



Australian Government
Department of Home Affairs

2022–23

Corporate Plan

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SECRETARY'S FOREWORD

The *Department of Home Affairs 2022–23 Corporate Plan* (the Plan) emphasises the Department's key priorities and activities for the 2022–23 financial year, and describes how we will measure our success over a horizon of four years. The Plan reaffirms our commitment to advancing and contributing to a prosperous, secure and united Australia.

In addition, the Plan takes into account Machinery of Government changes that came into effect on 1 July 2022. The Department will report on performance and achievements against our purposes in the *2022–23 Annual Report*.

During this period, we will continue to demonstrate our ability to manage and rapidly respond to complex policy issues related to Australia's national security and social cohesion. The Department's operating environment demands continual adaptation and ongoing resilience. Throughout 2022–23, we will continue to contend with concurrent and compounding strategic challenges ranging from extreme weather, violent extremism, mis/disinformation and cyber security. Our ability to prepare, pivot and act with pace, innovation and integrity will remain central to our success in appropriately managing these issues. As a primary focus, we will continue to develop greater situational awareness and enhance our capabilities to deliver strong outcomes, while planning for and responding to emerging challenges.

As we look forward, and return to business-as-usual following the COVID-19 pandemic, we remain cognisant that change remains a constant within our operations. As such, we will continue to embed flexibility and innovation within our operating model throughout 2022–23 to ensure optimal outcomes for the Australian community.

Through managing travel and migration, the Department will continue to significantly contribute to post-pandemic economic recovery. The Department together with the Australian Border Force (ABF) and partner agencies will continue to ensure our border posture remains bio-secure as we facilitate increased international travel. This facilitation will bring with it the at-scale return of visa-holders who contribute to our economy, such as students, professionals and tourists.



During 2022–23, we will continue to implement modern solutions to improve the delivery, efficiency and integrity of our services to meet the growing and ever-changing customer demands. This will include enhancing the delivery of our migration programs and traveller facilitation.

With migration having fallen to historic lows as a result of border closures, the Department will work to enable strong migration outcomes that support Australia's communities to thrive and remain connected. During 2022–23, we will focus on supporting dynamic, diverse and sustainable population and employment growth while contributing to identified skill shortages.

The Department will continue to offer protection to the most at-risk persons through refugee and humanitarian pathways, while offering support services to facilitate their integration and participation within the Australian community. Multiculturalism remains at the heart of the modern Australian identity, and will remain a key priority for the Department during 2022–23. We will continue to implement measures that support the unity of our diverse nation, including making ongoing enhancements to our multicultural programs, improving efficiencies in our citizenship program and delivering intensive community engagement activities to promote our common values.

The efforts of domestic and foreign actors to undermine the integrity of Australia's democratic institutions, sovereignty and core values continue to pose a significant threat to the nation's unity and security. During 2022–23, the Department will work closely with industry and government partners to limit the corrosive effects of foreign interference activities by supporting critical sectors and through ongoing efforts to counter misinformation and disinformation.

The digital economy, stressed and insecure supply chains, and trusted insider and physical threats continue to challenge the security and resilience of Australian critical infrastructure. These challenges, together with the increasing interconnectedness between critical infrastructure, has resulted in the need for additional national risk mitigation for Systems of National Significance. This landscape delivers innumerable benefits and enriches our society by connecting us economically and socially, but it also brings with it threats to our national and domestic security.

During 2022–23, the Department will continue to focus on protecting the Australian community and vulnerable groups from exploitation through the hardening of cyber security arrangements, and enhancing cyber resilience and awareness. We will continue to collaborate with our critical infrastructure stakeholders who underpin the provision of essential services to Australians to uplift their security and resilience. In particular, we will work with industry to ensure our aviation and maritime security settings continue to secure the travelling public.

Natural hazards, extreme weather and the ongoing impacts of global warming continue to impact Australia's environment. In response, and following the establishment of the National Emergency Management Agency (NEMA) within the Home Affairs Portfolio on 1 September 2022, our Portfolio will continue to support states, territories and owners of critical infrastructure in undertaking effective planning and preparedness, develop long-term disaster resilience and support response and recovery arrangements. The Department will build upon our commitment to enhance Australia's national resilience to all hazards, through leading policy and legislative reform and implementation.

As a Department, we will remain vigilant of the need to evolve our business processes in a way that is fit-for-purpose yet able to respond to future challenges. This will include a concerted effort in building on our culture of inclusivity and respect to ensure our staff have the tools, resources and support to be responsive, resilient and flexible. We will continue to uphold the highest standards of integrity and professionalism in each facet of our work.

We will continue to build upon our existing capabilities, adopt a risk-based, intelligence-informed approach to strategic planning and continue to work with Commonwealth, states and territories, industry, community and international partners to deliver the best outcomes for Australians. As a Department, we look forward to the challenges and opportunities ahead and will continue to deliver positive outcomes for the Australian Government and community.

I commend to you the *Department of Home Affairs 2022–23 Corporate Plan*.

Statement of preparation

I, as the accountable authority of the Department of Home Affairs, present the *Department of Home Affairs 2022–23 Corporate Plan*, which covers the periods of 2022–23 to 2025–26, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



Michael Pezzullo AO
Secretary
Department of Home Affairs

HOME AFFAIRS PORTFOLIO

The Portfolio brings together the Department of Home Affairs (the Department), the Australian Border Force (ABF), the Australian Security Intelligence Organisation (ASIO) and the National Emergency Management Agency (NEMA) from 1 September 2022. The Portfolio is charged with leading activities related to national and transport security, cyber and critical infrastructure security, emergency management, multicultural affairs, immigration, and border management and enforcement related functions. By design, the Portfolio supports a robust national security posture, improved information and intelligence sharing and enables coordinated and effective responses to increasingly complex national security challenges, including responses to all-hazards crises and critical disruptions.

The Department of Home Affairs

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

The Department enables rapid responses to threats of foreign interference and natural disasters through our Commonwealth Coordinators to coordinate appropriate 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 ABF is Australia's frontline border law enforcement agency and customs service. The ABF remains committed to implementing the Government's border protection regime, while ensuring border measures support a prosperous Australia. The Department and the ABF work collaboratively to achieve sustainable joint outcomes across the border continuum. The ABF's responsibility includes giving effect to departmental policies across frontline border law enforcement, civil maritime security, detention and customs activities.

The ABF works domestically and internationally to secure Australia's air, maritime and land domains, and identify, mitigate and respond to threats. In addition, the ABF facilitates legitimate trade while protecting Australia from illicit goods such as drugs, weapons and counterfeit products.

As Australia's customs service, the ABF 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.

Our partnerships

The Department maximises its strategic and operational partnerships to effectively deliver on our existing functions and to position us to meet emerging priorities. Given the increasingly complex and dynamic environment in which we operate, it remains imperative that the Department continues to engage with trusted domestic and international partners to tackle current and emerging challenges.

We work collaboratively across the Australian Public Service, with state and territory counterparts, industry groups, research-based and non-government organisations, academia and community groups to leverage innovative, adaptable and scalable capabilities to support collaboration and knowledge-sharing.

We will continue to protect Australia's national prosperity, security and unity by deepening our strategic relationships with international partners, including our Indo-Pacific neighbours, Five Eyes (Canada, United Kingdom, United States of America and New Zealand) and Quad partners (United States of America, India and Japan). Our international engagement will seek to reinforce Australia as a trusted partner of choice while facilitating intelligence partnerships.

The Department and the ABF remain committed to genuine engagement with industry, community and our partners to enhance policy, legislative and regulatory design and implementation. This collaborative approach will lay the foundation for progressing robust, inclusive and effective national security and trade facilitation policies.

ROLE OF THE CORPORATE PLAN

The *Department of Home Affairs 2022–23 Corporate Plan* (the Plan) is the primary planning document for the Department and the ABF. The Plan sets out our operating environment, purposes, and priorities, and outlines how performance will be measured and assessed.

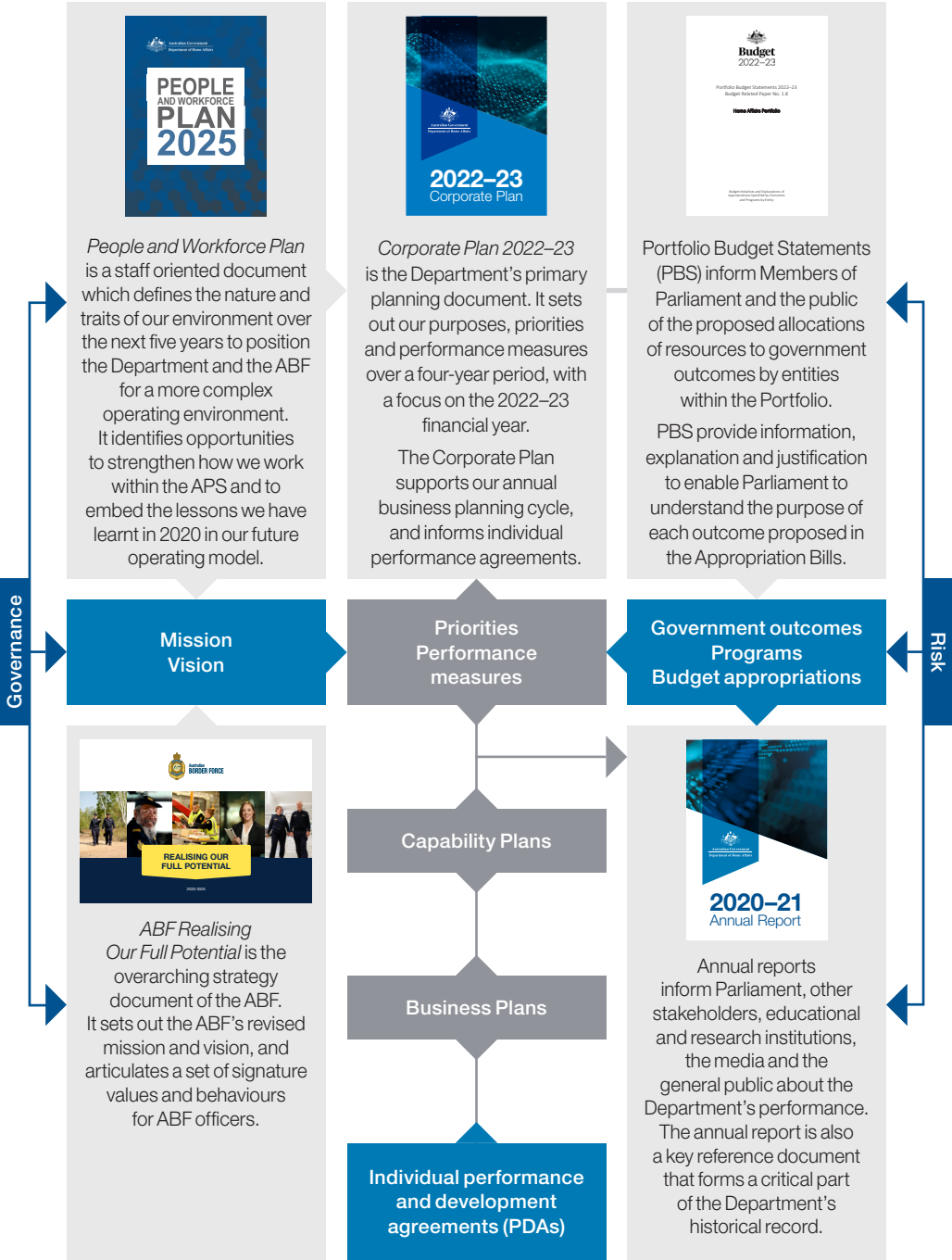
Under section 35 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and in accordance with the requirements outlined in the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule), the Plan covers a horizon of four years. Alongside the Annual Performance Statement contained within the 2022–23 Annual Report, the Plan 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 Plan aligns to the Outcomes and Programs contained within the *2022–23 Home Affairs Portfolio Budget Statements* (PBS).

The 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.

As independent entities, ASIO and NEMA produce individual Corporate Plans. While the ABF retains operational independence, it is positioned within the Department for budgetary, employment and administrative purposes and is covered by the Department’s Plan.

Aligning strategic, business and financial planning



OUR PURPOSE

Our organisational purposes will continue to underpin and guide our activities as a Department and exemplify the benefits we deliver to the Australian community. These purposes remain enduring over the life of this plan.

PURPOSE 1

National Security

Protect Australia from national security and criminal threats, and support national resilience, through effective national coordination, policy and strategy development, 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.



| Departures | | Check-in | | Departs | | Row | Status |
|------------|----------------|----------|--|---------|---|-----|-----------------|
| Flight | Destination | | | | | | |
| 173 | LOS ANGELES | | | 18:45 | 5 | | Reschedule |
| 1235 | LOS ANGELES | | | 18:45 | 5 | | Reschedule |
| 131 | NORFOLK ISLAND | | | 18:45 | 4 | | Closed |
| 131 | NORFOLK ISLAND | | | 18:45 | 4 | | Go to Gate |
| 131 | AUCKLAND | | | 17:25 | 4 | | Go to Gate |
| 123 | AUCKLAND | | | 17:25 | 4 | | Boarding 45 min |
| 7303 | AUCKLAND | | | 18:00 | 3 | | Boarding 60 min |
| 404 | CHRISTCHURCH | | | 18:00 | 3 | | Boarding 60 min |
| 4841 | CHRISTCHURCH | | | 19:15 | 3 | | Check-in Open |
| 738 | AUCKLAND | | | 19:15 | 3 | | Check-in Open |
| 4805 | AUCKLAND | | | 18:25 | 7 | | Check-in Open |
| 482 | CHRISTCHURCH | | | 19:35 | 2 | | Check-in Open |
| 326 | HAMILTON | | | 19:40 | 3 | | Check-in Open |
| 766 | WELLINGTON | | | 18:55 | 4 | | Check-in Open |
| 405 | SYDNEY | | | 18:55 | 4 | | Check-in Open |
| 352 | SYDNEY | | | 19:10 | 7 | | Check-in Open |
| 189 | AUCKLAND | | | 20:05 | 6 | | Check-in Open |
| 433 | SINGAPORE | | | 20:05 | 6 | | Check-in 40 min |
| 2433 | SINGAPORE | | | 20:30 | 4 | | Check-in 40 min |
| 151 | HOUEA | | | | | | |

DO NOT LEAVE YOUR BAGGAGE UNATTENDED

OUR ENVIRONMENT

Australia is a prosperous nation, which continues to benefit from political stability, economic development, trade growth and migration. Despite these strengths, the Department's current operating environment is characterised by a complex geopolitical landscape consisting of wide ranging threats that continue to place pressure on our economy, institutions, and community. Australia's ongoing prosperity, security, and unity requires an all-hazards approach to building resilience across all levels of government, industry and society.

Geoeconomic and geostrategic developments will continue to reshape Australia's national security, including our approach towards critical infrastructure and Systems of National Significance. Ongoing geopolitical shifts and escalating geopolitical tensions are likely to have flow on effects that challenge the core principles of the international community and reshape key international relationships.

International competitiveness, political or otherwise will continue to have a significant influence on the world order and will likely lead to enduring ramifications in the Indo-Pacific region. This region will increasingly drive much of the world's economic growth and prosperity, representing almost 45 per cent of global gross domestic product by 2026. To capitalise on this growth, it is essential that our relationships in the Indo-Pacific are pursued through meaningful bilateral and multilateral relationships to foster collective action in response to existing and emerging challenges.

Ongoing efforts across Government to improve the resilience of supply chains for critical goods and services, and build greater domestic capability in critical technologies and advanced manufacturing will ensure Australia is well placed to share in and contribute to regional prosperity whilst maintaining our economic sovereignty and national resilience.

Despite the ongoing prevalence of COVID-19, health, border and physical distancing measures imposed by governments have largely eased. Ongoing impacts of COVID-19, new variants and other health pandemics will continue to create novel challenges for Australia and our partners. These challenges may cause further shifts in social and economic trends. However, within Australia the at-scale resumption of international trade and travel made possible through Australia's vaccination efforts will continue to facilitate greater opportunity for economic recovery, growth and prosperity.

Natural disasters are expected to become more complex, unpredictable, and difficult to manage. As climate change influences the frequency and severity of disasters, the Portfolio's emergency response capabilities will continue to be tested and the impacts on the Australian community will likely intensify. These impacts will expose vulnerabilities where natural hazards interact with other crises.

These ongoing changes to our climate demand strong mechanisms to prioritise and coordinate action with states and territories, the private sector and not-for-profit organisations, to mitigate risks and support community in, planning for, responding to, and recovering from natural disasters and national crises. To respond quickly, and prevent fraud, governments need to be able to quickly and accurately verify the identity of Australians affected by a natural disaster. The Department, informed by the National Emergency Management Agency (NEMA), will pursue policy and legislative change to enable expanded use of its Identity Matching Services and biometric matching, to support disaster response and recovery efforts.

Our enduring economic prosperity and national security will continue to rely on secure, reliable and connected critical infrastructure. Increasing cyber threats and other challenges impacting Australian critical infrastructure have sharpened the Government's focus on supporting economic resilience, particularly as it relates to digital security. The reliance on the digital economy and the increasing interconnectedness of our digital footprint is facilitating the threat of malicious cyber activity, cyberattacks, foreign interference and exploitation of the dark web to commit crimes. The Department will continue to uplift cyber security resilience and awareness in the wider community and embed trust and security in the foundations of our digital economy. The scale and pace of technological evolutions will demand action, which is dynamic, coordinated and future-focused.

Terrorism will continue to pose an enduring and increasingly complex threat that generates global effects. Overseas and domestic groups – both religiously and ideologically motivated – will continue to use digital platforms to promote violent ideology and exploit the internet to promote violent extremism. Additionally, convicted terrorists who have been or are approaching release continue to pose a threat to the Australian community. A dynamic response, which seeks to advance current capabilities and Government's coordination, is essential to quell the harmful ideologies purveyed by these groups. Part of this response involves making it more difficult for terrorists to conceal their activities with fraudulent identities. The Department's work to strengthen Australia's identity security settings will make identity fraud more difficult.

Strong social cohesion is central to the Australian way of life and essential to our resilience and stability as a nation. Our inclusive national identity, underpinned by shared democratic values and the rule of law, is key to a united and prosperous nation. However, our social cohesion will be challenged heavily over the next decade, from both domestic and international influences. Specifically, it will be tested by the increased prevalence of foreign interference by malicious actors who seek to weaken our democratic institutions. To maintain Australia's resilient social cohesion, a concerted effort in delivering settlement programs and complementary community engagement that promotes and supports inclusivity and our common values will be increasingly critical.

The Department continues to assess and forecast changes to our operating environment to ensure we remain vigilant and responsive to emerging and ongoing threats to best position us for future success. We will progress in developing a workforce which is capable, agile and collaborative to ensure the Department is poised and well-equipped to deliver on its priorities and counter future threats.



OUR PRIORITIES

As the Department and the ABF's strategic environment continues to evolve, we continue to assess our priorities annually and adjust our activities accordingly. We have established ten priorities for the 2022–26 planning period, which remain consistent with those published within the *2021–22 Corporate Plan*, however take into account the Machinery of Government changes that occurred on 1 July 2022.¹ These priorities are monitored against the challenges and opportunities of our operating environment and inform the Department's strategic direction and underpin our operational prioritisation.

MANAGE MIGRATION AND TRAVEL

The Department's work at the border, including through well-managed migration and visa processes, enables Australia to connect with the world and facilitates an open and thriving economy. The Department continues to work towards designing and implementing provisions to establish an enduring bio-secure border that can withstand and respond to future health pandemics as they arise.

During 2022–23, the Department will continue to support Australia's post-pandemic recovery through the effective delivery of its visa and migration programs – specifically, the return of visa holders and tourists. These efforts will improve social cohesion and uplift prosperity through enhancing job growth, filling critical supply chain and talent gaps, and addressing labour shortages. Effective delivery of these programs will also be enabled through the ongoing digitalisation and streamlining of processing systems to maximise available efficiencies through the usage of biometrics while upholding the integrity of migrant and traveller verifications.

The Department will continue to play a key leadership role in responding to the displacement of vulnerable people, and contribute to international protection obligations. This will be done across migration and humanitarian programs and in close partnership with international partners and domestic stakeholders. The Department will drive effective humanitarian outcomes through orderly, robust and targeted humanitarian pathways and continue to ensure support services assist those resettling, participating in and contributing to our community.

1. www.pmc.gov.au/resource-centre/government/administrative-arrangements-order

IMPROVE TRADE EFFICIENCY

The Department's trade and border functions facilitate Australia's access to international markets. The efficiency of these functions as primary contributors to Australia's trade competitiveness and supply chain integrity continue to underpin Australia's economy and ongoing prosperity. The Department will continue to enhance our border infrastructure and facilitate growth in two-way international trade through supporting Government's trade modernisation agenda.

During 2022–23, the Department will also support efforts to pursue trade and supply chain diversification and support the Australian Government and industry in managing domestic and international supply chain disruptions.

We will continue to meet international standards on trade facilitation and improve Australia's border and customs services to meet the growing expectations of industry, community and our partners. This will include the implementation of free trade agreements and program reforms through the World Customs Organisation. Greater efficiency will also be achieved through the modernisation of regulatory and legislative frameworks, and the deployment of digital systems and capabilities that underpin our activities, including the expanded use of trusted trader identities.

SECURE THE DIGITAL ECONOMY

The increasing connectivity and complexity of critical and emerging technologies, coupled with increased industry and community usage, continues to pose significant challenges to Australia's productivity and global competitiveness. It is imperative that as a Department, we coordinate across governments and industry to harden our cyber security posture, and uphold our ability to connect to the digital economy and related Systems of National Significance.

During 2022–23, the Department will continue to focus on uplifting cyber security hygiene and awareness among all Australians through a coordinated and collaborative approach to prevent, detect and disrupt cybercrime activity. In particular, the Department will work with Systems of National Significance to ensure that the most vital digital platforms are resilient and secure. To ensure a consistent whole-of-economy approach to data security, we are developing the first National Data Security Action Plan. The Action Plan will ensure that global technology company's data, as a national asset, is safeguarded through meaningful regulation, and is appropriately protected while being made readily available to those who have a legitimate need for access.

The Department will also provide national leadership on identity protection, including the use of biometrics to verify a person's identity, which will protect all Australians and better support victims. More broadly, the Department's efforts will support Australia in realising the security and economic benefits of biometrics.

The Department will also contribute to the protection of Australia's current and future connectivity through supporting the establishment of a 'Secure-G' Connectivity Test Lab. This will enable businesses and new companies to test measures, protocols, standards and software that underpin transparent and secure 5G connectivity, and to test innovative secure technology solutions.

To promote a globally coordinated response to securing the digital economy and to harden Australia's cyber security, we will continue to partner industry with like-minded countries to develop and advocate for common principles, standards and global norms.

SAFEGUARD CRITICAL INFRASTRUCTURE

Australia's critical infrastructure is subject to natural hazards and human-induced threats of increasing regularity and severity. In 2022–23, the Department will pursue meaningful partnerships with government, industry, regulators and community to uplift resilience and security under an all-hazards approach.

The implementation of a prevention and crisis response framework under the *Security of Critical Infrastructure Act 2018* will serve as the basis for risk management, and threat identification and mitigation across all critical infrastructure sectors. The Department will work closely with critical infrastructure asset owners to appropriately prepare for, and respond to all-hazards that may impact Australia's national interests or the continued delivery of essential goods and services. Asset owners will be supported through intensive partnerships to navigate regulatory requirements related to this complex risk environment.

In particular, the Department will harden Australia's airports, seaports, and offshore oil and gas facilities against natural hazards, and malicious state and non-state actors in recognition of the vital services these infrastructure assets provide, and their economic contribution. We will increase background checks to limit the impacts of insider threats whilst assessing any possible risks associated with foreign ownership of critical infrastructure.

BUILDING RESILIENCE IN EMERGENCY MANAGEMENT

Concurrent, competing and cascading threats and hazards will continue to impact Australians and their way of life. During 2022–23, and following the establishment of the NEMA within the Portfolio, we will continue to proactively support Australian communities through the provision of legislation and policy that supports operational readiness across the national disaster management and recovery continuum.

We will enhance Australia's ability to prepare for, respond to and recover from national crises through ensuring our legislative and policy reforms are informed by operational expertise and through extensive consultation with NEMA and states and territories.

COUNTER TERRORISM

Australia's ability to counter terrorism and the enduring threat to the safety and security of Australians it poses will continue to be underpinned by the Department's prevention efforts and our close collaboration with state, territory and Commonwealth partners. During 2022–23, we will continue to enhance efforts to safeguard Australians from the harms of radicalisation and terrorism by countering violent extremism.

In collaboration with our law enforcement and intelligence partners, we will continue to adopt a Commonwealth approach in responding to terrorism and terrorist events. The Department will continue to assess the effectiveness of its policies and programs, specifically in relation to the management of the returning foreign fighters and their families and extremist content online.

We will continue our efforts to combat online terrorism and violent extremism to ensure an open, free and secure internet for all Australians. We work closely with our allies to deepen international norms and promote a global approach to combatting online terrorism. During 2022–23, we will focus on capacity building in South East Asia and the Pacific, engaging internet infrastructure providers and responding to threats in the online gaming sector.

PROMOTE A COHESIVE AUSTRALIA

Strong social cohesion is central to the Australian way of life and essential to our national, prosperity, security and unity. During 2022–23, the Department will continue to enhance community resilience by promoting Australian citizenship and an inclusive national identity underpinned by our shared liberal democratic values and the rule of law. We will support action to counter racial discrimination through implementation of evidence-based programs.

We will work to build resilience to dis/misinformation in partnership with governments, civil society and industry by challenging false and potentially harmful information. We will also coordinate Australia's humanitarian settlement programs and continue to uplift English language proficiency for refugees and migrants, ensuring they are able to actively participate in and contribute to the Australian community and economy. The Department will continue to provide accessible English language programs, translation services and related support to migrants to support their engagement across society. The Department will enhance our community liaison programs across states and territories. This community engagement will provide assistance, information and feedback loops in support of social cohesion. These efforts will be informed through strategic research and communications.

COUNTER FOREIGN INTERFERENCE

Foreign interference continues to be a pervasive threat that can undermine Australia's sovereignty and national interests. Malicious activity is evolving within the geopolitical environment, and is increasingly civilian-oriented, deniable and asymmetric in nature.

The Department will lead Australia's response to foreign interference in 2022–23 by working with ASIO and our international partners to discover, track and disrupt hostile foreign actors while building resilience within our democratic institutions and at risk sectors. We will utilise strategic and operational tools to ensure a resolute and effective response to foreign interference threats.

In particular, the Department will seek to limit the potential impacts of cyber espionage by working with industry to prevent any cyber and informational compromises. We will also work with media, academia and industry to enhance awareness of threats and to develop mitigation strategies. This work will build upon guidelines specifically relating to the Australian university sector. We will engage meaningfully with culturally and linguistically diverse groups, especially diaspora communities to limit the impacts of foreign interference. These efforts will align with social cohesion initiatives which emphasise inclusivity and democracy.

BORDER AND CIVIL MARITIME SECURITY

Maintaining Australia's border security is critical to upholding national sovereignty, security and territorial integrity across the border continuum. During 2022–23, the Department's border security posture will continue to suppress and minimise the threat of maritime people smuggling, terrorism, organised crime, illicit trade, biosecurity risks, irregular migration and illegal fishing.

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 strengthened regulatory approaches. The Department's effective immigration compliance measures will also deter fraud and uphold integrity within Australia's incoming migratory pathways. To future proof the border continuum, we will foster closer relationships with Australia's regional partners to enhance maritime surveillance, response capabilities and intelligence sharing. We will refresh our capability through the implementation of the *Australian Government Civil Maritime Security Strategy*, including the *Civil Maritime Capability Program*. In addition, we will focus on delivering long-term planning pathways for next generation capabilities. These capabilities will support effective deterrence, prevention and response operations.

UPHOLDING AUSTRALIAN PRINCIPLES AND REPUTATION

Australia's democratic values are grounded in a belief in the dignity of the individual combined with an inclusive national identity. The Department works to uphold these values domestically and abroad in support of Australia's reputation as a champion for those facing exploitation and fleeing conflict.

The 2022–23 Humanitarian Program will be delivered to safeguard vulnerable people in response to emerging crises, and in support of international norms related to assisting those at risk of harm. Individuals offered protection in Australia will be supported to participate in all aspects of society as an expression of our inclusivity. Similarly, the Department will continue to uphold and promote core values and social cohesion by encouraging active citizenship for all Australians.

During 2022–23, the Department will continue to focus on preventing and combatting migrant worker exploitation through our delivery of education and awareness packages to ensure workers are aware of their rights, and employment standards are met in defence of our values and international reputation. In addition, we will increase sanctions against offending employers.



OUR STRATEGIES

The Department's strategy-led approach supports our workforce to consistently and cohesively deliver on the expectations of Government and the Australian community. To support our operations, the Department has established an internal framework that highlights the interconnections between our key strategic documents. This framework enables our leaders, partners and staff to operate effectively and efficiently while remaining cognisant of the challenges in our external environment. Our strategies enable us to adopt forward leaning policies and programs, informed by the data and intelligence available to us. They continue to be shaped by our engagement with stakeholders, including international partners, industry and academia.

Our strategic focus enables us to strengthen our capabilities in the medium to long term to ensure we are able to adaptively respond to threats and risks both forecasted and unforeseen. Our strategies also support a clear line of sight for our staff in understanding how the varied work of the Department contributes to our mission in supporting a prosperous, secure and united Australia.

As an organisation, we continuously review our strategic landscape to ensure it remains fit-for-purpose and builds on lessons learnt and the ongoing shifts in our operating environment.

OUR CAPABILITIES

The Department develops and implements capability initiatives that support resilience, flexibility, innovation and efficiencies, which supports the delivery of our purposes. Our continued commitment to maturing capability planning and development through the implementation of the *Capability Management Framework* and *Capability Lifecycle Management Model*, will ensure that the Department is well positioned to deliver robust, forward-leaning capabilities that support the continuity and advancement of core business activities.

In 2022–23, an integrated, programmatic and risk-based view of our capability needs will be articulated in a capability guidance document. The programs articulated in the document will highlight opportunities for industry to partner with the Department in delivering effective and enduring solutions. Our approach will ensure that emerging capability gaps are identified early and that timely evidence-based investment decisions can be made. This approach will be underpinned by closer and more effective engagement with industry.

The Department will continue to prioritise transparency and accountability by ensuring that key investment options have the appropriate level of contestability and governance applied.

OUR RISK OVERSIGHT AND MANAGEMENT

The Department operates in an inherently multifaceted, layered and evolving environment, and decisions made by its workers involve complex public policy issues and/or time-sensitive operational matters. As a result, these decisions often attract high levels of risk. We understand that accepting some risk may be necessary to achieve policy and/or operational objectives, or foster innovation and efficiencies within business practices. To manage this and to support informed, evidence-based decision-making, risk management and proactive engagement with risk underpins everything we do.

The Department undertakes continuous analysis of our operating environment, including changes to threats and hazards that affect our activities and actively manages risk at all levels. 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. In contrast, the Department's inward-facing enterprise risks and their critical risk controls are coordinated and considered at the enterprise level. This hybrid model is supported by a central risk function that coordinates reporting and analysis for senior decision-makers.

Active risk identification and management by business areas, supported by enterprise-level coordination and close oversight of our enterprise risks ensures that the Department is effectively addressing the most significant internal risks that may impact the delivery of our key priorities. Our enterprise risk management plans are subject to ongoing and regular review to ensure they remain fit-for-purpose.

The Department's *Risk Management Policy* defines our risk approach 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* 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 Department’s Chief Risk Officer, oversee the Department’s Risk Framework. By integrating risk within our governance arrangements, we ensure consistent and effective risk identification and management at an enterprise level and use this to inform our decision-making.

The Department continues to benchmark our risk management capability against the ‘Commonwealth Risk Management Maturity Model’ and invest in resources for continual improvement. We undertake periodic reviews of our risks, critical controls and supporting frameworks, to ensure that they remain fit-for-purpose, that controls are strengthened where required, and that we implement lessons learnt.

Enterprise Risks 2022–23

| | |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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

The Department of Home Affairs' (the Department) enabling functions underpin the delivery of our purposes, priorities and core business activities. Together, these functions support innovation, our appropriate use of resources and our ability to adapt workplace practices to the increasingly complex and high-tempo pace to which we operate. During 2022–23, we will continue to ensure our workforce is cross-skilled and equipped with the knowledge, experience, infrastructure and systems to succeed. We will ensure we are able to work across traditional boundaries and pivot our resources to meet emerging threats and opportunities.

Governance, Coordination and Communication

Our governance, coordination and communication arrangements support the Department's strategic direction. These arrangements are agile, and enable the Department to have appropriate oversight of how we operate and perform, ensuring streamlined, transparent and accountable decision-making. In addition, they support us in meeting our compliance obligations under relevant legislative and regulatory frameworks.

Our ministerial, coordination, public affairs and media arrangements ensure Commonwealth and state and territory governments, partner agencies and the Australian community are provided timely and accurate advice.

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 and delivering for the Australian community.

By encouraging and maintaining a sustained focus on a professional and productive workplace culture, we will continue to develop an environment in which staff are empowered, equipped to respond to emerging challenges, and well positioned to capitalise on future opportunities.

Throughout 2022–23, we will continue to build an organisational culture of high performance, integrity, professionalism, genuine collaboration and respect. Within an ever-changing operational environment, ensuring our workforce is multi-skilled, adaptable and responsive to emerging circumstances remains critical to our ongoing success. During 2022–23, the Department's *People and Workforce Plan 2025* will underpin our people priorities of Capability, Culture, and Performance:

- **Our Capability** is the investment in the vocational, leadership, management and core skills of our people to be effective in their roles, ensuring we attract and retain the right people with the right skills, and providing leadership for all staff to grow and develop.
- **Our Culture** values and encourages diversity. Our workforce is made up of valued individuals working as one to deliver on the Department's strategic goals, respectfully and collaboratively.
- **Our Performance** ensures our capable and engaged workforce is supported to achieve and maintain the highest standards of performance and to respond to emerging challenges with agility and confidence.

The *People and Workforce Plan 2025* contains measurable and achievable actions that have been developed following consultation across the Department and ABF, and reflects feedback from the APS Census.

The Department remains committed to ensuring that work health and safety – both physical and psychological – is embedded within our business and our underlying culture.

In 2022–23, our approach to health and wellbeing will be underpinned by our *Work Health and Safety (WHS) Strategy 2025*, which is aimed to empower all staff to feel confident identifying, mitigating and controlling hazards and risks in the workplace before they arise, and to know what to do should they eventuate.

Finance

The Department is committed to the ongoing strategic management of its financial functions underpinned by evidence-based internal budget allocations. This approach enables the efficient, effective, economical and ethical use of public money. During 2022–23, our key areas of financial focus, driven by the Chief Finance Officer, include:

- supporting the Portfolio to efficiently deliver key priorities through the provision of an internal budget that is aligned to our strategic priorities and underpinned by dedicated finance support
- ensuring financial reporting and advice supports evidence-based decision-making
- maintaining effective financial management across the Department, including through strengthening policies, frameworks and compliance reporting
- providing financial advice to business areas on emerging financial matters – including ongoing financial risks
- prosecuting successful budget outcomes and opportunities to contribute to economic recovery.

Property and Procurement

The Department's strategic and operational delivery is underpinned by a robust enterprise property and procurement framework. This framework is aligned to the PGPA Act and the *Commonwealth Procurement Rules* and the *General Procurement (Judicial Review) Act 2018* and is supported by a dedicated Chief Procurement Officer (CPO). The CPO manages strategic procurement planning and the Department's engagement in the whole-of-government Enterprise Resource Planning. During 2022–23, we will continue to focus on ensuring that our sourcing, quality and assurance are directly aligned 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 secure
- 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 spaces
- ensuring that advice on strategic and High Risk High Value procurement activities and contracting activities is commensurate with scale, scope and risk
- analysing, designing and developing training pathways for procurement and contract management to uplift procurement capability.

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. During 2022–23, this will be underpinned by clear communication of our core values and expected behaviours. 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*
- 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
- implementing leading edge and agile capabilities to identify and respond to integrity threats and dealing with serious misconduct, fraud and corruption.

Security

The Department’s security function provides a safe and secure physical environment for our people, information and assets. Our approach is underpinned by effective controls that are reflective of our threat environment as a national security agency. During 2022–23, the Department will continue to focus on education and understanding to uplift awareness of our protective security obligations.

The Department’s *Agency Security Plan* sets out the context and fundamental governance arrangements for our protective security arrangements and ensures we continue to meet our 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. During 2022–23, the Department's approach will continue to be aligned to our strategic priorities to ensure we are future proofing our capabilities. This will include:

- supporting access to and delivering contemporary business information systems
- improving the technology platforms that enable our visa, trade and travel systems
- managing cyber risks, threats and incidents to uplift our cyber capabilities to meet the growing needs and expectations of Government and communities
- driving value for money procurement through opportunities for shared services and by leveraging whole-of-government panel arrangements.

Intelligence

The Department's tactical, operational and strategic activities continue to be underpinned by an intelligence-informed approach. Our intelligence approach informs capability development and supports effective outcomes and sustainment across operational and policy domains. Our intelligence focus during 2022–23 will include:

- providing high quality and useable intelligence products to improve operational decision-making and support the effective and efficient pre-emptive management of risk to the nation's border
- embedding intelligence at the forefront of strategy and policy development to identify and address emerging and known or perceived risks and opportunities
- working closely with Australian intelligence and law enforcement agencies to share intelligence, and apply joint focus on high priority threats
- engaging extensively with international partners bilaterally and multilaterally on a range of initiatives, including joint intelligence assessments, information sharing, and joint targeting efforts.

Legal

The Department's legal function ensures we are able to lawfully achieve the delivery of our key activities, and to actively identify and manage legal risk. Our legal approach is underpinned by a specialist in-house capability that is founded on trust and professionalism. Our legal teams act as independent advisors to the executive and the Minister for Home Affairs, providing specialist advice and support services to develop legal capability. Our legal teams ensure our decision-making processes are effective and cognisant of our legislative, regulatory and compliance obligations.

During 2022–23, the Department will continue to ensure our lawyers have the technical knowledge, and experience and are committed to the rule of law as they shape legislation, and manage legal risks and claims, litigation and dispute resolution activities.

Data, Records and Freedom of Information

In 2022–23, the Department will continue to maximise the availability, trust in, and legitimate use of data and analytics that underpin our policy and operational decision-making process. The Department's *Data Operating Model* comprises five core principles:

- **Data governance** ensures we meet our external data-related obligations, including compliance with the *Privacy Act 1988* and ensures our analytic capabilities are aligned to our strategic priorities
- **Data services** provide a suite of data and analytic products that underpin our strategic and operational decision-making
- **Data science** ensures we capitalise on the breadth of potential data sources and new and emerging technologies to improve organisational outcomes
- **Records Management** ensures that our records are preserved, discoverable and accessible in accordance with the *Archives Act 1983*
- **Freedom of Information** promotes transparency and accountability through the efficient processing of requests for data and documents under the *Freedom of Information Act 1982*.

2022–26 PERFORMANCE FRAMEWORK

The *2022–26 Performance Framework* (Performance Framework) sets out the Department of Home Affairs' (the Department) key activities that support the delivery of our purposes and the measures and targets that will be used to assess our performance. The Department and the Australian Border Force (ABF) are committed to strengthening the quality of the performance information we collect and provide to the Parliament and the broader community. We continue to refine our Performance Framework to ensure enduring changes to our environment, risks, and priorities are reflected in our performance reporting. The Performance Framework reflects this commitment.

Throughout 2021–22, the Department worked closely with the Australian National Audit Office and other Commonwealth agencies to enhance its Performance Framework. This included retaining an existing suite of performance information from previous reporting periods where suitable, and refining measures and targets to capture our core functions. In addition, the Performance Framework where appropriate, reflects the Department and the ABF's regulatory functions to appropriately acquit and measure our regulatory performance.

Each performance measure is supported by a suite of targets that together will contribute to our assessment of performance. The methodologies published within the Performance Framework articulate the qualitative and quantitative assessments that will be used to report on performance, providing an unbiased basis upon which our performance will be measured.

We continue to acknowledge that in some instances the delivery of our functions is often influenced by environmental and external factors that are beyond the control of the Department and the ABF. To reflect this, the Performance Framework has removed targets that were predominately influenced by trends outside of the control of the Department. Although these have not been included as published targets, the Department will continue to report on these activities within its Annual Reports. This will ensure a holistic view of the Department's activities across all functions is available to the Parliament and the broader community.

Reporting against performance measures will be outcomes focused, and reflect on the impact of our activities. It will support analysis of performance over time, and where appropriate, will provide comparative assessments against previous years.

The Department's Performance Framework gives effect to and is consistent with the outcomes and program structure contained within the *2022–23 Portfolio Budget Statements*. The Performance Framework will be appropriately acquitted in the *2022–23 Annual Report*.



Performance Measurement

During 2022–23, each performance measure will be assessed through a set of targets (equal weightings are applied to each target within a measure) to determine a performance rating of *met*, *substantially met*, or *not met*. The performance rating will be determined by calculating the average of the performance variances against each target. A result of 97.5 per cent or higher will be assessed as *met*, a result between 92.5 per cent and 97.5 per cent will be assessed as *substantially met*, and a result less than 92.5 per cent will be assessed as *not met*. For example:

| TARGET # | WEIGHTING | % VARIANCE FROM TARGET |
|------------------------------|-----------|------------------------|
| 1 | 0.25 | – 5 % |
| 2 | 0.25 | 0% |
| 3 | 0.25 | – 4% |
| 4 | 0.25 | 0% |
| Average Variance from target | | –2.25% |
| Overall Measure Assessment | | = 97.75/Met |

| OUR PURPOSES | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose 1—National Security: Protect Australia from national security and criminal threats, and support national resilience, through effective national coordination, policy and strategy development, 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 ACTIVITIES | | | | |
| Activity 1.1: National Security and Resilience | Activity 2.1: Immigration and Humanitarian Programs | Activity 2.2: Social Cohesion and Citizenship | Activity 3.1: Border Management and Revenue Systems | Activity 3.2: Border Security, Maritime Surveillance and Immigration Detention |
| OUR PERFORMANCE MEASURES | | | | |
| Measure 1.1.1: Effective transport security compliance and capacity building activities. <i>(Department of Home Affairs PBS Program 1.1)</i> Measure 1.1.2: Enhanced stakeholder capability and resilience to counter foreign interference. <i>(Department of Home Affairs PBS Program 1.2)</i> Measure 1.1.3: Effective industry regulation, security advice and strategy implementation safeguards and strengthens Australia’s critical infrastructure and cyber security. <i>(Department of Home Affairs PBS Program 1.2, Department of Home Affairs PBS Program 1.3)</i> Measure 1.1.4: Enhanced capability to address potential terror threats, delivered through exercise, training activities and stakeholder engagement. <i>(Department of Home Affairs PBS Program 1.4)</i> | Measure 2.1.1: Effective design, delivery and assurance of immigration programs. <i>(Department of Home Affairs PBS Program 2.1, Department of Home Affairs PBS Program 2.2)</i> Measure 2.1.2: Effective design and delivery of humanitarian and settlement programs, and resettlement. <i>(Department of Home Affairs PBS Program 2.3, Department of Home Affairs PBS Program 2.4)</i> | Measure 2.2.1: Effective citizenship processing and assurance, counter violent extremism capability building and community engagement collectively supports social cohesion outcomes. <i>(Department of Home Affairs PBS Program 2.5)</i> | Measure 3.1.1: Effective trade and travel policy and regulation settings. <i>(Department of Home Affairs PBS Program 3.1, Department of Home Affairs PBS Program 3.2)</i> Measure 3.1.2: Effective administration of border revenue processes. <i>(Department of Home Affairs PBS Program 3.3)</i> | Measure 3.2.1: Effective border security, maritime surveillance activities, and management of the Immigration Detention Network. <i>(Department of Home Affairs PBS Program 3.4, Department of Home Affairs PBS Program 3.5)</i> |
| International Cooperation – PBS Program 1.5 Protect Australia’s sovereignty, security and safety by strengthening relationships with partner governments to improve migration and border management capabilities; working collaboratively with international organisations, including the International Organisation for Migration (IOM), provide services for irregular migrants including promoting dialogue through the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime. | | | | |

Purpose 1

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

The Department will achieve this Purpose through a comprehensive, all-hazards approach informed by contemporary risk information. This approach will be underpinned by fit-for-purpose and enduring capabilities. Alongside our partners, we will develop, coordinate and implement a nationally consistent strategy for the provision of national security legislation, policy and advice that is cognisant of Australia’s evolving threat environment.

In recognition of the growing digital economy, the Department will place particular focus on implementing regulatory and legislative safeguards to reduce vulnerabilities in cyber security and ensure we are able to prepare for and respond to threats targeting our critical infrastructure and Systems of National Significance. The Department will also work to enhance our disruption capabilities towards malicious actors who seek to harm Australia and our community. This will include a continued focus on an intelligence-informed and risk-based approach to counter terrorism and counter foreign interference activities.

As national emergencies and natural disasters continue to increase in frequency and severity, the Department will work in partnership with the National Emergency Management Agency on the development and implementation of policy and legislative reform that is informed by operational expertise. This will ensure that these policy and legislative settings support outcomes across the full emergency management spectrum.

| ACTIVITY 1.1 National Security and Resilience | | | |
|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MEASURE 1.1.1 Effective transport security compliance and capacity building activities (Department of Home Affairs PBS Program 1.1) | | | |
| TARGETS | | METHOD FOR CALCULATION | DATA SOURCES |
| 1. | Aligned to 2022–23 PBS Target 100 per cent of instances of non-compliance identified through the National Compliance Plan are subject to further compliance activities or enforcement action. | Count of the number of identified instances of non-compliance through the National Compliance Plan that were subject to further compliance activities or enforcement action, divided by the total number of instances of non-compliance identified. | <ul style="list-style-type: none">• Department’s Regulatory Management System datasets• Cyber Infrastructure Security Centre’s Quarterly Transport Security Tactical Plan• Departmental Compliance Database• Departmental Transport Security Infringement Notice Register |

| | | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| 2. | Aligned to 2022–23 PBS Target 80 per cent of participants (comprising of regional partners and key stakeholders) identified that they had an improved level of transport security capacity on completion of scheduled activities under the Capacity Building Plan. | Count of the number of participants who identified that they had an improved level of transport security capacity on completion of scheduled activities under the Capacity Building Plan, divided by the total number of participants. | <ul style="list-style-type: none"> Annual survey data |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|

The targets for this measure will be reported on for the period 2022–23 to 2025–26

Rationale for assessment

- The compliance activities undertaken against the National Compliance Plan (target 1) demonstrates the effectiveness of the Department in taking action to address non-compliance to enhance Australia's domestic and international aviation and maritime transport industries' compliance with transport security legislation.
- The Department's performance regarding delivery of transport security capacity building activities (target 2) demonstrates effectiveness in strengthening transport security outcomes across the South East Asia, South Asia and Mekong regions through targeted trainings and support activities to mitigate risk offshore and improve security for travelling Australians.
- The 2022–23 Annual Performance Statement will also include additional narrative on the Department's activities to enhance transport security.

MEASURE 1.1.2

Enhanced stakeholder capability and resilience to counter foreign interference. (Department of Home Affairs PBS Program 1.2)

| TARGETS | | METHOD FOR CALCULATION | DATA SOURCES |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. | Reporting to the Department from all Australian Universities under the <i>Guidelines to Counter Foreign Interference in the Australian University Sector</i> demonstrates an increased level of capability to counter foreign interference. | Count of the number of Australian Universities that reported an increased level of capability in comparison to previous reporting periods to counter foreign interference, divided by the total number of Australian Universities that reported to the Department. | <ul style="list-style-type: none">Six month progress reports on implementation of the refreshed Guidelines to counter foreign interference in the Australian university sector |
| 4. | Achieve an 85 per cent satisfaction rate from the Australian Electoral Commission (AEC) in relation to the Department's advice and leadership to support efforts to safeguard electoral processes against the threat of foreign interference. | Count the number of survey questions that the AEC provided a 'satisfactory' rating to the Department regarding its advice and leadership to support efforts to safeguard electoral processes against the threat of foreign interference, divided by the total number of survey questions. | <ul style="list-style-type: none">Annual survey data |

The targets for this measure will be reported on for the period 2022–23 to 2025–26

Rationale for assessment

- The Department's ability to engage with Australian Universities to raise awareness and develop mitigation strategies (target 3) increases the level of capability, captured through compliance activities to build effectiveness in countering foreign interference in our private institutions.
- The Department's advice and leadership to ensure the safeguards are effective in Australia's electoral processes (target 4) demonstrates the support to Australian institutions to strengthen public confidence in our political and government institutions.
- The 2022–23 Annual Performance Statement will also include additional narrative on the Department's activities to strengthen capability and build resilience to counter foreign interference.

MEASURE 1.1.3

Effective industry regulation, security advice and strategy implementation safeguards and strengthens Australia's critical infrastructure and cyber security. (Department of Home Affairs PBS Program 1.2, Department of Home Affairs PBS Program 1.3)

| TARGETS | | METHOD FOR CALCULATION | DATA SOURCES |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. | 100 percent of instances of identified non-compliance with obligations in the <i>Security of Critical Infrastructure Act 2018</i> , are subject to a compliance action consistent with the <i>Cyber and Infrastructure Security Centre's Compliance Strategy</i> . | Count of the number of identified instances of non-compliance with obligations in the <i>Security of Critical Infrastructure Act 2018</i> that were subject to a compliance action, divided by the total number of instances of non-compliance identified. | <ul style="list-style-type: none"> Critical Infrastructure Register and Case System (CIRCS) datasets Departmental databases |
| 6. | Aligned to 2022–23 PBS Target Measures Regulator Performance 100 per cent of notifications and notification exemption requests received under the Telecommunications Sector Security (TSS) reforms to the <i>Telecommunications Act 1997</i> , are responded to within 30 calendar days for notifications and 60 calendar days for notification exemption requests. | Count of the number of notifications and notification exemption requests received that were responded to within 30 calendar days and 60 calendar days respectively, divided by the total number of notifications and notification exemption requests received. | <ul style="list-style-type: none"> Departmental databases |
| 7. | Measures Regulator Performance Stakeholders expectations of advice provided by the Department on matters related to the <i>Foreign Acquisitions and Takeovers Act 1975</i> are met in 90 per cent of requests. | Count of the number of advices provided by the Department on matters related to the <i>Foreign Acquisitions and Takeovers Act 1975</i> that met stakeholder expectations, divided by the total number of advices provided. | <ul style="list-style-type: none"> Annual survey data |
| 8. | The Trusted Information Sharing Network (TISN) is expanded to all nationally agreed arrangements set by the Critical Infrastructure Advisory Council (CIAC) in 2022–23. | Count of the number of TISN sectors that had nationally agreed arrangements in place, divided by the number of TISN sectors set by CIAC in 2022–23. | <ul style="list-style-type: none"> Departmental databases |
| 9. | AusCheck's components in the background checking process are completed in 5 business days or less for 98 per cent of checks. | Count of the number of background checks where AusCheck's components were completed within 5 business days, against the total number of checks. <i>Time taken to complete AusCheck's component of a background check excludes time awaiting responses from checking partners or the person being checked.</i> | <ul style="list-style-type: none"> AusCheck Background Checking Customer Relationship Management (CRM) system datasets |

| | | | |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10. | The time taken to finalise received applications for aviation security identification cards (ASICs) and maritime security identification cards (MSICs), including identity assurance, lodgement processing and card issuance, remains stable or is reduced. | The average time taken to finalise received applications for ASICs and MSICs, compared to the average time taken to process received applications for ASICs and MSICs in the previous financial year. | <ul style="list-style-type: none"> • AusCheck Background Checking Customer Relationship Management (CRM) system datasets • ASIC/MSIC Issuing Body (AMIB) Customer Relationship Management (CRM) system datasets |
| 11. | Aligned to 2022–23 PBS Target 80 per cent of Department-led program elements of <i>Australia's Cyber Security Strategy 2020</i> initiatives demonstrated a positive outcome per intended program objective. | Count of the number of evaluations of Department-led program elements of <i>Australia's Cyber Security Strategy 2020</i> initiatives that demonstrated a positive outcome per intended program objective, divided by the total number of evaluations of Department-led program elements of <i>Australia's Cyber Security Strategy 2020</i> initiatives. | <ul style="list-style-type: none"> • (<i>Australia's Cyber Security Strategy 2020</i>) evaluation reports |

The targets for this measure will be reported on for the period 2022–23 to 2025–26, except for Target 8 which will be reported on in 2022–23 only

Rationale for assessment

- Delivery of the *Cyber and Infrastructure Security Centre's Compliance Strategy*, through actively addressing non-compliance with obligations in the *Security of Critical Infrastructure Act 2018* (target 5) demonstrates the Department's effectiveness as a regulator through working with industry to safeguard critical infrastructure assets. Timely responses to notifications and notification exemption requests received under the Telecommunications Sector Security (TSS) reforms to the *Telecommunications Act 1997* (target 6) also relates to the Department's efficiency as a regulator to support industry in taking appropriate steps to protect telecommunications networks and facilities from unauthorised access and interference.
- The provision of security and risk advice (target 7) demonstrates the effectiveness of the Department to provide advice that stakeholders can utilise to better safeguard critical infrastructure assets.
- The Department's engagement with Trusted Information Sharing Network (TISN) sectors (target 8), including through the Critical Infrastructure Advisory Council will demonstrates effective collaboration and identification of appropriate measures to mitigate risk, boost resilience and support critical infrastructure owners to share information on threats.
- The Department's background checking service and processing of ASIC and MSIC applications (targets 9 and 10) will demonstrate efficiency in processes that secure Australian critical infrastructure facilities in key sectors.
- The outcomes derived from implementation of departmental-led program elements of *Australia's Cyber Security Strategy 2020* demonstrates effectiveness of strategy implementation to enhance cyber security.
- The 2022–23 Annual Performance Statement will also include additional narrative on the Department's activities to ensure effective industry regulation, security advice and strategy implementation safeguards and strengthens Australia's critical infrastructure and cyber security.

MEASURE 1.1.4

Enhanced capability to address potential terror threats, delivered through exercise, training activities and stakeholder engagement. (Department of Home Affairs PBS Program 1.4)

| TARGETS | | METHOD FOR CALCULATION | DATA SOURCES |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12. | Aligned to 2022–23 PBS Target 85 per cent of international stakeholders who participated in a CT capability exercise or training activity indicated that they experienced capability uplift as a result of the program. | Count of the international stakeholders who participated in a CT capability exercise or training activity indicated that they experienced capability uplift, divided by the total number of international stakeholders who participated in a CT capability exercise or training activity. | <ul style="list-style-type: none"> Annual survey data |
| 13 | Aligned to 2022–23 PBS Target 85 per cent of stakeholders who participated in scheduled Australia-New Zealand Counter-Terrorism Committee (ANZCTC) training exercises indicated the training delivered was aligned to, and supported the capability uplift outlined within the agreed lesson plan. | Count of the stakeholders who participated in a scheduled ANZCTC training exercise that indicated the training delivered was aligned to, and supported the capability uplift outlined within the agreed lesson plan, divided by the total number of stakeholders who participated in a scheduled ANZCTC training exercise. | <ul style="list-style-type: none"> Survey data collected following the completion of each ANZCTC training exercise or training activity |

The targets for this measure will be reported on for the period 2022–23 to 2025–26

Rationale for assessment

- Stakeholder feedback on CT capability exercises and training activities (target 12 and target 13) demonstrates the Department's effectiveness in delivering capability exercises and training activities that meaningfully uplift stakeholder capability.
- The 2022–23 Annual Performance Statement will also include additional narrative on the Department's activities to effectively address potential terror threats.

Purpose 2

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

The Department will achieve this Purpose by formulating and implementing an annual migration program which supports post-pandemic recovery and contributes to social cohesion. We will ensure immigration and humanitarian programs are executed in accordance with government priorities to deliver positive outcomes for the Australian community, which includes filling critical skill and supply chain shortages and mitigating risks associated with an aging population. The Department will work to improve efficiency, integrity and service standards in visa and citizenship processing by driving digital transformation, which aptly uses available technology to aid the decision-making process and improve the client experience. This transformation will include greater usage of biometrics to ensure our systems and capabilities are agile, responsive and scalable.

Disinformation and divisive rhetoric continues to harm the unity of the nation. The Department will work to counter this through enhanced community engagement and outreach and promotion of Australian values. Additionally, we will continue to provide support services to new migrants, particularly humanitarian and refugee entrants, to facilitate their transition into, and participation in Australian society.

ACTIVITY 2.1

Immigration and Humanitarian Programs

MEASURE 2.1.1:

Effective design, delivery and assurance of immigration programs (Department of Home Affairs PBS Program 2.1, Department of Home Affairs PBS Program 2.2)

| TARGETS | | METHOD FOR CALCULATION | DATA SOURCES |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14. | Aligned to 2022–23 PBS Target 70 per cent of surveyed public and state government stakeholders are satisfied with the consultation process used to develop policy advice for Government on the Annual Migration Program (size and composition). | Count of the number of surveyed public and state government stakeholders that were satisfied with the consultation process used to develop policy advice for Government on the Annual Migration Program, divided by the total number of surveyed public and state government stakeholders. | <ul style="list-style-type: none"> Survey data collected following the finalisation of policy advice for Government on the Annual Migration Program |
| 15. | The Migration Program is delivered within the planning ceiling and is consistent with priorities set by the Government. | <p>Part A: Count of the number of Migration Program places delivered, divided by total number of places available under the planning ceiling.</p> <p>Part B: Count of the number of Migration Program places delivered, compared to the composition set by Government.</p> | <ul style="list-style-type: none"> Departmental databases |

| | | | |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| 16. | <p>Aligned to 2022–23 PBS Target</p> <p>Visa processing times (from application to point of finalisation) for new applications are reduced.</p> | <p>The average time taken to process a new visa application, compared to the average time taken to process a new visa application in the previous financial year.</p> | <ul style="list-style-type: none"> • Departmental databases |
| 17. | <p>Aligned to 2022–23 PBS Target</p> <p>The proportion of visa and status resolution decisions subject to quality assurance activities, and the proportion of errors identified through these activities, is consistent with the pre-determined sample size and error rate set by programs across all locations.</p> | <p>Part A: Count of the number of visa and status resolution decisions subject to quality assurance activities, divided by the total number of visa and status resolution decisions.</p> <p>Part B: Count of the number of errors identified through visa and status resolution assurance activities, divided by the total number visa and status resolution decisions subject to quality assurance activities.</p> <p>Part C: The proportion of visa and status resolutions decisions subject to quality assurance activities, and the proportion of errors identified through these activities compared to the pre-determined sample size and error rate for each program across all locations.</p> | <ul style="list-style-type: none"> • Departmental databases |
| 18. | <p>Measures Regulator Performance</p> <p>100 per cent of proven instances of non-compliance results in disciplinary action taken by the Office of the Migration Agents Registration Authority (OMARA).</p> | <p>Count of the number of proven instances of non-compliance with the <i>Code of Conduct for Registered Migration Agents</i> that resulted in disciplinary action taken by the OMARA, divided by the total number of proven instances of non-compliance.</p> | <ul style="list-style-type: none"> • Migration Agents Regulatory System (MARS) datasets |
| 19. | <p>100 per cent of decisions to detain subject to review had an initial review commence within two business days.</p> | <p>Count of the number of decisions to detain subject to review that had an initial review commenced within two business days, divided by the total number of decisions to detain that were subject to review.</p> | <ul style="list-style-type: none"> • Detention Review Manager datasets |
| 20. | <p>100 per cent of individuals who are found to have been inappropriately detained as a result of the initial review are released from detention within four hours of identification.</p> | <p>Count of the number of individuals that were released from detention within four hours of an initial review finding that the individual was inappropriately detained, divided by the total number of individuals who were found to have been inappropriately detained as a result of an initial review.</p> | <ul style="list-style-type: none"> • Compliance, Case Management and Detention (CCMD) Portal datasets |

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|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 21. | Of the average sample size of five per cent of Immigration Medical Examination (IME) cases reviewed and panel clinics subject to a Panel Performance Review or an onsite assurance activity, 95 per cent met the Department's assurance assessment requirements or are subject to a remediation activity. | <p>Part A: Count of the number of IME cases reviewed and panel clinics subject to a Panel Performance Review or an assurance activity, compared to the average sample size of five per cent.</p> <p>Part B: Count of the number of sampled IME cases and panel clinics that met the Department's assurance assessment requirement or were subject to a remediation activity, divided by the total number of sampled IME cases and panel clinics.</p> | <ul style="list-style-type: none"> • Monthly Bupa internal audit reports • Monthly internal assurance of Bupa's performance under the Contract • Bupa Medical Officer of the Commonwealth (MOC) reviewed cases • Onsite Assurance Visit reports • Monthly Offshore Health Cases Submitted reports • Panel Performance Reviews |
| 22. | At least 80 per cent of Adult Migrant English Program (AMEP) clients demonstrate progression in one or more indicators in the Australia Core Skills Framework (ACSF) per quarter on average. | Count of the number of AMEP clients that demonstrated progression in one or more indicators in the ACSF per quarter on average, divided by the total number of AMEP clients. | <ul style="list-style-type: none"> • Reporting from external Quality Assurance provider |

The targets for this measure will be reported on for the period 2022–23 to 2025–26

Rationale for assessment

- The Department's performance regarding the stakeholder consultation process (target 14) and the delivery within the planning ceiling and Government priorities (target 15) demonstrate the Department's effectiveness and efficiency in the collaborative development and accurate delivery model of the Annual Migration Program.
- The Department's performance of the reduction of visa processing times (target 16), the quality assurance activities of visa and status resolution decisions (target 17) demonstrates the efficiency and accuracy of the visa process and continues to build confidence in Australia's visa systems.
- The effectiveness of the Department's response to non-compliant Registered Migration Agents (target 18) protects consumers of migration advice services by upholding the standards of RMAs.
- The review of decisions to detain (target 19) and the timely release of any inappropriately detained individuals (target 20) demonstrates the Department's effectiveness in maintaining the integrity of the implementation of Australia's detention policies and efficiency in meeting the review/release times set by the Department.
- The Department's quality assurance activities related to Immigration Medical Examinations and panel clinics (target 21) demonstrates the effectiveness of the Department in maintaining a risk based approach to the health screening program.
- Delivery of the AMEP (target 22) demonstrates the Department's effectiveness in working with service providers to improve communication, connection and increase career opportunities of migrants.
- The 2022–23 Annual Performance Statement will also include additional narrative on the Department's activities to strengthen effective design, delivery and assurance of immigration programs.

MEASURE 2.1.2:

Effective design and delivery of humanitarian and settlement programs, and resettlement.
(Department of Home Affairs PBS Program 2.3, Department of Home Affairs PBS Program 2.4)

| TARGETS | | METHOD FOR CALCULATION | DATA SOURCES |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 23. | <p>Aligned to 2022–23 PBS Target</p> <p>The humanitarian program is delivered within the planning ceiling and consistent with priorities set by the Government.</p> | <p>Part A: Count of the number of Humanitarian Program places delivered, divided by total number of places available under the planning ceiling.</p> <p>Part B: Count of the number of Humanitarian Program places delivered, compared to the composition set by Government.</p> | <ul style="list-style-type: none"> Immigration Records Information System (IRIS) datasets Business Intelligence Reporting System (BIRS) datasets Integrated Client Services Environment (ICSE) datasets |
| 24. | <p>Aligned to 2022–23 PBS Target Measures Regulator Performance</p> <p>75 per cent of humanitarian entrants exiting the Humanitarian Settlement Program (HSP) have the skills and knowledge to use services independently in Australia.</p> | Count of the number of humanitarian entrants that exited the HSP that had the skills and knowledge to use services independently in Australia, divided by the total number of humanitarian entrants that exited the HSP. | <ul style="list-style-type: none"> Qualtrics Exit Review Survey data Humanitarian Settlement Program System datasets |
| 25. | <p>Aligned to 2022–23 PBS Target Measures Regulator Performance</p> <p>80 per cent of a sample of Settlement Engagement and Transition Support (SETS) clients rated 3 or above (5 point rating scale) when assessed against the skills and knowledge required to support their independence, participation and wellbeing.</p> | Count of the number of SETS clients that rated 3 or above (5 point rating scale) when assessed against the skills and knowledge required to support their independence, participation and wellbeing, divided by the total number of SETS clients sampled. | <ul style="list-style-type: none"> Data Exchange datasets, managed by the Department of Social Services |
| 26. | <p>Aligned to 2022–23 PBS Target Measures Regulator Performance</p> <p>Attendance rate of clients invited to Australian Cultural Orientation (AUSCO) course sessions is 90 per cent or higher.</p> | Count of the number of AUSCO course sessions attended by invited clients, divided by the total number of invited clients. | <ul style="list-style-type: none"> AUSCO Service Provider Reporting |
| 27. | Two per cent reduction in the proportion of the unresolved Unauthorised Maritime Arrival (UMA) legacy caseload. | Count of the number of UMA legacy cases resolved, divided by the total number of the unresolved UMA legacy caseload at the commencement of the reporting period. | <ul style="list-style-type: none"> Business Intelligence Reporting System (BIRS) datasets Integrated Client Services Environment (ICSE) datasets |
| 28. | <p>Aligned to 2022–23 PBS Target</p> <p>Resettle 95 per cent of the targeted 150 refugees in New Zealand each year.</p> | <p>Count of the number of New Zealand resettlement outcomes.</p> <p><i>First transferees are expected to resettle in New Zealand by the end of 2022.</i></p> | <ul style="list-style-type: none"> Compliance, Case Management and Detention (CCMD) Portal datasets |

The targets for this measure will be reported on for the period 2022–23 to 2025–26, except for Target 40 which will be reported on until 2024–25

Rationale for assessment

- The delivery of the Humanitarian Program (target 23) demonstrates the effectiveness of the Department to place eligible individuals in line with Government priorities, with appropriate settlement support available to assist new arrivals to build the skills and knowledge they need to become self-reliant and active members of the Australian community (targets 24 to 26).
- The Department's performance regarding processing of UMAs (target 27) will demonstrate efficiency in processing applications to resolve the remaining UMA caseload.
- The achievement of resettlement outcomes (target 28) will demonstrate the Department's effectiveness to deliver on the Australia-New Zealand refugee resettlement deal.
- The 2022–23 Annual Performance Statement will also include additional narrative on the Department's activities to strengthen effective design and delivery of humanitarian and settlement programs, and resettlement.

ACTIVITY 2.2:

Social Cohesion and Citizenship

MEASURE 2.2.1:

Effective citizenship processing and assurance, counter violent extremism capability building and community engagement collectively supports social cohesion outcomes. (Department of Home Affairs PBS Program 2.5)

| TARGETS | | METHOD FOR CALCULATION | DATA SOURCES |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| 29. | Aligned to 2022–23 PBS Target 90 per cent of citizenship by conferral applications are finalised within agreed target timeframes from lodgement to decision. | Count of the number of citizenship by conferral applications that were finalised within eight months from lodgement to decision, divided by the total number of citizenship by conferral applications lodged. | <ul style="list-style-type: none"> • Monthly Conferral Finalised dataset |
| 30. | The proportion of citizenship decisions subject to quality assurance activities is consistent with the pre-determined sample size of two per cent across citizenship caseloads. | <p>Part A: Count of the number of citizenship decisions subject to quality assurance activities, divided by the total number of citizenship decisions.</p> <p>Part B: The proportion of citizenship decisions subject to quality assurance activities, compared to the sample size of two per cent across citizenship caseloads.</p> | <ul style="list-style-type: none"> • Evidence of Quality in Performance (EQuIP) tool datasets |
| 31. | 85 per cent of surveyed state and territory participants are satisfied that the Department's counter violent extremism (CVE) training improved their CVE intervention capability and awareness. | Count of the number of surveyed state and territory participants that were satisfied that the Department's CVE training improved their CVE intervention capability and awareness, divided by the total number of surveyed state and territory participants. | <ul style="list-style-type: none"> • CVE training course participant survey data issued upon completion of each course. |

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|-----|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| 32. | 90 per cent of surveyed Community Leaders are satisfied with the level of community engagement from the Community Liaison Officer (CLO) Network. | Count of the number of community leaders consulted for their feedback that were satisfied with the level of community engagement from the CLO Network, divided by the total number of consulted community leaders. | <ul style="list-style-type: none"> Annual feedback received from community leader stakeholders |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|

The targets for this measure will be reported on for the period 2022–23 to 2025–26

Rationale for assessment

- The Department's performance in relation to delivery of the Citizenship Program (targets 29 and 30) relates to the efficiency of processing of conferral applications.
- The delivery of counter violent extremism training programs (target 31) demonstrates the effectiveness of the Department to build awareness and capability in key stakeholders to support participants to undertake violent extremism risk assessments on those who are at risk of radicalising to violent extremism, are currently participating in the Living Safe Together Intervention Program or are subject to HRTD consideration.
- The Department's CLO network activities (target 32) relate to effectiveness of community engagement activities to enhance social cohesion outcomes.
- The 2022–23 Annual Performance Statement will also include additional narrative on the Department's activities to strengthen social cohesion and citizenship.



Australian **BORDER FORCE**

COMMISSIONER'S FOREWORD

As an operationally independent body within the Department of Home Affairs Portfolio, the Australian Border Force (ABF) delivers a broad range of operations and functions across the border continuum—pre, at and post border.

In 2022–23, we will continue to perform a key role in Australia's recovery from the COVID-19 pandemic, supporting economic and social recovery, by ensuring the sustainment of border arrangements. With the reopening of Australia's international border, projected increases in trade and traveller volumes will place significant pressure on the ABF's ability to maintain the integrity of the border and supply chains whilst keeping pace with an increasingly intricate and complex international trade environment and to streamline traveller facilitation.

As the second largest Commonwealth revenue collector, the ABF will continue to protect and support Australia's revenue collection in 2022–23 by continuing to enhance the facilitation of trade and travel. Our travel modernisation program through improved digital data capture, automated processing through the next generation SmartGate rollout, and associated ICT upgrades and technologies will create more seamless touch points and ensure we accommodate forecast demand. Continued investment in the modernisation program is also vital to meet future growth. The ABF will continue to lead efforts to modernise the regulatory environment and replace critical legal ICT systems to create a simpler, more efficient and digitised trade system which delivers tangible benefits for Australian businesses and international trading partners.

As Australia remains a lucrative market, criminal groups will continue to attempt to exploit our border systems, to import and export prohibited, restricted or regulated goods in and out of Australia. Efforts on our frontline to protect Australia from attempts to introduce illicit drugs, weapons, wildlife, tobacco and child abuse material into the community will remain a critical priority for the ABF throughout 2022–23. This will require the continued enhancement of intelligence-led targeting and risk profiling relating to travellers and goods. We will better organise our targeting and enforcement capabilities across the border continuum. We will strengthen relations with key regional partners, industry, and law enforcement agencies to combat and prosecute those who seek to exploit our border systems – including transnational serious organised crime groups who are increasingly exploiting trusted insiders within the supply chain to facilitate cross border crime.



As Australia's maritime border security environment continues to become more complex and is influenced by the geopolitical tensions, our effective management of our maritime domain has become ever-more critical. In 2022–23, the ABF will remain focused on maintaining the integrity and protection of Australia's borders and our Economic Exclusive Zone through our maritime surveillance capabilities both at sea and in air. We will continue to work with our international partners to address unauthorised migration, and reduce the dangers associated with attempted maritime ventures. We will continue to strengthen our relations in the Indo-Pacific, and remain at the forefront of collaborative approaches to managing uncertain, dynamic and complex travel and trade environments.

Operation Sovereign Borders (OSB) remains the highest priority. Deterring or otherwise preventing maritime people smuggling ventures from putting to sea remains the best possible outcome for OSB, as it effectively mitigates both the risks to safety of life at seas and the direct threat to Australia's border. For this reason, Commander of the Joint Agency Taskforce (JATF) OSB will continue to place critical focus on deterrence and disruption efforts.

I commend the dedication of my officers, both at the front-line and those who are part of the considerable policy, strategic, program coordination and support effort. I look forward to continuing to keep Australia and our community safe, secure and prosperous during 2022–23.

I, as the Australian Border Force Commissioner, endorse the *Department of Home Affairs 2022-23 Corporate Plan*, which covers the periods of 2022–23 to 2024–25.

A stylized white signature of Michael Outram APM on a dark blue background.

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

THE ROLE OF THE ABF

The ABF is Australia's frontline border law enforcement agency and customs service. The ABF supports national prosperity by facilitating legitimate trade and travel and supports national security by securing Australia's border.

The ABF is a global leader in border law enforcement and remains at the forefront of international technology and best practice to ensure our customs and border processes can meet today's challenges and future requirements.

As Australia's customs service and second largest revenue collector, the ABF 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. The ABF continues to expand the Australian Trusted Trader scheme, while at the same time, ensures our customs and border processes reduce regulatory burden on business and community.

As part of the ABF's responsibilities under the *Customs Act 1901* and the *Migration Act 1958*, the ABF adopts an intelligence-risk targeting model to select goods, mail and individuals for screening and intervention at the border. Our compliance and enforcement teams focus on threat and risks within Australia's migration program, traveller pathways and international system of trade. Our frontline officers play a critical role in preventing, deterring, and detecting people who seek to commit immigration fraud or threaten Australia's safety and security. This includes mitigating and responding to threats before they reach the physical border, including, detecting the unlawful trade and importation of prohibited, restricted, or regulated goods across, into, and out of Australia and referring those identified and interdicted for prosecution.

The ABF promotes visa and migration compliance and targets threats posed to the integrity of Australia's migration program. We make decisions about immigration detention in accordance with legislation. This includes the power to detain unlawful non-citizens. We are responsible for the management of good order, safety and security within immigration detention facilities, including the health and welfare of detainees.

Additionally, the ABF protects Australia's maritime domain through leading effective surveillance, detection and prevention activities to respond to illegal activities occurring in Australian waters such as exploitation of natural resources, prohibited imports and to combat unauthorised migration.



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 achieve this Purpose by facilitating Australia’s border protection regime to support economic and social recovery, whilst ensuring the security of Australian communities and Australian interests remains the primary focus of our border security posture. The ABF will work to modernise customs and immigration clearance processes and ensure industry and travellers continue to comply with Australian law to uphold the integrity of Government’s border regime. We will implement an agile border management and security strategy mindful of lessons learnt during the pandemic. This will include increased use of digital systems, and the enhanced use of biometric verifications. At the forefront of our delivery in 2022–23, we will continue to develop and implement border modernisation reforms that enhance trade and travel facilitation that meet expectations of those engaging with our services.

The ABF will continue to seek to protect international supply chains and deploy risk-based enforcement responses to effectively manage national security risks, including the detection and deterrence of irregular migration at and before the border. This will include the delivery of an air and maritime capability, which is agile and responsive to new threat actors, and corridors of activity. We will continue to place emphasis on protecting Government revenue, including through the identification of revenue evasion.

| ACTIVITY 3.1 | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Border Management and Revenue Systems | | |
| MEASURE 3.1.1: | | |
| Effective trade and travel policy and regulation settings. (Department of Home Affairs PBS Program 3.1, Department of Home Affairs PBS Program 3.2) | | |
| TARGETS | METHOD FOR CALCULATION | DATA SOURCES |
| 33. Aligned to 2022–23 PBS Target Average clearance time for travellers, and clearance rate for air cargo and sea cargo is maintained or improved. | Part A: The average clearance times for travellers in comparison to a rolling average over prior financial years. Part B: The percentage of air cargo consignments cleared within 48 hours is maintained or improved in comparison to a rolling average over prior financial years. Part C: The percentage of sea cargo consignments cleared within 5 days is maintained or improved in comparison to a rolling average over prior financial years. | <ul style="list-style-type: none">• Travel and Immigration Processing System (TRIPS) datasets• Integrated Cargo System (ICS) datasets• Passenger Analysis Clearance Evaluation (PACE)• Departmental Databases |

| | | | |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 34. | Aligned to 2022–23 PBS Target 100 per cent of Australian Trusted Traders (ATTs) subject to assurance processes either pass, or are subject to a compliance activity. | Count of the number of ATTs subject to assurance processes that either pass, or are subject to a compliance activity, divided by the total number of ATTs subject to an assurance process. | <ul style="list-style-type: none"> Customer Relationship Management datasets Case Referral Management datasets Departmental databases |
| 35. | Advice to industry regarding tariff classification, valuation and rules of origin is provided within service standard timeframes of 30 days from provision of all documentation in 85 per cent of cases. | Count of the number of advices provided to industry regarding tariff classification, valuation and rules of origin within 30 days from provision of all documentation, divided by the total number of requests for advices received. | <ul style="list-style-type: none"> Departmental databases |
| 36. | 100 per cent of Department-led Simplified Trade System policy proposals and delivery initiatives scheduled for 2022–23 are completed. | Count of the number of Department-led Simplified Trade System policy proposals and delivery initiatives scheduled for 2022–23 that are completed, divided by the total number of Department-led Simplified Trade System policy proposals and delivery initiatives scheduled for 2022–23. | <ul style="list-style-type: none"> Internal monthly status reports |

The targets for this measure will be reported on for the period 2022–23 to 2025–26, except for Target 36 which will be reported on in 2022–23 only

Rationale for assessment

- Border clearance times (target 33) demonstrate the Department's effectiveness in facilitating efficient passenger and cargo clearance in a manner that is compliant with regulatory border controls.
- Quality assurance of the Australian Trusted Trader program (target 34) relates to the effectiveness of the Department in ensuring Trusted Traders maintain a satisfactory level of international supply security and trade compliance.
- Provision of advice to industry (target 35) on tariff classification, valuation and origin advice will demonstrate effectiveness in promoting Australia as a preferred trade option by providing legitimate traders with certainty for importations and support to make business decisions.
- Implementation of Department-led components of the Simplified Trade System (target 36) relates to the ability of the Department to effectively progress agreed action items and initiatives on schedule.
- The 2022–23 Annual Performance Statement will also include additional narrative on the Department's activities to ensure effective trade and travel policy and regulation settings.

MEASURE 3.1.2:

Effective administration of border revenue processes. (Department of Home Affairs PBS Program 3.3)

| TARGETS | | METHOD FOR CALCULATION | DATA SOURCES |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 37. | Aligned to 2022–23 PBS Target The revenue collected from customs duty, the Import Processing Charge (IPC) and the Passenger Movement Charge (PMC), against a target of achieving Portfolio Additional Estimates Statements (PAES) estimates. | Count of the value of revenue collected from customs duty, the IPC and the PMC, compared to the PAES estimates. | <ul style="list-style-type: none"> Departmental databases Departmental financial management system datasets |
| 38. | Refunds and drawbacks are delivered within service standards of 90 per cent of claims finalised within 30 days of receipt of all necessary information. | Count of the number of refund and drawback claims finalised 30 days from receipt of all necessary information, divided by the total number of refund and drawback claims received. | <ul style="list-style-type: none"> Departmental revenue reporting Departmental databases Departmental financial management system datasets |

The targets for this measure will be reported on for the period 2022–23 to 2025–26

Rationale for assessment

- Target 37 measures the Department's effectiveness in achieving the targets for revenue collection as outlined in the PAES estimates.
- The delivery of refunds and drawbacks (target 38) demonstrates the Department's efficiency in achieving service standards regarding the processing of claims.
- The 2022–23 Annual Performance Statement will also include additional narrative on the Department's border revenue activities.

ACTIVITY 3.2

Border Security, Maritime Surveillance and Immigration Detention

MEASURE 3.2.1:

Effective border security, maritime surveillance activities, and management of the Immigration Detention Network. (Department of Home Affairs PBS Program 3.4, Department of Home Affairs PBS Program 3.5)

| TARGETS | | METHOD FOR CALCULATION | |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 39. | Aligned to 2022–23 PBS Target 100 per cent of identified disruptive or non-compliant activities occurring in the Australian Maritime Domain (AMD) that required a law enforcement response are subject to enforcement activities to combat and deter the civil maritime security threat. | Count of the number of identified disruptive or non-compliant activities occurring in the AMD that required a law enforcement response that were subject to an enforcement activity, divided by the total number of identified disruptive or non-compliant activities occurring in the AMD that required a law enforcement response. | <ul style="list-style-type: none"> • Departmental Databases and systems • Australian Fisheries Management Authority (AFMA) reporting • Parks Australia reporting |
| 40. | Maritime patrol days and aerial surveillance hours are maintained or increased. | Count of the number of maritime patrol days and aerial surveillance hours completed, compared to the total number of maritime patrol days and aerial surveillance hours completed in the previous financial year. | <ul style="list-style-type: none"> • Contractor Reporting • Departmental databases |
| 41. | Aligned to 2022–23 PBS Target The number of critical incidents in immigration detention facilities is comparable or decreases. | Count of the number of critical incidents in immigration detention facilities per 1000 detainees, compared to the total number of critical incidents in immigration detention in the previous financial year. | <ul style="list-style-type: none"> • Contractor Reporting • Departmental databases |

The targets for this measure will be reported on for the period 2022–23 to 2025–26

Rationale for assessment

- Delivery of maritime and aerial surveillance activities (target 40), including law enforcement response to identified disruptive or non-compliant activities (target 39) demonstrates the Department's effectiveness in delivering a strong border regime.
- Measuring the number of critical incidents in immigration detention facilities (target 41) relates to the effectiveness of the Department's activities to ensure the safety and security of immigration detention facilities.
- The 2022–23 Annual Performance Statement will also include additional narrative on the Department's activities to maintain effective border security and maritime surveillance, and to effectively management of the Immigration Detention Network.