Department and support the creation of centres of excellence in core corporate services. Legislative reform and the development of effective enabling capabilities will appropriately equip the Department with the necessary tools to counter the complex challenges of the future.

## SECURE CYBER, IDENTITY, DATA, CRITICAL INFRASTRUCTURE AND CRITICAL TECHNOLOGY

Secure cyber, identity, data, critical and emerging technologies and critical infrastructure systems are essential to Australia's economic prosperity, and support access to everyday services that all Australians rely on. To ensure the success of Australia's digital economy, we will drive improvements to Australian networks and data security infrastructure, strengthen data sovereignty and security, and build stronger protections against emerging cyber threats.

We will fortify the security of critical technologies and protect against security vulnerabilities to ensure Australia continues to realise its economic potential, without compromising the integrity of our data and information. We will continue to safeguard our critical infrastructure against foreign interference and malicious cyber activity through the proactive development and implementation of cyber security tools and practices.

The increasing connectivity and complexity of critical and emerging technologies, coupled with increased industry and government interest in their use, poses significant challenges to Australia's sovereignty. To promote an international response to the challenges of securing the digital economy, critical infrastructure and technology, we will partner with like-minded countries to develop common principles and standards.

We will enhance Commonwealth protections, while supporting industry, academic and research partners to maintain appropriate cyber security practices. Similarly, we will support the promotion of safe cyber practices for all Australians through the implementation of *Australia's Cyber Security Strategy 2020*.

## IMPROVE TRADE EFFICIENCY

We will continue to support Australia's post-pandemic economic recovery through the implementation of enhanced border infrastructure technology to ensure a bio-secure border and facilitate growth in international trade. We will progress implementation of a simplified trade system to improve international trade processes, while reducing regulatory burden and complexity for traders. To bolster global trade agreements and maintain Australia's successful trade relations, we will strengthen our regional and international partnerships.

We will continue to meet international standards on trade facilitation and improve Australia's border and customs services. This will be achieved through the modernisation of regulatory and legislative frameworks, and the deployment of digital systems and capabilities that underpin our activities. This will boost transparency and resilience in our supply chains, enhance data and biometrics capability at the border, and improve clearance of goods and people through Australia's ports.

## COUNTER TERRORISM

We will continue to protect and safeguard Australia from the evolving terrorist threat. We will lead the Government's efforts in coordinating proactive and nationally consistent counter-terrorism efforts across the preparedness, prevention, and response and recovery spectrum. We will counter the growing threat of domestic radicalism and extremist movements by ensuring our strategy, legislation, operational capabilities and coordination activities are fit for purpose. We will continue to closely monitor individual case risks with our law enforcement partners.

The Department will work towards facilitating closer cooperation with Australia's regional and international partners to bolster operational capabilities and to ensure that coordinated measures are well rehearsed to anticipate and respond to the evolving threat environment. In recognition of the destabilising effects of COVID-19, the Department will deliver technical assistance and strategic support to partner countries to ensure regional stability.

## MANAGE MIGRATION AND TRAVEL

As the COVID-19 vaccine is distributed globally, we will be in a position to leverage legislative and technological changes to develop a framework that facilitates the bio-secure re-opening of Australia's international borders. We will support the return of temporary and permanent migrants and tourists to support Australia's economic prosperity. The Department will continue to support the Government's efforts to reinvigorate Australia's competitiveness through the Global Business and Talent Attraction Taskforce, drawing exceptionally talented individuals and high-yield businesses to Australia to generate jobs growth and fill critical supply chain and talent gaps.

COVID-19 will likely have significant consequences on demographic and migration trends globally, potentially driving an increase in the number of refugees, displaced persons and other migrants. We will continue to enhance our commitment to the global issue of reducing pressures on host countries, stabilising displaced populations, and resettling those recognised to be in need of protection. The Department will continue to uphold its international obligations and ensure the humanitarian program delivers for those most in need, including vulnerable women and children.

In line with future proofing efforts across the Department, we will continue to develop interoperable ICT capabilities to better facilitate efficient service delivery and streamlined visa and citizenship processing capabilities. We will work towards the design and implementation of the Digital Passenger Declaration, which will enable the quick and secure collection of incoming passenger information and replace the existing paper-based system.

## FIGHT CRIME, INCLUDING TRANSNATIONAL, SERIOUS AND ORGANISED CRIME

The Department will continue to enhance its technological and intelligence-based capabilities to disrupt and deter the harms posed by crime, including domestic and transnational serious and organised crime groups and cybercriminals. COVID-19 accelerated the transition to the digital domain, with large increases in remote working, learning and information exchange. Criminals continue to seek to exploit the current environment to expand into transnational scams, network breaches, and data and identity theft and fraud.

The Department will maintain close collaboration with cross-jurisdictional partners to develop new ways of countering and minimising the threats posed by the increased cyber-crime. We will continue to strengthen our capabilities to counter online child sexual exploitation and abuse, including illicit activities conducted on the dark web and through anonymising technologies. We will work with industry and across government to prevent migration worker exploitation and all forms of human trafficking and modern slavery.

We will continue to counter sophisticated criminal actors through the implementation of the *National Strategy to Fight Transnational, Serious and Organised Crime*. To this end, we will continue our work in preventing organised criminals from investing their illicit profits in Australia's stable financial systems.

## PROMOTE A COHESIVE AUSTRALIA AND COUNTER FOREIGN INTERFERENCE

Social cohesion is critical to our continued prosperity, domestic security and global competitiveness, and strengthens our national resilience to a number of geopolitical and domestic challenges including attempted foreign interference. The Department's work to promote greater social cohesion drives civic engagement and trust in our democratic institutions and reduces the risk of ethno-religious intolerance and terrorism. Globally, the COVID-19 pandemic has challenged social cohesion and the resilience of civil society. Hostile actors will continue to proliferate misinformation, sow division and undermine the unity of our diverse communities. We will continue to work towards promoting an inclusive national identity based on common democratic values and a shared understanding of the rule of law, whilst countering foreign interference. Accordingly, we will lead Australia's response to counter foreign interference by working with Portfolio and international partners to develop and harness unique capabilities to identify and counter hostile foreign actors who seek to undermine Australia's sovereignty and national interest through acts of foreign interference.

We will continue to promote the vision of Australia as a successful and cohesive democratic society as we mitigate threats to our democratic institutions, counter violent extremism and radicalisation, deepen engagement with communities and improve settlement services for humanitarian entrants. We will utilise strategic and operational tools and work closely with our domestic and international partners to ensure a resolute and effective response to cyber-enabled misinformation and disinformation, that destabilises our nation's unity and democratic institutions.

Australia's immigration, humanitarian and citizenship programs will also continue to play an essential role in promoting social cohesion and ensuring positive integration outcomes for new and emerging migrant communities. We will continue to support refugees to make meaningful contributions to Australia's social and economic growth through accessible and coordinated, settlement services such as English language training and cultural orientation.

## COUNTER CHILD EXPLOITATION

The Department will continue to enhance its efforts to deliver innovative and collaborative policy, legislation and programs to combat child sexual abuse and exploitation in Australia, and disrupt Australians from harming children internationally. The Department will continue to harness the capabilities and expertise of Portfolio agencies to monitor and address emerging child sexual abuse and exploitation risks, and to ensure our enforcement and legislative responses are comprehensive, evidence-based, fit-for-purpose and world-leading.

The Department will continue to bolster its strategic partnerships with law enforcement and intelligence agencies, non-government organisations, regional and international partners, international bodies and state and territory governments to ensure a coordinated approach to the prevention and disruption of child abuse offenders, both within Australia and the Asia-Pacific region.

We will pursue legislative reform, including to strengthen criminal offences and expand law enforcement powers, that will enhance our abilities to identify, prosecute and disrupt child sexual abuse and the criminal networks that facilitate offending. We will also ensure our initiatives reflect the perspectives and experiences of victim-survivors of child sexual abuse and exploitation to ensure that offenders are held accountable, victim-survivors are supported and empowered, and our policies are best-practice.

The Department will work with partners, including through the Five Country Ministerial forum, to prevent the use of technology and online platforms and services to carry out child sexual abuse and exploitation, including through continued close engagements with digital industry and promoting digital industry accountability in terms of user safety and preventing criminal activity.

The Department will also strengthen its intelligence and law enforcement capabilities to intercept and disrupt child abuse material and offenders at the Australian borders, and work with partner countries to combat this globalised crime type and address the specific risks of Australians committing child sexual abuse and exploitation offences abroad.

## MANAGE EMERGENCY RESPONSE AND NATIONAL COORDINATION

National emergencies and disasters are becoming more frequent and severe, and often result in compounding and cascading effects. We will continue to support the Government and modernise Australia's response capabilities to effectively respond to future crises. A unified and proactive national emergency management program is critical to mitigating impacts on the economy and environment, and to preventing loss of life.

We will work across Government and in close partnership with States and Territories to enhance national response and coordination capabilities, including by implementing recommendations of the Royal Commission into National Natural Disaster Arrangements. This will include improved interconnectivity and enhanced protection of critical infrastructure, while ensuring decision makers are empowered through a Common Operating Picture to make prompt and informed responses in times of crisis to reduce disaster impact. The Department will also work in partnership with industry to ensure response activities support the Australian community in a timely and effective manner.

## SECURE THE BORDER

We will continue to maintain the security and sovereignty of Australia's air and maritime border. Australia's border remains subject to many varied threats, including terrorism, organised crime, illicit trade, biosecurity threats, irregular migration and illegal fishing. People smugglers continue to transform their business models to exploit any perceived weakness in our border protection policies, processes and systems. To safeguard Australia's borders, we will continue to improve our operations through active enhancement of our preparedness and surveillance activities, intelligence-informed deterrence and detection, and through strengthened regulatory approaches.

The COVID-19 pandemic has introduced an element of complexity to our nation's biosecurity systems. To address this new challenge of bio-secure borders, the Department will draw on whole-of-government initiatives to ensure that biometrically anchored data is used to improve departmental oversight over migration flows and public health. To futureproof the border continuum, we will foster closer relationships with Australia's regional partners, especially in the Pacific, to enhance maritime surveillance, response capabilities and intelligence sharing. We will refresh our capability through implementation of the Australian Government Civil Maritime Security Strategy, including the Future Maritime Surveillance and Maritime Response Capability, and deliver long-term planning pathways to deliver next generation capabilities for effective deterrence, prevention and response operations.



# OUR STRATEGIES

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The Department's strategy-led whole-of-Portfolio approach ensures that we consistently and cohesively deliver on the expectations of Government and the Australian community. Our external strategies enable our leaders, partners and staff to operate effectively and efficiently while being cognisant of the challenges in our external environment. They enable us to adopt forward leaning policies and programs, informed by the data and intelligence available to us. Our strategies continue to be shaped by our engagement with stakeholders including, international partners, industry and academia.

Our strategic focus enables us to strengthen capability in the medium to long term to ensure we are prepared for and able to respond to forecasted threats and risks. Our strategies also support our staff, and where appropriate, the Australian public to have a clear understanding of how our varied work contributes to the Home Affairs Portfolio's mission in supporting a prosperous, secure and united Australia. The Department's key strategies continue to evolve as we incorporate lessons learnt and consider ongoing shifts in our operating environment.

In 2021–22, the Department will finalise its Strategic Planning Framework. This will establish a formal framework for the Department's key internal strategy, embedding a formalised hierarchy of strategies, highlighting the interconnections between them and guiding staff on how strategy should guide and inform business planning and outcomes. Ultimately, the Framework will highlight how the work of individual business areas strategically aligns to the delivery of the Department's purpose of ensuring an Australia that is Prosperous, Secure and United.

# OUR CAPABILITIES

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The Department develops and implements capability initiatives that enable the Portfolio to be resilient, flexible, innovative and efficient. Our commitment to capability planning and development ensures that the Department delivers robust, value-for-money, forward-leaning capabilities, while maintaining core business activities with minimal disruption.

Our approach to capability planning enables the Department to respond to complex environmental changes and emerging threats, while meeting the growing requirements of Government, partner agencies and the community. Throughout 2021–25 the Department will implement and mature its strategy-led, risk-based Capability Management Framework. The Framework and its capability lifecycle management model will identify capability gaps across the Portfolio to ensure our capability plans and investments address our strategic objectives and priorities while working within economic constraints to support timely, evidence-based decision-making.

The implementation and maturing of the Capability Management Framework continues to promote increased transparency, discipline and rigour in developing new capability investment options in and across the Portfolio.

# OUR RISK OVERSIGHT AND MANAGEMENT

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The Department operates in an inherently complex, layered and evolving environment. Decisions made by our staff often involve complex operating environment and sensitive public policy issues with potentially significant impacts on communities across security, prosperity and unity spheres. There are therefore circumstances where the Department must accept high levels of residual risk. 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, risk-based decision-making that is evidence-based, lawful and reasonable.

To support flexible, responsive and informed decision-making, the Department takes a hybrid approach to managing its risk profile. Operational and specialist risks are identified, assessed and managed by individual business areas, and a central risk function supports the maintenance of devolved risk profiles and coordinates reporting and information analysis for senior decision-makers. In contrast, however, the Department's inward-facing enterprise risks and their critical risk controls—the measures in place to prevent or mitigate the risks—are coordinated and considered at the enterprise level.

The Department continuously monitors threats and trends that affect the Portfolio and actively manages risk at all levels. This is supported by regular analysis of key changes in the Department's operating environment, to help identify potential threats and opportunities likely to emerge and 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 our risk appetite. It articulates the responsibilities and obligations of all staff within the Department to manage and report on risk. The *Risk Management Framework* (Risk Framework) outlines the organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management across the Department and the ABF. Both the *Risk Management Policy* and *Risk Management Framework* are 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 Chief Risk Officer—oversee the Department’s Risk Framework, to ensure consistent and effective risk identification and management, compliance with internal guidelines and external requirements, and effective and informed decision-making about the Department’s risk management at an enterprise level.

Risk management plans for our enterprise risks ensure that the Department is effectively addressing the most significant internal risks to achieving our objectives. The plans are subject to ongoing and regular review to ensure and appropriately prioritising controls to manage these risks in the context of the Department’s evolving environment.

Operational and specialist risks identified at the business level are particularly focused on the factors—predominantly external or strategic—that might impact the delivery of our strategic priorities. They are assessed and managed in accordance with the Department’s risk appetite and tolerances. Active risk identification and management at the business level, supported by enterprise-level coordination and oversight, ensures a consistent alignment of operational risk and delivery of the Department’s priorities. This approach to operational and specialist risk helps to support active and adaptive engagement with changes in our strategic and operational environment.

Together, these measures support greater organisational resilience and reduce the risk of strategic surprise.

By integrating risk within the Department’s governance arrangements, the Department is ensuring that decision-making at all levels, including responding to unexpected threats and events such as the COVID-19 pandemic and managing resources to support delivery of our strategic priorities, is risk-informed. This approach balances risk and opportunity, and uses the best available information to inform the Department’s risk appetite and tolerances and support the efficient and effective delivery of the Department’s priorities.

A risk-informed approach to governance also 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 benchmark our risk management capability against the ‘*Commonwealth Risk Management Maturity Model*’ and invest resources for continual improvement.

The Department continues to undertake periodic reviews of its risks, critical controls and supporting frameworks, to ensure that they remain fit for purpose.

# Enterprise Risks 2021–22

## PEOPLE MANAGEMENT

Failure to attract and retain high quality staff with relevant skills

## SECURITY AND INTEGRITY

Failure to appropriately vet or manage workers to prevent criminal/unlawful conduct

## ORGANISATIONAL COMPLIANCE

Failure to comply with policies, processes and procedures to support delivery of efficient, effective and lawful outcomes

## BUSINESS INTEGRATION

Failure to develop or maintain systems and processes that support consistent intelligence-led and evidence-based decisions

## HEALTH, SAFETY AND WELLBEING

Failure to support the safety and wellbeing of all workers and manage health and safety hazards presented by our diverse operating environments

## BUSINESS PLANNING

Failure to ensure that our resources and capabilities are focused on delivering the government's priorities in a way that supports agile adaptation to changes in our operating environment and emerging threats.

# ENABLING FUNCTIONS

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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 its use of resources, and to renew and adapt our work practices. Our operating environment continues to become increasingly complex and high-tempo. This requires rapid, agile and innovative solutions to multi-faceted problems.

Ensuring our workforce remains multi-skilled and is equipped with the knowledge, experience and infrastructure to succeed ensures we can work across traditional boundaries, pivot our resources and continue to leverage off our capabilities to meet emerging threats and opportunities.

We will remain focused on driving successful outcomes for Government and the Australian Community through our enabling functions. This is further supported by the Department's Operating Model which describes how we organise ourselves and use our resources and capabilities to ensure we deliver on our purposes within the legal and policy frameworks of Government and the Australian Public Service.

## Governance, Coordination and Communication

Our governance, coordination and public affairs arrangements support the Department's strategic direction. These arrangements are agile, and enable the Department to have oversight of how we operate and perform, ensuring streamlined, transparent and accountable decision-making to meet compliance obligations under relevant legislative and regulatory frameworks.

Our governance approach supports the Senior Executive Service in making well-informed, evidence-based decisions through the effective management of the Department's top tier and supporting governance committees.

Our coordination and public affairs arrangements ensure Commonwealth and state and territory governments, partner agencies and the Australian community are provided timely and accurate advice. Our ministerial, parliamentary, governance, communications and media activities ensure the Department's policy and decision-making is appropriately recorded and communicated to Government and the public.

# People and Health

The Department acknowledges that our people are our most important asset. We recognise that building and maintaining a high performance culture is key to achieving our purpose, managing business outcomes and delivering for the Australian community.

Through a sustained and ongoing focus on culture, we will continue to develop an environment in which all staff are empowered and equipped to respond to emerging challenges and capitalise on future opportunities.

Throughout 2021–22, we will continue to build an organisational culture that focuses on high performance, integrity, professionalism, open communication and value based behaviours. With an ever-changing operational environment, ensuring our workforce is multi-skilled, adaptable and responsive to emerging circumstances remains critical to our ongoing success. To achieve this, the Department has renewed its focus to increase SES engagement with regional staff through sharing experiences and career journeys. Our approach to workforce management is underpinned by the Department's *People Strategy 2025, Future Ready* and the *Departmental Operating Model*, across three key pillars:

- **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 underpinned by a core set of values.
  - Success will be achieved by aligning our efforts to the 'Pillars of High Performance' in the Department's guide to *Driving a High-performing Culture*: leadership, talent and performance; health, wellbeing and diversity; and capability, development and career.
- **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 ensuring staff have access to the support they need to perform their duties in challenging environments while maintaining physical and psychological wellbeing. Our health and wellbeing policies are supported by medical clinicians and allied health professionals, and we continue to develop comprehensive staff support frameworks to build organisational resilience and positive work cultures.

- Our approach to our health and wellbeing is underpinned by the Department's *Healthy Us Strategy 2020–25*, which outlines six priority areas of action that will help staff along their health and wellbeing journey, both inside and outside work.

- The *Healthy Us Strategy 2020–25* provides guidance to ensure that our workforce is health literate, resilient, performing, agile and dedicated to achieving good staff health and wellbeing. It will help us continue to meet the ongoing challenges in delivering the mission and purpose of the Department as outlined in *Future Ready and Realising our Full Potential*.

## Finance

The Department is committed to continuing implementation of robust financial management processes underpinned by evidence-based internal budget allocation. This commitment enables the efficient, effective, economical and ethical use of public money. Our key areas of financial focus, driven by the Chief Finance Officer, 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 is aligned to the Portfolio's strategic priorities and the Government's *National Economic Recovery Strategy*
- providing financial reporting to support decision-making and maintain financial management across the Department including policies, frameworks and compliance reporting
- providing financial advice to business areas on emerging financial risks—including the impacts of COVID-19, and opportunities to support successful budget outcomes.

## Property and Procurement

The Department's approach to property and procurement is supported by a dedicated Chief Procurement Officer (CPO). The CPO manages strategic procurement planning and the Portfolio Common Administrative Services (CAS) program and enhances our procurement governance and supporting frameworks. Our approach ensures that procurement processes appropriately consider our Enterprise and Strategic Risks, sourcing, quality and assurance to align with the Department's strategic priorities. The Department's property and procurement approach includes:

- provisioning property services that are fit for purpose, safe, legislatively compliant and are secure to support the delivery of core business
- reducing the leasing footprint through the effective management of our property strategy to secure new leases in properties with lower market rent, and to consolidate office space through improved work space utilisation



- ensuring that advice on strategic and High Risk High Value procurement activities is provided to business areas undertaking procurement and contracting activities is commensurate with scale, scope and risk factors
- supporting the Department through the provision of procurement and contract management, policy, advice and assurance activities in addition to analysing, designing and developing training pathways for procurement and contract management
- developing and supporting a framework to establish and maintain a CAS program. Working with portfolio agencies to establish, where appropriate, centres of excellence and collaboration hubs to help create efficiencies and adopt a best practice approach in preparation for the move to the whole-of-government Enterprise Resource Planning.

## 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 is articulated in our *Integrity Strategy 2025*. The Department ensures prevention, education and early intervention are at the forefront of our integrity agenda, which remains underpinned by clear communication of the Department's core values and expected behaviors. The key areas of focus 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 the 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
- maintaining a sophisticated integrity management and response capability, to proactively and proportionately respond to adverse workplace behaviours and integrity concerns as and when they occur
- 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
- implementing leading edge and agile capabilities to identify and respond to integrity threats, both in terms of the tools and technologies that support our day-to-day work and by way of our highly trained and skilled operators.

## Security

The security function of the Department works to support the Department in providing a safe and secure physical environment for our people, information and assets with controls implemented to reflect the Department's threat environment as a national security and law enforcement agency. The nature of our work means each one of us must understand and consistently meet our protective security obligations.

The *Agency Security Plan* sets out the context and fundamental governance arrangements for protective security for the Department, defines the key elements used to manage protective security, and ensure the Department meets its obligations under the *Protective Security Policy Framework*.

The Department's strategic objectives for protective security are to:

- define, assess, and monitor the Department's protective security risks
- recognise and respond appropriately to significant changes in the Department's protective security risk profile
- allocate resources efficiently and effectively to priority risk mitigations
- provide accurate and meaningful reporting on key indicators of protective security performance
- promote awareness of protective security and sound security practices with all staff.

## Technology

The Department's approach to technology ensures the orderly, planned and managed implementation of new and enhanced technologies and systems that support our people in delivering key organisational outcomes. The Department's approach to technology will:

- enable staff to access business information and systems to carry out their work and deliver technology services that support staff to 'work from anywhere'
- support the Portfolio to move towards a single enterprise resource planning model through consolidation of licence agreements, platforms and back-end services and systems
- uplift our cyber capabilities to meet the growing needs and expectations of Government and communities in areas such as the management of cyber risks and threats.

## Intelligence

The Department is intelligence-informed in all aspects of its work across tactical, operational and strategic environments. Intelligence contributes to the security, prosperity and unity of the Australian community by enabling the operational and policy outcomes of the Department. Our intelligence focus includes:

- providing intelligence to improve operational decision making and support the effective and efficient management of risk to the nation's border
- embedding intelligence at the forefront of strategy and policy to identify emerging risks and effectively address known or perceived risks through the development phases
- working closely with Australian intelligence and law enforcement partner agencies to share intelligence, apply joint focus on high priority threats and influence the delivery of outcomes in line with the Department's and the ABF's operational and strategic priorities
- 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 the lawful implementation of the Department's objectives by enabling it to appropriately manage legal risks
- delivers professional legal services to the Minister, the executive, and staff across the Department and the ABF, and broader Portfolio
- proactively engages with and influences the Department and its stakeholders, to enable the Department to achieve its strategic objectives while managing its legal risk
- helps shape policy, legislation, and decision making processes 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 enable the delivery of legal services and support the Department's objectives

# Data, Records and Freedom of Information

As the value of data increases, the Department will continue to expand its legitimate use of data in its decision-making, which promotes a Prosperous, Secure and United Australia. The Department's Data Operating Model comprises five broad functional areas:

- **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 governance** ensures the Department and the ABF meet external data-related obligations, including compliance with the Australian Privacy Principles, and focus data and analytics on strategic and business priorities.
- **Data services** provide 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.
- **Records Management** provides guidance on the records management system to ensure that information is recorded and managed from creation to disposal. This supports the ongoing discoverability, accessibility and use of information.
- **Freedom of Information** promotes transparency and accountability through the efficient processing of requests under the *Freedom of Information Act 1982*.

# 2021–25 PERFORMANCE FRAMEWORK

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The 2021–25 Performance Framework (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 are committed to strengthening the quality of the performance information we collect and provide to the Parliament and the broader community.

The Performance Framework reflects this commitment. We have retained existing performance metrics from previous reporting periods where suitable, and established additional metrics to capture performance against our key priorities. In addition the Performance Framework incorporates changes to reporting requirements under the Regulator Performance Framework (RPF), and ensures the Department’s regulatory functions are reflected in the Performance Framework, including metrics relating to compliance with the Department’s regulations.

Each performance metric in the Performance Framework is supported by a detailed methodology to assess performance. 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. In addition each metric has been identified as either an existing, a refined or a new metric.

Where reasonably practicable, the Department has identified targets for each performance metric. However, in a number of instances, performance results are beyond the control of the Department and the ABF due to environmental and other external factors. Although published targets may not be included for these metrics, the Department continues to reflect these within its Performance Framework to ensure a holistic view of the Department’s performance and activities across all functions is available to the Parliament and the broader community.

Reporting against performance metrics will be outcomes focused, and will reflect on the impact of our activities. It will support analysis of performance over time, and where appropriate, will provide comparative assessments against previous years. The Department and the ABF will continue to measure the impact of COVID-19 and other national security and emergency management issues on our performance and demonstrates our contributions to Government responses where appropriate.

We will continue to assess our Performance Framework to ensure enduring changes to our environment, risks, and priorities are reflected in our performance reporting.

The Department's Performance Framework gives effect to and is consistent with the Outcomes and Program structure contained within the *2021–22 Portfolio Budget Statements*. The Performance Framework will be appropriately acquitted in the 2020–21 Annual Report.

Our Purposes					
<b>Purpose 1—National Security:</b> Protect Australia from national security and criminal threats through effective national coordination, policy and strategy development, emergency management, and regional cooperation.		<b>Purpose 2—Prosperous and United Society:</b> Support a prosperous and united Australia through effective coordination and delivery of immigration and social cohesion policies and programs.		<b>Purpose 3—Border and Customs Operations:</b> 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					
<b>Activity 1.1:</b> Effective national coordination and development of resilient national security and transnational, serious and organised crime policies, legislation and programs.	<b>Activity 1.2:</b> Support effective national coordination and the delivery of responses to national emergencies.	<b>Activity 2.1:</b> Effective delivery of orderly and planned immigration and humanitarian programs.	<b>Activity 2.2:</b> Support social cohesion and drive the effective delivery of citizenship and multicultural programs.	<b>Activity 3.1:</b> Effective border management and revenue systems.	<b>Activity 3.2:</b> Effective border security and maritime surveillance.
Our Performance Objectives					
<p><b>Objective 1.1.1:</b> Effective transport security regulation, policy coordination and advice prevents and protects Australia from security incidents affecting the movement of people and goods. (PBS Program 1.1)</p> <p><b>Objective 1.1.2:</b> Effective policy implementation and coordination deters foreign actors who wish to harm Australia's sovereignty. (PBS Program 1.2)</p> <p><b>Objective 1.1.3:</b> Effective policy development, coordination and industry regulation safeguards Australia's critical infrastructure against sabotage, espionage and coercion. (PBS Program 1.2)</p> <p><b>Objective 1.1.4:</b> Effectively monitor and disrupt transnational, serious and organised crime to protect and preserve Australia's community and our partners. (PBS Program 1.2)</p> <p><b>Objective 1.1.5:</b> Effective cyber security and technology strategies, policies, and advice protects and advances Australia's interests. (PBS Program 1.3)</p> <p><b>Objective 1.1.6:</b> Counter-terrorism priorities, legislation and programs enhance our capacity to detect and respond to potential terror threats. (PBS Program 1.4)</p>	<p><b>Objective 1.2.1:</b> Effective all-hazards coordination and response activities enhances Australia's ability to respond to crises and critical disruptions and reduces the impact on Australia and the community. (PBS Program 1.6)</p>	<p><b>Objective 2.1.1:</b> Migration and visa programs support an open, prosperous and united Australia. (PBS Program 2.1, PBS Program 2.2)</p> <p><b>Objective 2.1.2:</b> Refugee and humanitarian programs reflect Government priorities and international protection obligations through providing settlement support whilst contributing to global resettlement. (PBS Program 2.3)</p> <p><b>Objective 2.1.3:</b> Effective regional processing and resettlement deters irregular migration. (PBS Program 2.4)</p>	<p><b>Objective 2.2.1:</b> Community engagement and effective citizenship and multicultural programs support and enhance social cohesion. (PBS Program 2.5)</p>	<p><b>Objective 3.1.1:</b> Effective trade and travel policy and regulation settings contribute to Australia's economic prosperity. (PBS Program 3.1, PBS Program 3.2)</p> <p><b>Objective 3.1.2:</b> Administration of border revenue laws and processes supports revenue collection and reduced revenue evasion. (PBS Program 3.3)</p>	<p><b>Objective 3.2.1:</b> Border security and contemporary maritime surveillance activities supports the identification and referral of people and goods crossing Australian Borders that pose a risk. (PBS Program 3.4)</p> <p><b>Objective 3.2.2:</b> Enforcing the integrity of Australia's migration system and compliance with Australia's migration laws pre, at and post the border. (PBS Program 3.5)</p>
<p><b>International Cooperation – PBS Program 1.5</b></p> <p>Protect Australia's sovereignty, security and safety by strengthening relationships with partner governments to detect, deter, influence and respond to transnational crime issues, and countering terrorism offshore; improve migration and border management capabilities; and working collaboratively with international organisations, including the International Organisation for Migration (IOM), providing services for irregular migrants including promoting dialogue through the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime.</p>					

# Purpose 1

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

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. In a complex and continually evolving environment, the Department will focus on regulatory and legislative safeguards to support and mitigate the risks associated with the growing digital economy. We will focus on identifying exploitation from sophisticated criminal actors, and continue to maintain adequate protections for Australia’s critical infrastructure, cyber, technology and identity systems on which a thriving digital economy relies. We will continue to enhance our transport security and counter-terrorism and counter foreign interference capabilities.

Through close collaboration with our partners, the Department will drive sustainable enhancements to emergency management capabilities. The Department will coordinate Australia’s response to national crises and critical disruptions to reduce the impact on Australia and the community. This will include timely cross-jurisdictional coordination of national emergencies through the work of the National Coordination Mechanism.

Key:

- \* Refined metric
- # Existing metric

Note: Metrics **bolded** are performance targets included within the *Department of Home Affairs 2021–22 Portfolio Budget Statements*.

## 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 the National Compliance Plan (NCP) is delivered, and where non-compliance is identified, compliance or enforcement action is taken to address security outcomes.	<p><b>Primary methodology (Quantitative)</b></p> <p>Assessment of the scheduled NCP compliance activities that are delivered, and 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.</p> <p><b>Supported by</b> an analysis of the outcomes of the compliance activities, including how the Department addressed non-compliance of regulated entities.</p>	2021–22 to 2024–25



PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
1.1.1.2	Transport security in key regional partners is improved through delivery of all scheduled activities in line with Capacity Building Plan targets.	# <b>Primary methodology (Quantitative)</b> Assessment of the capacity building activities scheduled and undertaken with key regional partners against the targets in the capacity building plan. <b>Supported by</b> an analysis of the positive outcomes for transport security arrangements of key regional partners and relevant case studies.	2021-22 to 2024-25

### 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.	# <b>Primary methodology (Qualitative)</b> Analysis of how the Department enhanced CFI efforts through domestic coordination and international cooperation. <b>Supported by</b> an assessment of significant* CFI events attended or hosted by the Department, or initiatives progressed in the reporting period. <i>*Significant' means formal events/initiatives or events/initiatives where business decisions with consequential impacts are made or progressed; not BAU or planning activities.</i>	2021-22 to 2024-25
1.1.2.2	Demonstrated progress against key initiatives supporting the Department's CFI approach.	# <b>Primary methodology (Qualitative)</b> Analysis of the outcomes of key activities in enhancing capability, engaging with at-risk sectors, deterring perpetrators, defending against acts of foreign interference, and enforcing counter foreign interference laws. <b>Supported by</b> an assessment of CFI initiatives progressed during the reporting period to support the Department's CFI approach.	2021-22 to 2024-25

### 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.	# <b>Primary methodology (Quantitative)</b> 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 through ongoing compliance activities, bilateral engagements and participation in relevant industry fora.	2021-22 to 2024-25

PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
1.1.3.2	100 per cent of notifications received under the <i>Telecommunications Sector Security (TSS) reforms to the Telecommunications Act 1997</i> are responded to within statutory timeframes.	# <b>Primary methodology (Quantitative)</b> 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.	2021–22 to 2024–25
1.1.3.3	100 per cent of Foreign Investment Review Board cases referred are responded to within agreed timeframes.	# <b>Primary methodology (Quantitative)</b> Assessment of cases referred to the Department that are responded to within timeframes agreed with Treasury.	2021–22 to 2024–25
1.1.3.4	Deliver an enhanced framework to protect critical infrastructure and systems of national significance.	# <b>Primary methodology (Qualitative)</b> Analysis of the Department's progress in delivering enhanced regulation under the <i>Security of Critical Infrastructure Act 2018</i> , a new Critical Infrastructure Resilience Strategy and enhanced industry engagement.	2021–22 to 2024–25

#### 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 section 198 of the <i>Telecommunications (Interception and Access) Act 1979</i> .	# <b>Primary methodology (Quantitative)</b> Assessment of Interception Capability Plan applications that are responded to by the Communications Access Coordinator within statutory timeframes. <b>Supported by</b> an analysis of how the Department performed in meeting the 100 per cent target and an assessment of the quality of the compliance plans.	2021–22 to 2024–25
1.1.4.2	The Department implements policy and legislative reforms to enhance responses to national security and law enforcement issues.	# <b>Primary methodology (Qualitative)</b> Analysis of how the Department responded to national security and law enforcement issues through reform, supported by case studies.	2021–22 to 2024–25
1.1.4.3	Enhance partner governments' capability through providing capacity building resources.	# <b>Primary methodology (Qualitative)</b> Analysis of how the Department enhanced partner governments' capability through providing capacity building resources, supported by case studies on international capacity building programs in the Indo-Pacific.	2021–22 to 2024–25

PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
1.1.4.4	Progress in implementing the <i>National Strategy to Fight Transnational, Serious and Organised Crime</i> .	# <b>Primary methodology (Qualitative)</b> 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.	2021–22 to 2024–25

### OBJECTIVE 1.1.5

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

PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
1.1.5.1	Demonstrated progress against key initiatives within <i>Australia's Cyber Security Strategy 2020</i> .	# <b>Primary methodology (Qualitative)</b> Analysis of how the Department performed in implementing the Cyber Security Strategy and National Plan, supported by case studies and feedback from key stakeholders. <b>Supported by</b> an assessment of the Cyber Security Strategy initiatives delivered, including number of cross-jurisdictional fora attended, supported or hosted.	2021–22 to 2024–25
1.1.5.2	Enhanced national cyber security awareness for Australian families and households to protect children and vulnerable people online.	# <b>Primary methodology (Qualitative)</b> Analysis of departmental activities to promote awareness of cyber security for Australian families and households, and the effectiveness of activities in ensuring children and vulnerable people are protected online.	2021–22 to 2024–25
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.	# <b>Primary methodology (Qualitative)</b> Analysis of how the Department has promoted a global response to online child sexual abuse via international fora, including Five Country Ministerial activities. <b>Supported by</b> an 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).	2021–22 to 2024–25
1.1.5.4	Bolster law enforcement capabilities to target, investigate and disrupt cybercrime, including child exploitation and other criminal activities on the dark web.	# <b>Primary methodology (Qualitative):</b> Analysis of how the Department bolstered the capabilities of law enforcement to target, investigate and disrupt cybercrime including child exploitation activities, supported by case studies.	2021–22 to 2024–25
1.1.5.5	Enhance industry outreach and national capability collaboration to support small and medium enterprises and vulnerable Australians.	# <b>Primary methodology (Qualitative):</b> Analysis of how the Department has supported small and medium enterprises and vulnerable Australians through industry outreach and national capability collaboration. <b>Supported by</b> an assessment of the number of small and medium enterprises and vulnerable Australians the Department engaged with through fora.	2021–22 to 2024–25

PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
1.1.5.6	Manage technology security risks to support Australian economic resilience and to facilitate economic growth.	# <b>Primary methodology (Qualitative):</b> Analysis of the Department's activities to manage technology security risks, provide market certainty on standards and provide clarity to Government and industry on technology and data security settings. <b>Supported by</b> an assessment of the number of technology security and data security initiatives delivered.	2021–22 to 2024–25
1.1.5.7	Demonstrated progress to develop and support implementation of Australia's 10-year <i>National Strategy to Prevent Child Sexual Abuse</i>	# <b>Primary methodology (Qualitative):</b> Analysis of how the Department supports whole of Government efforts to develop, support and implement proposals under the forthcoming strategy, including initiatives to enhance the Australian public's awareness and understanding of child sexual abuse online and the role of digital industry to reduce this threat.	2021–22 to 2024–25

### 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's counter-terrorism policy, legislative reforms and programs respond to evolving risks and the needs of law enforcement.	* <b>Primary methodology (Qualitative)</b> Analysis of how the Department has enhanced capacity to address evolving counter-terrorism risk, supported by case studies.	2021–22 to 2024–25
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.	# <b>Primary methodology (Qualitative)</b> Analysis of how the Department builds counter-terrorism capability through domestic and international coordination and interoperability, supported by case studies. <b>Supported by</b> an assessment of scheduled Australia-New Zealand Counter Terrorism Committee (ANZCTC) and sub-committee meetings held within agreed timeframes.	2021–22 to 2024–25
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.	# <b>Primary methodology (Qualitative)</b> 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.	2021–22 to 2024–25
1.1.6.4	An annual program of exercises, procurement and training is delivered and builds counter-terrorism capability across Australia.	# <b>Primary methodology (Quantitative)</b> Assessment of the funds expended from the ANZCTC Special Fund at the end of the reporting period. <b>Supported by</b> an analysis of the outcomes for Australia's counter-terrorism capability, supported by case studies.	2021–22 to 2024–25

PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
1.1.6.5	Effectively contribute to whole-of-Government risk management of terrorists.	# <b>Primary methodology (Qualitative)</b> Analysis of how the Department performed in managing Australians of counter-terrorism interest offshore and of the outcomes of these activities, supported by case studies.	2021–22 to 2024–25
1.1.6.6	Effectively manage the High Risk Terrorism Offenders (HRTTO) cohort.	# <b>Primary methodology (Qualitative)</b> Analysis of how the Department performed in managing terrorist offenders in the HRTTO cohort and of the outcomes of these activities, supported by case studies, where appropriate.	2021–22 to 2024–25

## ACTIVITY 1.2

Support effective national coordination and the delivery of responses to national emergencies.

### OBJECTIVE 1.2.1

Effective all-hazards coordination and response activities enhances Australia's ability to respond to crises and critical disruptions and reduces the impact on Australia and the community.

PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
1.2.1.1	100 per cent of designated special events have a security risk plan in place.	# <b>Primary methodology (Quantitative)</b> Assessment of the number and percentage of designated special events conducted with a security risk plan in place, in comparison to previous reporting periods. <b>Supported by</b> an analysis of how the Department performed in implementing appropriate security risk plans, including the Department's capacity to meet growing demand.	2021–22 to 2024–25
1.2.1.2	100 per cent of high office holders have appropriate physical risk mitigations in place.	# <b>Primary methodology (Quantitative)</b> Assessment of the number and percentage of designated eligible high office holders with an appropriate physical risk mitigation plan in place, in comparison to previous reporting periods. <b>Supported by</b> an analysis of how the Department performed in implementing appropriate physical risk mitigation plans, including the Department's capacity to meet growing demand.	2021–22 to 2024–25
1.2.1.3	Eligible non-financial disaster assistance requests are approved within six hours of an agreed request received.	# <b>Primary methodology (Quantitative)</b> Assessment of the number and percentage of non-financial disaster assistance requests which were approved within six hours of an agreed request being received, in comparison to previous reporting periods. <b>Supported by</b> an analysis of how the Department performed in providing timely approvals and adequate advice to government, supported by case studies.	2021–22 to 2024–25
1.2.1.4	Enhanced national coordination of emergency management response efforts through the management of cross jurisdictional fora.	# <b>Primary methodology (Qualitative)</b> Analysis of how the Department enhanced emergency management response efforts through domestic coordination practices. <b>Supported by</b> an assessment of cross-jurisdictional fora events held or attended or hosted by the Department.	2021–22 to 2024–25

## Purpose 2

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

The Department will continue to support a prosperous and united Australia and support *Australia's National Economic Recovery Strategy* by ensuring that our immigration and humanitarian programs reflect Government priorities and deliver positive outcomes for the Australian community. This includes a focus on attracting talented individuals and high yield-businesses in priority growth sectors to Australia. We will actively contribute to the Government's commitment to enhancing service delivery for Australians through driving digital transformation and continuous improvement of our service delivery functions. By improving efficiencies and proactively driving improvements in our visa, citizenship and humanitarian programs, we will ensure our digital approach, systems and capabilities are agile, responsible and scalable. The Department will contribute to enhanced social cohesion and national unity through public outreach and through ongoing improvements to our settlement services.

Key:

\* Refined metric

# Existing metric

Note: Metrics **bolded** are performance targets included within the *Department of Home Affairs 2021–22 Portfolio Budget Statements*.

#### 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.	<p><b>Primary methodology (Quantitative)</b></p> <p>Analysis of the results from the Continuous Survey of Australia's Migrants for surveyed skilled primary migrants (employed &gt;70 per cent / unemployed &lt;10 per cent / not in the labour force &lt;20 per cent).</p> <p><b>Supported by</b> an analysis of 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>	2021–22 to 2024–25

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.1.1.2	Increased efficiency and effectiveness in visa application processing.	#	<p><b>Primary methodology (Quantitative)</b></p> <p>Assessment of the 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><b>Supported by</b> an analysis of activities and regulatory changes undertaken by the Department to enhance visa application processing and revenue collection, including discussion of outcomes of these activities.</p>	2021–22 to 2024–25
2.1.1.3	Improvements to information provided to registered migration agents and consumers increase consumers' understanding of their rights and agents' understanding of their obligations under the regulatory framework.	#	<p><b>Primary methodology (Qualitative)</b></p> <p>Analysis of the Office of Migration Agents Registration Authority's communications to consumers and registered migration agents, supported by examples of engagements and analysis of the outcome of departmental communication activities.</p>	2021–22 to 2024–25
2.1.1.4	The migration program is delivered within the planning ceiling and is consistent with priorities set by the Government.	#	<p><b>Primary methodology (Quantitative)</b></p> <p>Assessment of lodgements, on-hand applications and places granted under the migration program categories, including the Global Talent Program, in comparison to previous reporting periods.</p> <p><b>Supported by</b> an analysis of how the Department performed in delivering the migration program in line with the ceiling numbers set by Government.</p>	2021–22 to 2024–25
2.1.1.5	The Department undertakes assurance activities to ensure that decisions to detain are accurate and lawful.	#	<p><b>Primary methodology (Quantitative)</b></p> <p>Assessment of the proportion of decisions to detain that have an initial review initiated within two business days.</p> <p><b>Supported by</b> an analysis of how the Department performed in reviewing decisions to detain, including operational and environmental factors that affected performance.</p>	2021–22 to 2024–25
2.1.1.6	Health screening and assessment activities contribute to protecting Australia's health security, support immigration integrity and improve the quality and efficiency of panel clinics for Australian Immigration Medical Examinations (IMEs) for visa applicants.	★	<p><b>Primary methodology (Qualitative):</b></p> <p>Analysis of the Department's migration health policy to address health security risks and threats at the time of visa application, and an assessment of the number of Australian panel clinics that are eMedical enabled against a target of 98 per cent, audited on a regular basis.</p> <p><b>Supported by</b> an assessment of the number of IMEs finalised, the number that resulted in visas granted, and the panel's ability to meet the Department's reporting requirements and satisfy the Department's assurance assessments.</p>	2021–22 to 2024–25

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.1.1.7	At least 80 per cent of Adult Migrant English Program (AMEP) clients demonstrate progression in one or more indicators in the Australian Core Skills Framework (ACSF) per quarter on average.	★	<p><b>Primary methodology (Quantitative):</b> Assessment of the number and proportion of AMEP participants who demonstrated progression in one or more ACSF indicators per quarter. Data is based on clients who completed curriculum units in the reporting period, and including Full, *Full and Partial ACSF indicator progression, or evidence of working towards that indicator.</p> <p><b>Supported by</b> an analysis of the outcomes of the AMEP for participants.</p>	2021–22 to 2024–25
2.1.1.8	Support Australia's post-COVID-19 economic recovery through attracting exceptionally talented individuals and high yield-businesses with a focus on priority growth sectors to Australia.	#	<p><b>Primary methodology (Quantitative):</b> Assessment of progress (number of visas granted, the value of businesses attracted to Australia, and the number of jobs they have committed to create in Australia) against Government expectations for the Global Business and Talent Attraction Taskforce.</p> <p><b>Supported by</b> an analysis of the Department efforts in working across the Commonwealth, State and Territory Governments, and the private sector domestically and internationally to promote Australia as a country of choice for exceptionally talented individuals and high-yield businesses in priority growth sectors.</p>	2021–22
<p><b>OBJECTIVE 2.1.2</b> Refugee and humanitarian programs reflect Government priorities and international protection obligations through providing settlement support whilst contributing to global resettlement.</p>				
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><b>Primary methodology (Quantitative):</b> Assessment of places granted to eligible individuals and families under the humanitarian program categories, in comparison to previous reporting periods.</p> <p><b>Supported by</b> an analysis of how the Department performed in delivering the humanitarian program in line with the ceiling numbers set by Government.</p>	2021–22 to 2024–25
2.1.2.2	Improved Illegal Maritime Arrival (IMA) legacy caseload application processing.	#	<p><b>Primary methodology (Quantitative):</b> Assessment of the number and percentage of IMA applications processed against a target of completing the IMA legacy caseload by end September 2021.</p> <p><b>Supported by</b> an analysis of how the Department implemented processes to improve application processing to reduce outstanding caseload.</p>	2021–22



PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
2.1.2.3	Demonstrated improvement in settlement support services assists eligible migrants to participate in the Australian community.	<p><b>Primary methodology (Quantitative):</b></p> <p><b>Assessment of:</b></p> <ul style="list-style-type: none"> <li>the proportion of humanitarian entrants (15 years and older) 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 for each outcome domain</li> <li>the proportion of invited clients to attend all Australian Cultural Orientation course sessions, towards a target of 90 per cent</li> <li>the proportion of Settlement Engagement and Transition Support (SETS) clients with improved knowledge and engagement with services, towards a target of 80 per cent.</li> </ul> <p><b>Supported by</b> an analysis of how the Department verified service provider claims and assessed the quality of service delivery, supported by desktop reviews, client interviews and feedback from key stakeholders.</p>	2021–22 to 2024–25

### OBJECTIVE 2.1.3

Effective regional processing and resettlement deters irregular migration.

PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
2.1.3.1	Demonstrated effort in supporting regional processing countries identify durable migration pathways for transferees.	<p><b>Primary methodology (Quantitative)</b></p> <p>Assessment of the number of third countries migration outcomes for transferees, in comparison to previous reporting periods.</p>	2021–22 to 2024–25

### 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><b>Primary methodology (Quantitative)</b></p> <p>Assessment of the percentage of scheduled counter violent extremism training programs delivered.</p> <p><b>Supported by</b> an analysis of the outcomes of training programs, supported by feedback from key stakeholders.</p>	2021–22 to 2024–25

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.2.1.2	Number of pieces of illicit content identified and referred to digital industry platforms, and proportion removed.	#	<p><b>Primary methodology (Quantitative)</b> Assessment of the number of items identified and the proportion referred to hosting platforms for removal.</p> <p><b>Supported by</b> an 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>	2021–22 to 2024–25
2.2.1.3	Improved multicultural community engagement and integration.	#	<p><b>Primary methodology (Qualitative)</b> Analysis of the outcomes of community engagement and integration, supported by specific case studies.</p> <p><b>Supported by</b> an assessment of regional engagements through community engagement by Regional Directors and the community liaison officer network in comparison to previous reporting periods.</p>	2021–22 to 2024–25
2.2.1.4	Effective delivery of the Citizenship Program contributes to social cohesion.	*	<p><b>Primary methodology (Qualitative)</b> Analysis of how the Department performed in delivering the Citizenship Program, including system enhancements and processing changes to improve citizenship application processing, and how citizenship ceremonies and Local Hero Awards have assisted in promoting Australian Values and contributing to social cohesion.</p> <p><b>Supported by</b> an assessment of the Citizenship by conferral Program in comparison to previous reporting periods including the number of applications lodged (including the proportion of applications lodged online), and finalisations, acquisitions and complaints received relating to application processing.</p>	2021–22 to 2024–25
2.2.1.5	Establish a new capability to respond to malign information to safeguard and strengthen social cohesion.	#	<p><b>Primary methodology (Qualitative)</b> Analysis of the establishment of the new capability against project delivery milestones, and an analysis of effectiveness determined through sentiment analysis, feedback from communities (including through Community Liaison Officer engagement), social media engagement metrics, and other research.</p> <p><b>Supported by</b> an assessment of strategic communication outputs issued, both online and offline.</p>	2021–22 to 2024–25



# Australian **BORDER FORCE**

# COMMISSIONER'S FOREWORD

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The *Department of Home Affairs 2021–22 Corporate Plan* reiterates the Australian Border Force's (ABF) current Operational Priorities: trade enforcement, migration systems, border protection and border management. The ABF delivers a broad range of operations and functions across the border continuum—pre, at and post border. In 2021–22, we will continue to perform a key role in Australia's response to the COVID-19 pandemic, supporting our economic and social recovery, and actively support the safe re-opening of Australia's borders as directed by Government.

Our actions throughout 2020–21 kept Australians safe from the international spread of the COVID–19 pandemic. Though much of the groundwork was laid in early 2020, we sustained these efforts to ensure appropriate restrictions on border movements, while managing a high demand for travel exemptions and supporting the repatriation of Australian citizens abroad.

Our role leading the Government's non-health related COVID-19 response measures will continue this financial year, including work across Government to manage emerging risks in Australia and our region. The COVID-19 pandemic will continue to impact global trade streams and restrict the movement of travellers until appropriate mitigations are in place to safely re-open Australia's international borders to travel and migration. Nevertheless, the ABF will continue to facilitate the movement of essential goods and legitimate trade and exempt travellers across the border in line with Government priorities. This will include continuing to work with international partners and industry stakeholders to maintain supply chains for vaccines, while ensuring border controls remain effective in identifying and intercepting any fake, counterfeit or illegitimate medicines.

As we progress through, and eventually beyond, the global pandemic, the ABF will remain focused on the operational delivery of services around the country in line with the expectations of Government, industry partners and the community. We implemented the first phase of our new operating model, which included relocating half of our Assistant Commissioners to Sydney, Brisbane and Melbourne. In the future Assistant Commissioners will also be relocated to Perth.



A significant advantage of the new operating model is our increased ability to work with industry and to support our staff in major cities and regional locations, with closer support from members of our senior executive in the states and territories.

As part of the new operating model, the Industry and Border Systems Group was established to focus on working across government and with industry to work on border modernisation and trade simplification. A simplified trade system will improve processes and enable the better use of data to cut through inefficiencies, costs and delays at the border for Australia's importers and exporters.

Looking forward to 2021–22, the ABF will leverage its functions in border law enforcement and customs services to drive renewed prosperity, while maintaining Australia's effective border security management. As the second largest Commonwealth revenue collector, we will play a significant role supporting economic growth through trade facilitation, customs and enhanced supply chain integrity.

To further support economic growth, with our Commonwealth partners, we will continue to simplify Australia's cross-border trade regime, with a focus on removing unnecessary complexities for Australia's import and export traders. This work will enhance the prosperity, resilience and competitiveness of our economy and will facilitate a return to prosperous growth in Australia's market-driven economy. Many of these improvements will be realised in 2021–22 through additional components of a Simplified Trade System. This work will support the revival of Australia's economic prosperity, boost the competitiveness of our trade markets and strengthen our resilience to future shocks. While the pandemic slowed progress on expanding the Australian Trusted Trader Program in 2020–21, the ABF will seek to accredit many more Australian businesses with compliant trade practices and a secure supply chain this financial year, effectively strengthening our relationship with key industry partners and facilitating increased trade streams.

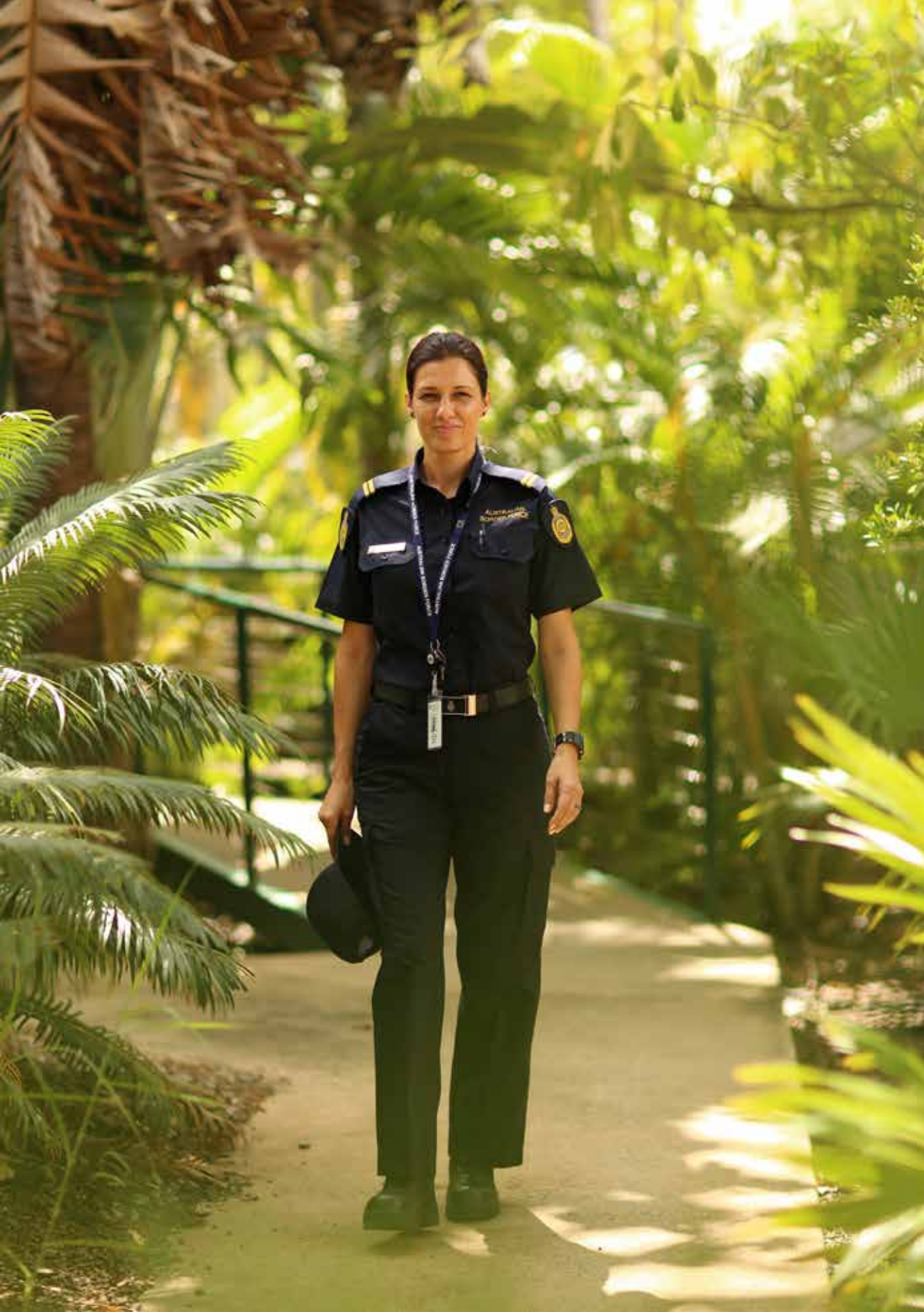
Just as we support growth in legitimate trade, the ABF will maintain its essential role in disrupting, detecting and deterring the unlawful movement of prohibited, restricted or regulated goods into and out of Australia. Criminal groups continue to exploit and profit from the disruption of our border systems by of COVID-19. ABF frontline officers will continue to be vital in protecting Australia from attempts to introduce illicit drugs, weapons, wildlife, tobacco and child abuse material into the community. To combat modern slavery in all forms, including throughout Australia’s supply chains and in human trafficking, the ABF will remain committed to the global effort. We will continue to implement initiatives of the *National Action Plan to Combat Modern Slavery 2020–25* and support Australian businesses in their compliance with the *Modern Slavery Act 2018*.

In 2021–22, the ABF will remain focused on maintaining the integrity and protection of Australia’s borders. This includes the detention of unlawful non-citizens and the effective deterrence of irregular migration. We will strengthen relations with key regional partners, industry, and law enforcement, security, maritime, defence and intelligence agencies to stamp out opportunities for those who seek to exploit our border systems.

I commend the dedication of my officers last financial year and look forward to continuing to deliver on our mission in 2021–22. The ABF remains well positioned and equipped to support Australia as it overcomes the challenges of COVID-19. We will continue to keep Australia safe, secure and prosperous. I, as the Australian Border Force Commissioner, endorse the *Department of Home Affairs 2021–22 Corporate Plan*, which covers the periods of 2021–22 to 2024–25.



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



# THE ROLE OF THE ABF

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The Australian Border Force (ABF) is Australia's frontline border law enforcement agency and Australia's customs service. The ABF remains committed to implementing the Government's border protection regime, while ensuring border measures support a prosperous Australia. The ABF continues to ensure its officers and senior executive service personnel are regionally located to improve industry engagement.

As the second highest revenue collector of the Australian Government, the ABF is at the forefront of the Government's national economic recovery strategy as it enables legitimate travel and trade.

The ABF is committed to its role as Australia's customs service by supporting the prosperity and safety of our community. The ABF operates at airports, mail and cargo facilities, seaports, wharves and cruise terminals, and maritime and land domains. Our frontline officers play a crucial role in managing the movement of all goods across our borders, balancing the needs of facilitating legitimate trade while preventing, deterring and detecting the unlawful trade of prohibited, restricted or regulated goods across trade and traveler streams into and out of Australia.

Through its Industry and Border Systems and Customs Groups 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 reduce regulatory burden on business and community, and are positioned to meet the increasing demand and expectations for our services.

The ABF works collaboratively across the Portfolio and with domestic and international partner agencies to share knowledge, expertise and intelligence to detect and deter those who seek to harm Australia. This includes mitigating and responding to threats before they reach the physical Australian border. The ABF plays a primary role in referring those identified and interdicted for prosecution.

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 2018*.



# ABF Operational Priorities

The ABF's Operational Priorities support the delivery of our border protection regime, and the expectations of Government and the Australian community. Operational Priorities are a key component of the *ABF Operational Planning Framework* and supports officers in understanding how their role contributes to the delivery of our purpose. They are informed by the threat environment and help drive the ABF's strategic direction.

Our current Operational Priorities are focused on four key pillars: Trade Enforcement, Migration Systems, 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. The ABF's Border Management Priority will be underpinned by the safe and orderly re-opening of Australia's Borders.

**TRADE ENFORCEMENT**

- Tobacco
- Revenue Evasion
- Trade Related Fraud

**MIGRATION SYSTEM**

- Visa and Migration Fraud
- Community Protection and Removals
- Safe, Secure and Sustainable Detention
- People Smuggling
- Foreign Worker Exploitation

**BORDER PROTECTION**

- Illicit Drugs
- Firearms
- Child Exploitation
- Civil Maritime Security
- Counter-Terrorism
- Supply Chain Integrity

**BORDER MANAGEMENT**

- Traveller Clearance
- Cargo Clearance
- Trade Compliance
- Trusted Trader
- Detained Goods

## 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 continue to implement the Australian Government’s border protection regime, while ensuring border measures support prosperity, and Australia’s economic and social recovery from the COVID-19 pandemic. In delivering this purpose, the ABF will manage and enforce compliance with Australian migration laws to ensure the integrity of the Australian migration system. The ABF will employ an agile approach to border management and security while actively preparing to support a safe re-opening of Australia’s borders in the aftermath of COVID-19. The development and implementation of border modernisation reforms will bolster effective trade and travel facilitation and regulation, with a heightened focus on eradicating modern slavery and protecting international supply chains.

The ABF’s border security and contemporary maritime surveillance activities will continue to deploy risk-based, law enforcement responses that effectively manage national security risks and detect and deter irregular migration at and head of our border. The ABF will continue to focus on protecting Government revenue, including through the identification of revenue evasion.

Key:

- \* Refined metric
- # Existing metric

Note: Metrics **bolded** are performance targets included within the *Department of Home Affairs 2021–22 Portfolio Budget Statements*.

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.	<p><b>Primary Methodology (Quantitative)</b></p> <p>Assessment of the average clearance times for travellers, air cargo and sea cargo, in comparison to previous reporting periods.</p> <p><b>Supported by</b> an 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.</p>	2021–22 to 2024–25

PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
3.1.1.2	Administration of the Australian Trusted Trader (ATT) program contributes to Australia's economic prosperity, including through reduced regulatory burden and delivery of quality assurance and compliance activities.	<p><b>Primary methodology (Quantitative)</b></p> <p><b>Assessment of:</b></p> <ul style="list-style-type: none"> <li>the total number of ATTs, including those accredited during the reporting period, compared to previous reporting periods</li> <li>the number of quality assurance processes or compliance activities completed, compared to previous reporting periods</li> <li>the proportion of ATTs who were subject to quality assurance processes who pass or are subject to a compliance activity, against a target of 100 per cent.</li> </ul> <p><b>Supported by</b> an analysis of how the ATT program contributes to Australia's economic prosperity, including how this is supported by quality assurance and compliance activities.</p>	2021–22 to 2024–25
3.1.1.3	Advice provided to industry regarding tariff classification, valuation and rules of origin is provided within service standards.	<p><b>Primary Methodology (Quantitative)</b></p> <p>Assessment of the number and proportion of occasions where advice to industry regarding tariff clarification, valuation and rules of origin is provided within service standards of 30 days from provision of all documentation in 85 per cent of cases, in comparison to previous reporting periods.</p> <p><b>Supported by</b> an analysis of how the Department performed in identifying serious non-regulatory compliance.</p>	2021–22 to 2024–25
3.1.1.4	Demonstrate progress against relevant action items within the <i>National Action Plan to Combat Modern Slavery 2020–25</i> .	<p><b>Primary Methodology (Qualitative)</b></p> <p>Analysis of how the Department and the ABF have performed implementing relevant action items in the <i>National Action Plan to Combat Modern Slavery 2020–25</i>, supported by feedback from key stakeholders.</p> <p><b>Supported by</b> an assessment of progress implementing action items in the <i>National Action Plan to Combat Modern Slavery 2020–25</i> for which the Department and ABF have lead responsibility.</p>	2021–22 to 2024–25
3.1.1.5	Deliver initial components of the Simplified Trade System.	<p><b>Primary methodology (Quantitative)</b></p> <p>An assessment of the number and percentage of initiatives within the Simplified Trade System delivered in line with project milestones.</p> <p><b>Supported by</b> an analysis of how the Department and the ABF performed in implementing the Simplified Trade System supported by case studies and feedback from key stakeholders, including the Joint Ministerial Taskforce and Industry Advisory Council on Simplified Trade.</p>	2021–22 to 2024–25

**OBJECTIVE 3.1.2**

Administration of border revenue laws and processes supports effective revenue collection and reduced revenue evasion.

PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
3.1.2.1	Effective revenue collection and reduced revenue evasion contributes to Australia's economic prosperity.	<p><b>Primary methodology (Quantitative)</b></p> <p><b>Assessment of:</b></p> <ul style="list-style-type: none"> <li>the revenue collected from customs duty, Import Processing Charge and Passenger Movement Charge, against a target of achieving Portfolio Additional Estimates Statements (PAES) estimates</li> <li>the value of detected revenue evasion compared to previous reporting periods</li> <li>the number of pre and post border disruption actions undertaken by the Illicit Tobacco Task Force, and the amount of revenue detected.</li> </ul> <p><b>Supported by</b> an analysis of how the Department performed in collecting revenue and detecting revenue evasion, the outcomes of these activities, and of trends in compliance with Australian border laws.</p>	2021–22 to 2024–25
3.1.2.2	Refunds and drawbacks achieve service standards.	<p><b>Primary Methodology (Quantitative)</b></p> <p>Assessment of the number and percentage of refunds and drawbacks that were delivered within service standards, which are 90 per cent of claims finalised within 30 calendar days of receipt of all necessary information.</p>	2021–22 to 2024–25

## ACTIVITY 3.2

Effective border security and maritime surveillance.

### OBJECTIVE 3.2.1

Border security and contemporary maritime surveillance activities support the identification and referral 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><b>Primary Methodology (Quantitative)</b> <b>Assessment of:</b></p> <ul style="list-style-type: none"> <li>detections of illicit and prohibited drugs, firearms and firearm parts, undeclared tobacco, and objectionable material in trade and traveller streams, including child exploitation and abuse materials</li> <li>the number of high risk traveller alerts actioned on behalf of partner agencies, against a target of 100 per cent, including alerts issued as a result of suspected child exploitation related offences</li> <li>the ratio (percentage against volume of travellers) of Airline Liaison Officer interdictions and immigration refusals pre-border and at the border.</li> </ul> <p><b>Supported by</b> an analysis of the outcomes of the Department's investigations including the number and proportion for which a prosecution is initiated, including those interventions referred to other law enforcement agencies for investigation or other enforcement action.</p>	2021–22 to 2024–25
3.2.1.2	Maritime patrol days and aerial surveillance hours are maintained or increased compared to previous reporting periods.	<p><b>Primary Methodology (Quantitative)</b> Assessment of maritime patrol days and aerial surveillance hours are maintained or increased, compared to previous reporting periods.</p> <p><b>Supported by</b> an analysis of environmental influences that made possible or impeded the Department's ability to meet its target.</p>	2021–22 to 2024–25
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><b>Primary Methodology (Quantitative)</b> 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><b>Supported by</b> an analysis of activities conducted by Maritime Border Command in order to combat and deter civil maritime security threats.</p>	2021–22 to 2024–25

PERFORMANCE METRIC		METHODOLOGY	TO BE REPORTED
3.2.1.4	Effective management of national security risks, including terrorist threats and counter proliferation.	# <p><b>Primary Methodology (Qualitative)</b> 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> <p><b>Supported by</b> an 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, and the number of suspected Foreign Terrorist Fighters, families and associates that were subject to an ABF intervention.</p>	2021–22 to 2024–25
3.2.1.5	Operation Sovereign Borders (OSB) responds to IMAs consistent with government policies and legal obligations.	# <p><b>Primary Methodology (Quantitative)</b> <b>Assessment of the total numbers of:</b></p> <ul style="list-style-type: none"> <li>• identified maritime people smuggling ventures that were intercepted and detained under the <i>Maritime Powers Act 2013</i></li> <li>• maritime people smuggling ventures that reached Australia without intervention</li> <li>• 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</li> <li>• strategic communications materials issued through contracted arrangements with communication service providers.</li> <li>• disruptions of maritime people smuggling ventures made by authorities in source and transit countries.</li> </ul> <p><b>Supported by</b> an analysis of the quantitative data, which 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>	2021–22 to 2024–25

### 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	The number of critical incidents in immigration detention facilities decreases compared to previous reporting periods.	<p><b>Primary methodology (Quantitative)</b> Assessment of the number of critical incidents per 1000 detainees in immigration detention, including major disturbance, escape, self-harm or death, compared to previous reporting periods.</p> <p><b>★ Supported by</b> an analysis of detainee trends within Australian detention facilities and the effect on the Department's resources and the safety and security of detention, including an assessment of the number of people in immigration detention by detainee cohort, compared to previous reporting periods.</p>	2021–22 to 2024–25
3.2.2.2	100 per cent of identified visa and migration breaches are subject to a risk based enforcement activity.	<p><b>Primary Methodology (Quantitative)</b> 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><b># Supported by</b> an analysis of the Department's performance in identifying and responding to visa and migration breaches, and of the outcomes of the enforcement activities.</p>	2021–22 to 2024–25
3.2.2.3	Effective risk based enforcement activities to deter and disrupt foreign worker exploitation.	<p><b>Primary Methodology (Quantitative)</b> 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><b># Supported by</b> an analysis of the effectiveness of employer awareness activities on the deterrence of foreign worker exploitation through employer awareness activities sponsor monitoring and investigations, supported by case studies.</p>	2021–22 to 2024–25

