Australian Government

Department of Home Affairs

2023–24
Corporate Plan

CONTENTS

SECRETARY'S FOREWORD

The *Department of Home Affairs 2023–24 Corporate Plan* (the Plan) outlines the Department's key priorities and activities over a horizon of four years (2023–27).

Since November 2022, the Department has realigned its functions and structures. These changes concluded on 1 June 2023 to ensure the Department entered the 2023–24 financial year positioned to deliver on its priorities.

As a result of these changes, immigration, citizenship and multicultural functions have been reintegrated under the leadership of the Associate Secretary, Stephanie Foster PSM. Under this construct, the Department will continue to ensure Australia's migration, citizenship and settlement services programs act as nation building functions that underpin Australia's prosperity and cohesion.

In 2023–24, the Department will support the development and implementation of the reform initiatives that will be set out within the Government's *Migration Strategy*. The strategy will build on the findings of the recent *Review of the Migration System* to ensure that Australia's migration system, including both the temporary and permanent skilled migration programs, are able to harness the opportunities and address the challenges of the coming decades. Core principles of simplification, integrity, fairness and inclusion will underpin Australia's migration system.

As we look ahead, Australia will continue to face uncertainty as a result of an ageing population, declines in productivity growth, and shifts in our geostrategic environment. Our migration system needs to be one that complements economic objectives of the Commonwealth by connecting with the labour market and education and training systems, with a focus on enhancing our diverse economy and sovereign capabilities and driving innovation and productivity. Through effective migration planning the Department will support a national approach to the growth of our cities, towns and suburbs.

The Department will continue to offer protection to the most at-risk eligible people through refugee and humanitarian pathways, while offering support services to facilitate their integration and participation within the Australian community. We will progress the implementation of the Government's commitment to provide existing Temporary Protection Visa and Safe Haven Enterprise Visa holders with a permanent visa pathway, empowering them to move forward with their lives.

Building on our commitment to improved service delivery and client experiences, we will enhance Australia's visa application and processing systems to reduce on-hand caseloads and processing times. During 2023–24, the Department will further strengthen the integrity of the visa system, especially as it relates to detecting and dealing with fraudulent or non-genuine applications.

In partnership with the Australian Border Force (ABF) we will further deter and combat migrant worker exploitation. Providing a safe experience for migrant workers supports their engagement in Australia's productivity and promotes an inclusive national identity based on shared democratic values.

During 2023–24, the Department will deliver on its purpose to safeguard Australia's national security interests, while also enabling economic growth and maintaining our cohesive multicultural society. Challenges to Australia's national interests occur across a broad spectrum, ranging from cyber attacks, terrorism and foreign interference to natural disasters, pandemics, regional conflict and climate change. These challenges are increasingly concurrent and complex, with greater levels of national significance. To proactively address this evolving threat environment, the Department is focusing on a suite of reforms that, collectively, will enhance Australia's national preparedness and resilience.

The nature of terrorism continues to evolve. To ensure that Australia's counter-terrorism and countering violent extremism arrangements remain contemporary, the Department will develop new approaches to counter evolving and complex terrorism threats, including those posed by grievance- and conspiracy-fuelled extremist groups. We will also continue to pursue measures related to countering violent extremism awareness and education, with a focus on preventing radicalisation.

Foreign interference remains the primary national security concern for Australia. Throughout 2023–24, the Department will establish robust protections for Australians, Australian institutions and our electoral systems. Strengthening community understanding of foreign interference is vital. Working with our partners, we will increase awareness in higher education, research sectors and other high-risk sectors of society – setting a precedent of deterrence against attempts at foreign interference. The Department will focus on developing a Foreign Interference Attribution Framework to support a consistent and transparent approach to identifying and addressing threats that seek to undermine our democracy.

We will build stronger and more secure communities through measures that strengthen and safeguard Australia's democratic values and enhance national resilience. As Australia's national security context continues to evolve, we will ensure that our strategies, policies and programs are agile and future-focused. Through the Strengthening Democracy Taskforce the Department will develop a forward leaning agenda, focused on three near-term priorities: safeguarding the integrity of electoral systems, promoting civic awareness, and driving innovation to address more complex, medium-term challenges.

Climate change is recognised as an increasingly important part of Australia's national resilience challenge. Through the Department's National Resilience Taskforce and in close collaboration with the National Emergency Management Agency we will enhance Australia's national resilience by examining Australia's increasing exposure and vulnerability to nationally significant crises and ensuring the Commonwealth has the necessary policy, legislation and capability to manage increasingly complex cascading and concurrent national crises. During 2023–24, we will work across the Australian Government and with states and territories to identify and reduce Australia's exposure to critical risks that may intersect across a range of threat vectors.

The increasingly interconnected digital economy presents a number of positive opportunities for both the Australian Government and broader Australian community. Such opportunities, however, are also subject to threats and vulnerabilities—both known and unknown. Increasing frequency in malicious cyber activity has demonstrated the need to prioritise cyber security and security of critical infrastructure, which the Department will lead through its role in performing national coordination and response functions and the delivery of an enhanced regulatory scheme. Reflecting on this, and Government's vision of making Australia the most cyber secure nation by 2030, the Department welcomed Air Marshal Darren Goldie AM CSC as the inaugural National Cyber Security Coordinator and formally established the National Office for Cyber Security. The Government's National Cyber Security Coordinator will deliver a centrally coordinated approach to the Government's cyber security responsibilities and will triage responses to major cyber incidents, manage the consequences of these incidents and drive the results of lessons learned.

In 2023–24, the Department will continue to improve protections for the Australian economy, businesses and communities through the hardening of cyber security arrangements, improving regulatory frameworks and enhancing cyber resilience and awareness. This year, the Department will launch the *2023–2030 Australian Cyber Security Strategy*. Following its release, the Department will develop and implement a number of initiatives that will seek to elevate cyber security to a strategic national capability that underpins our future prosperity.

The Department will continue to deepen meaningful partnerships across government, industry, regulators and the community to safeguard critical infrastructure resilience, by further embedding an all-hazards approach. This approach will be reflected in our implementation of the second tranche of reforms to the *Security of Critical Infrastructure Act 2018*, which will require owners and operators of systems of national significance to take a comprehensive and proactive approach to risk management.

In 2023–24, the Department will continue to support Australia's prosperity and security by maintaining the integrity and effectiveness of our nation's border protection regime. In its tenth year of operation, the Joint Agency Task Force Operation Sovereign Borders remains a critical whole-of-government effort to support Australia's national security by countering maritime people smuggling and preserving the safety of life at sea. Through a series of maritime surveillance capability enhancements, strengthening the use of our intelligence and working with our international partners ahead of Australia's physical border, the Department, through the ABF, will minimise the passage of persons and goods into Australia that may harm our community.

The Department recognises that it must continue to adapt and build upon its capabilities to position us to deliver in a complex and ever changing environment. In 2023–24, the Department will continue to be challenged by the broader fiscal environment as we seek to enhance our service delivery capabilities and deliver on Government's reform agenda, within our allocated funding envelope.

As we progress critical and nation-shaping strategies, policies and reforms our existing budget pressures will continue to be exacerbated. The Department will put in place safeguards to ensure our staff's wellbeing is at the forefront of these pressures.

During 2023–24, we will continue to promote engagement with risk and innovation, and ensure that our leadership team is provided the levers and resources to deliver on a significant reform agenda. The Department will continue to build an empowered and supported workplace culture through the continued implementation of our *People and Workforce Plan 2025*. We will focus on attracting and harnessing existing talent, increasing capability, driving high performance and upholding professional standards.

With the establishment of the National Anti-Corruption Commission on 1 July 2023, the Department will review and seek to ensure its integrity and anti-corruption settings are in line with the broader Australian Public Service. We will continue to ensure that the risk of fraud, corruption and criminal infiltration is prevented and managed.

As a Department, we look forward to addressing the challenges and opportunities ahead and will continue to deliver optimal outcomes for the Australian Government, businesses and the community.

I commend to you the *Department of Home Affairs 2023–24 Corporate Plan*.

Statement of preparation

I, as the accountable authority of the Department of Home Affairs, present the *Department of Home Affairs 2023–24 Corporate Plan*, which covers the periods of 2023–24 to 2026–27, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Michael Pezzullo AO
Secretary
Department of Home Affairs

HOME AFFAIRS PORTFOLIO

The Home Affairs Portfolio comprises of 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).

The Portfolio supports a prosperous, secure and united Australia through management of a range of functions, including responsibility for Australia's migration program, cyber security policy, the protection of critical infrastructure, countering terrorism, countering foreign interference and espionage, emergency management, disaster preparedness, response and recovery, enhancing social cohesion and democratic resilience, and facilitating legitimate trade and travel while maintaining the integrity of the border.

The Department of Home Affairs

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

The Department implements a strategically coordinated approach to the cyber security and resilience of all Australians through the appointment of a National Cyber Security Coordinator and threats of terrorism and foreign interference through the dedicated coordinators. Additionally, the Department contributes 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 managing and conferring citizenship.

The Australian Border Force

The ABF is Australia's frontline border law enforcement agency and customs service. As an operationally independent body within the Department of Home Affairs, the ABF delivers operational activities across the border continuum. The ABF has responsibility for border law enforcement, civil maritime security, and detention and customs activities.

The ABF continues to be a global leader in border law enforcement and a trusted partner that supports a safe, secure and prosperous Australia. The ABF works domestically and internationally to secure Australia's air, maritime and land domains, and identify, mitigate and respond to threats. Moreover, the ABF facilitates legitimate trade and travel while protecting Australia from illicit goods such as illicit drugs, weapons and counterfeit products. With our partner agencies, we shape border intervention approaches and develop technologies that support enhanced outcomes globally.

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.

ROLE OF THE CORPORATE PLAN

The *Department of Home Affairs 2023–24 Corporate Plan* (the Plan) is the primary planning document for the Department and the ABF. Our operating environment, purposes, and key activities will be presented through this plan. It also demonstrates how our performance will be measured and assessed.

In accordance with the requirements outlined in the *Public Governance, Performance and Accountability Rule 2014* and under section 35 of the *Public Governance, Performance and Accountability Act 2013*, the Plan covers a horizon of four years. Together with the Annual Performance Statement contained within the 2023–24 Annual Report, the Plan will guide and support measurement of 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 *2023–24 Home Affairs Portfolio Budget Statements*.

The Plan reinforces 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.

ASIO and NEMA, as independent entities within the Home Affairs Portfolio, produce individual corporate plans. As the ABF is positioned within the Department for budgetary, employment and administrative purposes, it is covered by the Department's Plan but retains operational independence.

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, and align with the Outcomes articulated in the *2023–24 Department of Home Affairs Portfolio Budget Statements* (Figure 1).

Figure 1: 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 PARTNERSHIPS

Our relationships remain imperative to protecting Australia's sovereignty, security and safety. The Department builds on our existing strategic and operational partnerships, which are essential to achieving our purposes and effectively position us to meet and respond to current or emerging priorities.

We will continue to protect Australia's national interests by deepening our strategic relationships with international partners, including our Indo-Pacific neighbours, Five Eyes partners (Canada, United Kingdom, United States of America and New Zealand), and Quad partners (United States of America, India and Japan). These partnerships offer opportunities to enhance information sharing and provide a significant contribution to multilateral solutions to problems both in our region and across the globe.

We work collaboratively at a domestic level, engaging with state and territory counterparts to ensure our programs support Australia's prosperity and enhance our unity. The partnerships also enable the strengthening of national resilience and ability to respond quickly in times of national emergencies. The Department engages extensively across the Australian Public Service, industry groups, research-based and non-government organisations, academia and community groups to support ongoing meaningful collaboration and information sharing. The Department's Intelligence Division is a member of the National Intelligence Community and works closely with its intelligence partners to protect and enhance Australia's security, prosperity and sovereignty. The Departments works with these agencies in support of common Australian Intelligence Missions that address priority requirements of the Australian Government.

The Department and the ABF remain committed to genuine engagement with all partners to enhance policy, legislative and regulatory design and implementation. We will continue to drive innovation through this approach to deliver robust, effective policies across all of our functions and capabilities.

OUR ENVIRONMENT

The Department's operating environment remains characterised by a complex geopolitical landscape and accelerated shifts in advancement of technologies. 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 the development of a workforce that is capable, agile and cross-skilled to ensure the Department is equipped to deliver on the Government's priorities and able to harness opportunities and address current and emerging threats.

The digital economy and Australia's critical infrastructure play an integral role in the security and prosperity of Australia and its citizens. Reliance on the digital economy is rapidly increasing—a growth that has been matched by emerging vulnerabilities in cyber security. The sophistication of technologies has increased our need for a secure cyber environment, and the protection of our systems of national significance is more critical than ever. The risk of large-scale, high-volume and high-consequence attacks continues to threaten our systems and our livelihood, while the increasingly interconnected nature of our critical infrastructure landscape creates greater complexities in protecting Australia's social and economic well-being.

Significant and sustained risks will require the Department to be well prepared for cascading impacts of an attack on critical infrastructure and poised to support national efforts to respond to effects from hazards, such as natural or human induced crises and threats to supply chain issues. Ongoing efforts across Government to improve the resilience of supply chains for critical goods and services, to build greater domestic capability in critical technologies, and to advance manufacturing will ensure Australia is well placed to share in and contribute to regional prosperity while maintaining our economic sovereignty and national resilience.

Natural hazards and climate-induced disasters are increasing in frequency and severity. These events significantly impact Australians and the Australian way of life. Australia's disaster response capabilities will be tested as we respond to and anticipate future national challenges. These impacts will expose vulnerabilities where natural hazards interact with other crises. Over the coming decade, these threats and hazards will become more intertwined, placing increased pressure on governments, institutions and communities. The Department will work with NEMA and partners across all levels of government to strengthen Australia's national resilience, by improving its national preparedness and readiness to respond to all crises.

Geo-economic and geostrategic developments will continue to affect our approach to national security and building national resilience. Projected growth in the Indo-Pacific region will be a source of opportunity but also presents challenges as trade volumes and data flows across borders increases; it is essential that our Indo-Pacific bilateral and multilateral relationships are pursued meaningfully to foster collective action in response to existing and emerging challenges. Global competition continues to increase, reinforcing the importance of our key strategic and trade partnerships across the international landscape.

Threats to democracy are being felt globally and domestically. In addition to the rise in foreign interference, misinformation and disinformation is occurring at higher volumes, with significant consequences for the security, prosperity and cohesion of Australian society. Australia's democracy is being challenged and, simultaneously, public trust in government is being impacted. These issues, driven locally and abroad by geopolitical shifts, technology, radicalisation, electoral manipulation and unmet public expectations, will require renewed attention. The Department is working with industry and at-risk sectors of society, including with our culturally and linguistically diverse communities and the higher education and research sectors, to raise awareness of current threats and improve foreign interference resilience.

Terrorism will continue to pose an enduring and increasingly complex threat that generates global effects. The terrorism environment is both challenging and changing. While ASIO has lowered the national domestic threat level from PROBABLE to POSSIBLE, significant risks remain in the increase of radicalisation and the reach of extremist content online. Behaviour and activities fuelled by extremist ideologies can contribute to and incite violence without warning. In response, the Department is required to ensure our policies are evolving and fit-for-purpose, our engagements with industry are strengthened to drive immediate action, and our coordination of Government responses are deliberate, efficient and effective.

We are in a fierce global competition for talent and the promotion of Australia as a competitive destination for migration. The Department is reimagining Australia's migration system to better support migration based on permanency, citizenship and fair rights for workers, irrespective of background. This will be delivered alongside the Humanitarian Program, providing settlement assistance to those with the greatest need in response to global crises, supporting economic and social prosperity. Assisting in global resettlement is, moreover, a key component of Australia's successful border protection policies and Government's response to maritime people smuggling.

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. Nonetheless, our social cohesion will be challenged heavily over the next decade, from both domestic and international influences.

The Department is focused on ensuring we are well placed to manage, now and into the future, the array of strategic challenges that confront Australia, as part of our continued contribution to Australia's prosperity, security and unity.

OUR EXTERNAL PRIORITIES

The Department's external priorities reflect the expectations of the Australian Government, the Australian community and the environment in which we operate, and are designed to position us to respond to evolving security challenges.

We have established seven priorities for the 2023–27 planning period that account for core activities the Department is funded to deliver on and machinery-of-government changes that took place late 2022.

These priorities will be monitored on an ongoing basis to ensure our delivery contributes to our broader strategic direction and operational prioritisation, to manage any challenges that may arise, and to leverage opportunities from lessons learned throughout the planning period.

Uplift Australia's cyber security

Technology continues to develop at a rapid pace and remains an integral part of the Australian way of life. The pace and impact of these developments will increase and alter the foundations of how the Australian community live and interact. Over 2023–27, technology opportunities will be created by the pace of innovation and the scale of adoption. As most Australians have access to the internet, Australia's national security, resilience and economic success must be underpinned by effective cyber settings and regulations, and robust national cyber resilience and response capabilities.

Just as Australians have rapidly adopted interacting online, cyber criminals and nation states have also exploited the internet-connected world and are readily exploiting vulnerabilities within our cyber environment. As the scale and severity of cyber incidents intensifies, the Department will work with industry and Australian businesses to secure Australia's technologies, protect valuable intellectual property, and ensure that Government has the appropriate frameworks and powers to enable effective national responses.

The Department will deliver critical cyber reforms to bolster protection from cyber threats and harden Australia's cyber resilience, both across Government and Australian business. The Department will support the Minister for Cyber Security and the recently established National Cyber Security Coordinator to become the world's most cyber secure nation by 2030.

In 2023–24, we will release the 2030–30 Australian Cyber Security Strategy, which will help us achieve this vision, with a focus on initiatives that will enhance the resilience of critical infrastructure and systems of national significance, build capability to counter cyber attacks and lift cyber security in our region, thereby boosting our economic security.

The Department will collaborate closely with our industry partners and experts and other Australian Government agencies to support a holistic approach to cyber security uplift. In addition, the Department will ensure cyber and data security settings are appropriate in the context of current threats, including through regulatory schemes, policy design, education and practical support.

Protect critical infrastructure and systems of national significance

Threats to critical infrastructure will further evolve with the development of new technologies, heightening geopolitical tensions, and the operating environment more broadly. Over 2023–27, Australia will face ongoing threats concerning infiltration of critical infrastructure ownership through foreign investment, the sabotage of physical systems by trusted insiders, and the compromise of sensitive offshore data. As our systems of national significance become increasingly integrated—particularly as new systems are connected to our critical infrastructure—Australia will require innovative mitigations and efficient and coordinated responses to address threats posed by malicious actors.

Domestic household solar energy production will reduce reliance on traditional power supply but increase the scope for cyber attack and exploitation due to poor individual cyber security awareness and practices. Reliance on legacy information communication and technology systems will be an increasing risk for industry and Government. System vulnerabilities will be exploited by malicious actors as they target outdated software and cyber risk defences: for example, the telecommunication infrastructure that underpins modern society and creates unprecedented connectivity; expanding surface area that is potentially exploitable.

During 2023–24, the Department, as the principal security regulatory authority for all critical infrastructure in Australia, will implement measures to protect the security of our critical infrastructure and systems of national significance. We will focus on driving an all-hazards approach to critical infrastructure security in partnership with governments, industry and the broader community. The Department will address risks including trusted insiders, supply chain vulnerabilities, natural hazards and foreign interference.

The Department will also work to refine the regulatory framework for critical infrastructure and systems of national significance, while working with industry to build capability to understand and manage the risk environment they face. In 2023–24, key activities will include implementation of the Critical Infrastructure Risk Management Program—which includes positive security obligations—developing transport security reforms in response to the Independent Review into Australia's Aviation and Maritime Security Settings, and commencing a statutory review of the *Security of Critical Infrastructure Act 2018*.

Enhance national security

The threats of foreign interference and espionage have steadily increased to become Australia's principal security concern. Foreign intelligence services are increasingly sophisticated and target governments, industry and individuals to obtain classified information and garner covert influence. Foreign interference has been employed with frequency and concerted focus and will continue to undermine Australia's sovereign and national interests. During 2023–27, state actors will continue to seek to coerce and alter Australia's behaviour and create and exploit weakness, targeting diaspora communities, politicians, and the education and academic sectors.

The increased use of and dependency on digitisation will further create opportunities for malign actors to interfere in liberal democracies, with greater potential to inflict damage. Related state-backed criminal activity is likely to increase, with criminal groups seeking to gain political capital to proactively advance the political, strategic and economic objectives of their state patron.

During 2023–24, we will continue to contribute to whole-of-government efforts to protect Australia's political sovereignty and democracy. We will work with culturally and linguistically diverse communities to increase awareness of foreign interference and build resilience to interference and intimidation. We will assist high-risk sectors of the community and industry to identify and respond to foreign interference.

Terrorism and extremism will remain pervasive threats to Australia's security. The terrorism threat continues to evolve, influenced by international events, technology uptake and the increasing radicalisation of minors and vulnerable members of the community. The rapid advancement of the digital economy has enabled a borderless environment for terrorists and ideological extremists to garner support by disseminating violent content and propaganda. Engagement and partnership with industry, including technology and social media companies, will be an integral measure underpinning Australia's response and community resilience to extremism.

In 2023–24, the Department will continue to work with law enforcement agencies and states and territories to manage the threat of terrorism and individuals who might be vulnerable to radicalisation. The Department will work closely with Australian Government agency counterparts to enhance Australia's counter-terrorism laws in light of the evolving threat environment—particularly the threat of ideologically motivated violent extremism. To complement strategic reform efforts, the Department will also test our preparedness to respond to a terror attack by reviewing existing arrangements and exercising crises management plans with Government, state and territory jurisdictions and other key stakeholders.

To support Australia to be better postured to address evolving national security challenges, the Department's approach will be defined by collaborative design thinking across the Australian Government, along with state and territory partners, international governments and the Australian community in order to build nationwide resilience.

Build national resilience

Over 2023–27, the wide ranging threats and hazards that Australia already confronts will become increasingly concurrent, placing ongoing pressure on governments, institutions, the economy, volunteer and state and territory emergency services and the Australian community. The economic cost of disasters and hazards will also continue to grow. Global instability and supply chain pressures will place unprecedented stress on our national systems. Therefore, coupled with a complex security environment and strained international order, strengthening Australia's national resilience and addressing known and emerging vulnerabilities is critical.

Nation states will seek to exploit inequities in self dependency, reliance on single-source supply chains and environmental stressors as a means to secure greater sovereign power. Fundamental to Australia's resilience is the capacity of our institutions, industries and economy to withstand the challenges we face as a community. The Department, through the National Resilience Taskforce, will work with governments, industry and civil society to strengthen resilience and build redundancy, taking a cohesive and integrated approach to absorb and adapt to the shocks of crises.

The Department will support both the Minister for Home Affairs and the Minister for Emergency Management to ensure the Australian Government has the necessary policy and legislation and capabilities in place to manage increasingly complex national crises and climate security risks.

To further embed national resilience in preparation for, and responding to, disasters, the Department and National Emergency Management Agency are exploring alternate Commonwealth response and recover capabilities to manage the full spectrum of domestic crises. We will also consider policies to address critical national security vulnerabilities resulting from, or exacerbated by, climate change and support the resilience of other nations in the Indo-Pacific to uplift resilience within the region.

Strengthen democracy

Democracy is one of Australia's most significant national assets. Globally, democracies are struggling; geopolitical tensions, an upsurge in populist politics, and the influence of technology and online platforms influence democratic values and ideologies. Australia's democracy will continue to be challenged by electoral manipulation, radicalisation and violence and unmet public expectations about the performance, accountability and conduct of democratically elected public officials.

A more complex information environment – including the threat from the unrealised potential of artificial intelligence – will challenge the capacity and independence of electoral systems and undermine broader public trust and confidence in elections. This, coupled with the prospect of new forms of anti-democratic political movements, may increase attempted or actual attacks (physical or cyber) on polling places and officials, eroding confidence in our electoral systems. Disinformation, particularly when propagated at unprecedented speed on digital platforms, is a tool now commonly impacting Australia's democracy.

Throughout 2023–27, Australia's democracy will continue to be challenged by threats, acute and chronic, emerging locally and abroad. These demand renewed attention; to address this, the Strengthening Democracy Taskforce within the Department will seek to identify concrete initiatives to bolster Australia's democratic resilience and enhance trust among citizens and between citizens and governments.

The Department will safeguard and sustain Australian democracy, to enhance social inclusion and democratic participation, maintain credibility of information within the deliberative public sphere, and ensure the ongoing security, integrity and legitimacy of our trusted institutions.

In 2023–24, the Department will undertake practical measures to safeguard our electoral system integrity and ensure Australia's electoral system is postured to address future threats. In doing so, it will liaise closely with Australian Government agency partners to renew civics awareness and build strengths-based flows of democratic resilience.

It will be equally important to equip Australian society with the means to confidently navigate the uncertainties and dangers for democracy in coming years. The Department will promote an inclusive national identity, based on shared democratic values, through a package of initiatives, in consultation with partners in government, industry and academia.

Reform and deliver a migration system for Australia's future

Migration plays an integral role in building prosperity for all Australians. Migration policy and programs support economic growth and Australia's dynamic and sustainable population, a large and highly skilled workforce, and a thriving demand for services.

Domestic demographic shifts continue to intensify global competition to attract and retain migrant labour and global talent. Migration programs need to be targeted and skills-focused to alleviate the impacts of an ageing population and improve national economic outcomes.

Globally, involuntary migration will steadily increase as a result of populations being displaced due to conflict and violence or disasters; these potential increases could place greater demand on Australia's migration and humanitarian programs over 2023–27. The Department will contribute to appropriate planning to ensure that Australia's migration population does not over concentrate in capital cities, which would further strain infrastructure without adequate planning and investment.

The Department will remain focused on designing and implementing a migration system that serves Australia's national interests by enhancing productivity, providing businesses with skilled workers and better supporting migrants within the community. In the face of an ageing population, climate change and emerging technology, it is important that the Department leverages available opportunities to implement a simpler, more efficient migration system while remaining postured to combat threats to the integrity of this system.

In 2023–24, the Department will deliver a new migration strategy: *A Migration System for Australia's Future*, which will make it simpler for Australia to compete for highly skilled talent, improve fairness and inclusiveness in the migration system, provide more certainty as to permanent pathways, better support migrant families, and further unlock the potential of all migrants.

The Department will also continue to progress a range of legislative and policy reforms to support Australia's position as a world leader in migration programs – coupled with a sustained effort on efficient migration and citizenship program delivery. An enhanced client experience will be delivered through refinements to our risk, policy and system settings, expanded community outreach and consideration of modernised business operating models.

Border and civil maritime security

Australia's border security environment continues to evolve; geopolitical tensions and the attractiveness of Australia and its markets will see threat vectors grow in scale and complexity. The threat posed by people smuggling activities and those targeting ventures to Australia remains significant. Effective enforcement of Australia's Exclusive Economic Zone (EEZ) will remain complex, as foreign states and actors increasingly seek to challenge international norms through foreign interference and EEZ incursions.

Threat drivers affecting Australia's border security and maritime supply chains are projected to intensify. Criminal groups will continue to diversify the means by which they seek to exploit Australia's border systems to import and export prohibited, restricted or regulated goods. Attempts to import illicit drugs, weapons, wildlife, tobacco and child-abuse material into the Australian community will continue to challenge the Australian Border Force's (ABF) detection, intervention and deterrence capabilities.

Australia's border security is critical to upholding national sovereignty, security and territorial integrity across the border continuum. During 2023–24, the ABF will focus on evolving its approach to border security by building a next generation border to ensure our border security approach is future-proofed and fit-for-purpose. Operation Sovereign Borders (OSB) will continue to deny and irregular maritime pathway to settlement in Australia and deter potential irregular migrants from engaging with criminal people smugglers, in order to preserve safety of life at sea. In support of OSB, the ABF will prioritise early detection of people smuggling ventures on the water and will seek to enhance surveillance and response capabilities within the Australian maritime domain. The ABF will focus on longer-term planning activities to ensure the sustainment of these capabilities. Throughout 2023–24, the Department and the ABF will continue to pursue activities to modernise the management of trade at the border, including through simplifying trade regulations and progressing digitisation for traders. This will include a renewed focus on the ABF's performance as a regulator, with consideration of an enhanced client experience, risk-informed decision-making and identification of efficiencies. We will explore opportunities to support whole-of-government efforts in the Indo-Pacific, including through offering increased operational, training and customs support to Pacific Island partners.

OUR STRATEGIES

The Department's strategy-led approach ensures that we consistently and cohesively deliver on the expectations of Government and the community. Our strategic focus enables us to strengthen capabilities in the medium to long term and to effectively respond to challenges and risks, both current and emerging.

In 2023–24, our strategies will continue to evolve through reviews of the strategic and policy landscape related to implementing a migration system for Australia's future, enhancing cyber security and critical infrastructure resilience, countering foreign interference and countering the evolving terrorism threat to the security of Australians. The Department will also contribute to whole-of-government improvement through implementation of the Australian Public Service (APS) Reform agenda and contributing to the Government's commitment to reduce the APS's emissions to net zero by 2030.

OUR CAPABILITIES

Aligned to our strategy centric approach, the Department invests in and manages capability initiatives that support resilience, flexibility, innovation and efficiencies in the delivery of our core functions. Our commitment to effective capability planning and development through our *Capability Management Framework* ensures we are able to respond to complex environmental changes and deliver robust, forward-leaning outcomes for the Australian community, supporting the continuity and advancement of core activities.

The Department's capability planning framework enables effective prioritisation and response to emerging threats, and supports our ability to meet the ever-increasing demand for services. This fosters a resilient, innovative and efficient workforce.

Our approach throughout 2023–24 will continue to be underpinned by transparency and accountability, ensuring that capability investment has the appropriate level of contestability and governance applied with whole-of-life capability management considerations. This will be supported by an enhanced alignment to the management of enterprise risk and further consideration of the Department's risk environment through planning phases.

OUR REGULATORY APPROACH

The Department's regulatory functions span all of our key activities. This includes responsibility for administering and monitoring legislation that collectively safeguards our critical infrastructure and supports national security outcomes. The Department also delivers the migration and citizenship programs and border management activities such as trade and traveller intervention, in line with the three principles of regulator best practice: continuous improvement and building trust; risk-based and data driven; and collaboration and engagement. A comprehensive list of our regulatory functions and of the relevant performance targets to measure regulatory performance in 2023–24 are outlined in the 2023–27 Performance Framework section of this Corporate Plan.

In 2023–24, the Department will continue to reflect on the appropriateness of our regulatory settings in the context of our operating environment, and will leverage stakeholder consultation mechanisms to ensure a co-designed approach where feasible. This will build on our widespread consultation on new national strategies throughout 2022–23, as we transition strategy-design into implementation.

To keep pace with changes in technology, industry practices and our threat environment, our regulatory approach may involve additional obligations on our regulated communities in order to keep Australia safe and secure. This will not be undertaken without thorough consideration of available policy options, an assessment of economic, social and environmental costs and benefits, and collaboration with our stakeholders across government and non-government sectors.

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 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 or operational objectives, or foster innovation and efficiencies within business practices. To manage this and to support informed, evidence-based decision-making, all departmental activities are underpinned by risk management and proactive engagement with stakeholders.

The Department actively manages risk at all levels and undertakes continuous analysis of our operating environment, including changes to threats and hazards that affect our operations. 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. The Department's inward-facing enterprise risks and their critical risk controls are coordinated and considered at the enterprise level (Figure 2).

The Department's *Risk Management Policy* defines our risk appetite and articulates the responsibilities and obligations of all staff within the Department to manage and report risk. This includes the organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management across the Department and the ABF. The *Risk Management Policy* underpins the risk management approach and reflects governing legislation and regulation, including the *Public Governance, Performance and Accountability Act 2013*, 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 our risk management. Through the integration of risk within our governance arrangements, we ensure consistent and effective risk identification and management at an enterprise level and use this to inform decision-making. This reflects our position that risk management is a shared responsibility, with responsibilities and accountabilities clearly defined to ensure everyone in the Department understands their role in identifying, considering and proactively managing risks.

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

Enterprise Risks 2023–24

Figure 2: Enterprise Risks

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's enabling functions support delivery of our purposes, strategic priorities and core business activities. During 2023–24, we will ensure we are able to work across traditional boundaries and pivot our resources to meet emerging threats and the needs of Government and the Australian community.

Governance, coordination and communication

Our governance, coordination and communication arrangements support the Department's strategic direction. In 2023–24, our governance arrangements have been refined to optimise these forums and better support decision-making for future-facing enterprise-wide issues, priorities and direction. These arrangements are agile and enable the Department to have appropriate oversight of how we operate and perform, ensuring 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 the Department's public policy and decision-making is appropriately recorded and communicated to Government and the community. The development and distribution of ministerial communications supports the Australian community to remain informed through open and transparent access to information.

People and health

The Department recognises that maintaining a high performing, inclusive and respectful culture is key to achieving our purpose and that our ability to deliver is underpinned by an engaged, innovative, agile and future-ready workforce.

Throughout 2023–24, the Department will implement a range of medium- and long-term initiatives that align with the Department's Australian Public Service (APS) Employee Census Results and the APS Reform agenda. This will include building on core capabilities and talent through ongoing leadership capability programs and a significant focus on attraction and retention. Additionally, the Department will continue to implement our *People and Workforce Plan 2025* to enhance workforce capability.

The Department remains committed to ensuring that work health and safety is embedded in our business and culture and that our work health and safety policies are underpinned by clinical advice. We are focused on fostering a healthy work environment, preventing illness and injury and promoting health and wellbeing to ensure our people are supported to perform their duties while maintaining physical and psychological wellbeing.

In 2023–24, our approach to health and wellbeing will be based on the foundations of the *Healthy Us Strategy 2020–2025* and supported by our implementation of the *Work Health and Safety (WHS) Strategy 2025*. This will include clinical assurance over our related service providers.

Finance

The Department will manage the ongoing strategic management of its financial functions, ensuring this is underpinned by evidence-based decision-making. The Department will face significant fiscal pressure over the Budget and forward years; to address increasing requirements for delivery in a complex and challenging fiscal environment, we will develop budget prioritisation strategies that support a sustainable fiscal outlook and ensure the continued delivery of key priorities.

Our approach enables the efficient, effective, economical and ethical use of public money. During 2023–24, our key areas of financial focus include:

- enabling strategic decision-making that is supported by sound financial considerations
- delivery of the 2023–24 Portfolio Additional Estimates Statements and the 2024–25 Portfolio Budget Statements, and an internal budget that is aligned to our strategic priorities while minimising operational and enterprise risks
- maintaining and enhancing financial policies and frameworks, including those related to compliance and meeting statutory financial reporting obligations, to support effective financial management across the Department
- providing financial advice to business areas on emerging financial matters – including ongoing and emerging financial risks
- ongoing support for strategic budget initiatives designed to ensure the Department proceeds in a financially sustainable manner.

Property, procurement and contract management

The Department's strategic and operational delivery is underpinned by an integrated enterprise property and procurement framework overseen by a dedicated Chief Procurement Officer. This framework is aligned to the *Public Governance, Performance and Accountability Act 2013*, the *Commonwealth Procurement Rules and the Government Procurement (Judicial Review) Act 2018*. In 2023–24, our approach will continue to ensure that procurement processes appropriately consider enterprise risks, sourcing, and quality. The Department's approach includes:

- provisioning property service that are fit-for-purpose, safe, legislatively compliant and secure to support the delivery of core business
- effective facilities management, including management of current and future accommodation needs of departmental staff
- driving value-for-money procurement through opportunities for shared services and by leveraging whole-of-government panel arrangements
- provision of a robust assurance framework to ensure compliance and drive continuous improvement across the procurement and contract management landscape.

Integrity

The Department continues to maintain a strong integrity culture and a sophisticated integrity management and response capability, as outlined in our *Integrity Strategy 2025*. The Department ensures corruption prevention and early intervention efforts are at the forefront of our integrity agenda and ensures adverse workplace behaviours and integrity concerns can be addressed as and when they occur.

Throughout 2023–24 the Department will remain committed to:

- delivering prevention, education and early intervention activities
- improving the training, tools and resources available to frontline managers
- promoting a culture of transparency regarding integrity issues and outcomes to raise awareness of the consequences of conduct not aligned with the Department's *Professional Standards Framework*.

Additionally, the Department will support the establishment of the National Anti-Corruption Commission and enhance the Department's Integrity Active Detection Program to follow a more agile and risk-based assessment model. The Department's integrity activities in 2023–24 will align to the Government's APS Reform agenda.

Security

The Department's security activities provides a safe and secure physical environment for our staff, information and assets. Throughout 2023–24 the Department will continue to foster a positive security culture and ensure our security posture aligns with the *Protective Security Policy Framework* and the Department's *Agency Security Plan*. The Department's strategic objectives for protective security are to:

- develop and maintain a robust security culture across all areas through effective monitoring and promotion of security obligations
- define, assess, and monitor the Department's security risks through implementation of an effective risk-based system to manage protective security
- recognise and respond efficiently, effectively and with appropriate resources to significant changes in our security risk profile
- develop relevant security policies, plans and procedures to accurately define, assess and monitor the Department's security risks, supported by a comprehensive compliance program.

Technology

The Department's technology approach is focused on maintaining and sustaining core systems capability, additionally ensuring we are well positioned to respond to funded Government initiatives to deliver improved services for the Australian community and those engaging with our border system processes.

During 2023–24, the Department's technology approach will be achieved through maximising, within allocated resources, our ability to effectively manage cyber risks, threats and incidents. In addition, the Department will focus on progressing work to improve the technology platforms that enable our visa, trade and travel systems and further simplify trade systems to boost international trade and reduce regulatory burden and complexities.

Intelligence

Our dedicated intelligence function delivers trusted, timely and actionable intelligence to inform operational and policy decisions. This provides the Department and partner agencies with effective and actionable threat intelligence capabilities, ensuring operational and strategic activities are underpinned by an intelligence-informed approach.

The Department's intelligence approach to deterrence, detection and intervention capabilities are focused on high-risk, high-priority activities that support a secure border and resilient Australia. Our focus during 2023–24 will include:

- providing high-quality intelligence products to support operational decision-making and enable effective and efficient management of risk at and ahead of the physical border
- embedding intelligence at the forefront of strategy and policy design to ensure our programs and operations address known and emerging risks
- 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 information sharing and joint intelligence assessments and targeting efforts.

Legal

The Department's in-house legal function ensures we are able to lawfully achieve the delivery of our key activities and actively identify and manage legal risk. Our independent specialist legal capability is uniquely placed to advise on the policies, frameworks and decision-making processes with expertise across employment, commercial, migration, citizenship, customs, trade and national security law.

Leveraging our in-house expertise enables the Department to ensure that polices, frameworks and decision-making processes are compliant with legislative, regulatory, and other compliance requirements and remain effective in identifying and managing legal risks.

Proactive engagement with legal principles and advice ensures the Department's policy and legislative agendas are aligned to our strategic priorities, promote accountability and uphold the rule of law.

During 2023–24, the Department will continue to ensure our lawyers have the requisite 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 effectively.

Data and economic analysis

Decisions made by our staff often involve a complex operating environment and sensitive public policy issues, with potentially significant impacts on communities across security, prosperity and unity spheres. Throughout 2023–24 the Department will make better use of data by developing more available, interpretable and trustworthy data-products.

The Data and Economic Analysis Centre performs four core functions for, or on behalf of, business areas within the Department and ABF:

- providing economic analysis and advice in support of evidence-based policy
- providing data and analytic products and services, including executive and management dashboards, to further optimise the use of resources and improve performance
- ensuring the Department capitalises on the breadth of data sources and new and emerging technology solutions (inclusive of predictive modelling, computer vision, natural language programming, and robotic process automation) to further streamline service delivery
- aligning and improving the Department's data capability maturity, data governance, data access policies and ethical practices to meet whole-of-government data standards.[1]

Using data to make evidence-based policy, optimise use of resources and semi-automate service delivery will build resilience, agility and responsiveness. This in turn will enable the Department to better serve Australia and its people and ensure we continue to play a vital and effective role in building a stronger, more prosperous, more resilient nation.

---

1   Digital Transformation Agency, *Data and Digital Government Strategy*, Australian Government, 2023.

2023–27 PERFORMANCE FRAMEWORK

The *2023–27 Performance Framework* (Performance Framework) sets out the Department's 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 ABF are committed to strengthening the quality of the performance information we collect and provide to the Australian 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.

Throughout 2022–23, the Department worked closely with the Australian National Audit Office and other Australian Government agencies to enhance its Performance Framework. This included retaining an existing suite of performance information from previous reporting periods and refining measures and targets to capture our core functions. The Performance Framework also, where appropriate, reflects the Department and 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/or quantitative assessments that provide an unbiased basis upon which our performance will be measured.

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 *2023–24 Department of Home Affairs Portfolio Budget Statements*. The Performance Framework will be appropriately acquitted in the 2023–24 Annual Report.

Performance measurement

During 2023–24, 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% or higher will be assessed as met, a result between 92.5% and 97.5% will be assessed as *substantially met*, and a result lower than 92.5% will be assessed as *not met* – see Table 1 for an example.

Table 1: Hypothetical example showing how performance measures are assessed

TARGET #	WEIGHTING	% VARIANCE FROM TARGET
1.1.1	0.25	− 5%
1.1.2	0.25	0%
1.1.3	0.25	− 4%
1.1.4	0.25	0%
Average Variance from target		−2.25%
Overall Measure Assessment		**= 97.75/met**

Table 2: Our purposes, activities and performance measures

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:** Citizenship and multicultural affairs	**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 (*Department of Home Affairs PBS Program 1.1*) **Measure 1.1.2** Enhanced stakeholder capability and resilience to counter foreign interference (*Department of Home Affairs PBS Program 1.2*) **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*) **Measure 1.1.4** Enhanced capability to address potential terror threats, delivered through training activities and stakeholder engagement (*Department of Home Affairs PBS Program 1.4*)	**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*) **Measure 2.1.2** Effective design and delivery of humanitarian, settlement and resettlement programs (*Department of Home Affairs PBS Program 2.3, Department of Home Affairs PBS Program 2.4*)	**Measure 2.2.1** Effective citizenship processing and assurance and community engagement collectively supports social cohesion outcomes (*Department of Home Affairs PBS Program 2.5*)	**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*) **Measure 3.1.2** Effective administration of border revenue processes (*Department of Home Affairs PBS Program 3.3*)	**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*)

Regional Cooperation – 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 Organization for Migration, provide services for irregular migrants, including promoting dialogue through the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime

Table 3: Our purposes, activities and regulatory functions

OUR PURPOSES	OUR ACTIVITIES	REGULATORY FUNCTIONS
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	**Activity 1.1** National security and resilience	Administer and monitor legislation that collectively safeguards and responds to risks around Australia's critical infrastructure, including aviation and maritime transport security, offshore facility security, national health security and telecommunications security, and promote compliance with regulatory schemes by working openly and collaboratively with industry partners
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	**Activity 2.1** Immigration and Humanitarian programs	Administer, monitor and promote compliance with Australia's Migration Program, to serve Australia's national interests and complement the skills and capabilities of Australian workers Administer, monitor and promote compliance on immigration rules and requirements and processes, including through the Office of the Migration Agents Registration Authority, and provide related policy advice on the provision of immigration assistance by registered migration agents Administer, monitor and promote compliance with visa conditions, ensure integrity of the Migration Program, and provide assurance to ensure timely and accurate progression of status resolution outcomes for non-citizens Administer, monitor and promote compliance with integration processes and supports to drive the improvement of settlement and integration outcomes for refugees and humanitarian entrants Monitor and promote compliance with immigration regulations through client service delivery channels, to ensure clients and sponsors are aware of their responsibilities and obligations and able to access clear and consistent information
	Activity 2.2 Citizenship and multicultural affairs	Administer, monitor and promote compliance with citizenship processing and ceremonies, and provide guidance to citizenship processing officers when making decisions under relevant legislation Monitor and promote compliance with immigration and citizenship regulations in the respective regions

OUR PURPOSES	OUR ACTIVITIES	REGULATORY FUNCTIONS
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	**Activity 3.1** Border management and revenue systems	Administer appointment (and revoking) of ports, airports, wharves and boarding stations, and require international vessels and international aircraft to arrive in Australia at specified ports or airports
		Assume responsibility for the designation of foreign dignitaries
		Administer, monitor and promote compliance across the border continuum, including trade and traveller facilitation and intervention and enforcement activities, including supply chain integrity, customs and migration investigations, field operations and immigration compliance activities and customs compliance within the designated region
		Ensure that requirements and expectations are clear, consistent and transparent by publishing information on the ABF website including under Australian Customs Notices
		Administer, monitor and enforce customs and border regulations to support the efficient movement of legitimate goods across the border while detecting and preventing the movement of prohibited goods
		Administer the collection of border revenue, manage regulated goods, address supply chain risks and undertake customs compliance activity
		Provide guidance and information to support traders to make decisions that encourage voluntary compliance with their obligations under legislation for the importation of goods including the origin, valuation and classification of goods
	Activity 3.2 Border security, maritime surveillance and immigration detention Administer, monitor and enforce legislation and regulations relating to the management and security of the Australian Maritime Domain to combat civil maritime security threats	Administer, monitor and enforce migration legislation and regulations in response to unauthorised maritime arrivals entering Australia and/or its external territories
		Administer, monitor and promote compliance across the end-to-end management of the Immigration Detention Network

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, risk-based and intelligence-informed approach. This will be underpinned by enduring fit-for-purpose capabilities in the context of an evolving threat environment. Alongside our partners, we will develop, coordinate and deliver activities that support the effective provision of national security legislation, policy and advice that is cognisant of Australia's 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 implement effective, efficient and data driven regulation of entities through the provision of advice and checking services to protect Australia's interests. We will focus on identifying exploitation from sophisticated criminal actors and continue to maintain adequate protections for Australia's critical infrastructure, cyber, technology and identity systems on which a thriving digital economy relies.

To support Australia's ongoing security and resilience, the Department will continue delivering a risk-based approach to counter-terrorism and counter foreign interference activities. This includes uplifting the capability of key stakeholders, both international and domestic, through the delivery of training programs to address the evolving terrorism environment and improve counter violent extremist awareness.

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

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 2023–24 PBS target** 100% 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, consistent with the Cyber and Infrastructure Security Centre's Compliance and Enforcement Strategy, divided by the total number of instances of non-compliance identified	• Department's Regulatory Management System datasets • Cyber and Infrastructure Security Centre's Quarterly Transport Security Tactical Plan • Departmental Compliance Database • Departmental Transport Security Infringement Notice Register
2	80% of participants (comprising 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 *This will be measured through an annual survey of stakeholders.*	• Survey data

The targets for this measure will be reported on for the period 2023–24 to 2026–27

Rationale for assessment
- The compliance activities undertaken against the National Compliance Plan (target 1) demonstrate the Department's effectiveness 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, Mekong, and South Asia regions through targeted training and support activities to mitigate risk offshore and improve security for travelling Australians.
- The 2023–24 Annual Performance Statement will 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 *Guidelines to Counter Foreign Interference in the Australian University Sector* demonstrates an increased level of capability to counter foreign interference	Count of the number of Australian universities that reported an increased level of capability to counter foreign interference, in comparison to previous reporting periods, divided by the total number of Australian universities that reported to the Department	• Six-monthly progress reports on implementation of the refreshed *Guidelines to Counter Foreign Interference in the Australian University Sector*
4	Achieve an 85% 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 of the number of survey questions that the AEC provided a 'satisfactory' rating to regarding the Department's advice and leadership to support efforts to safeguard electoral processes against the threat of foreign interference, divided by the total number of survey questions	• Annual survey data

The targets for this measure will be reported on for the period 2023–24 to 2026–27

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 2023–24 Annual Performance Statement will 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, engagement, security advice and strategy development through to 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% of instances of identified non-compliance with obligations in the *Security of Critical Infrastructure Act 2018* are subject to a compliance action	Count of the number of identified instances of non-compliance with obligations in the *Security of Critical Infrastructure Act 2018* that were subject to a compliance action, consistent with the Cyber and Infrastructure Security Centre's Compliance Strategy, divided by the total number of instances of non-compliance	• Critical Infrastructure Register and Case System datasets • Departmental databases

6	**Measures regulator performance** 100% of notifications and notification exemption requests received under the Telecommunications Sector Security reforms to the *Telecommunications Act 1997* 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	• Departmental databases
7	**Measures regulator performance** Stakeholders' expectations of advice provided by the Department on matters related to the *Foreign Acquisitions and Takeovers Act 1975* are met in 90% of requests	Count of the number of surveyed stakeholders that indicated expectations were met, divided by the total number of stakeholders surveyed	• Annual survey data
8	**Measures regulator performance** 80% of surveyed Critical Infrastructure Advisory Council (CIAC) members were satisfied with the advice, leadership and implementation of critical infrastructure priorities by the Cyber and Infrastructure Security Centre	Count of the number of surveyed CIAC members that were satisfied with the advice, leadership and implementation of critical infrastructure priorities, divided by the total number of CIAC members surveyed	• Survey data
9	**Aligned to 2023–24 PBS target** AusCheck's components in the background checking process are completed in 5 or fewer business days for 98% 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 *Time taken to complete AusCheck's component of a background check excludes time awaiting responses from checking partners or the person being checked*	• 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	• AusCheck Background Checking Customer Relationship Management system datasets • ASIC/MSIC Issuing Body Customer Relationship Management system datasets

	Aligned to 2023–24 PBS target	**Part A:** Deliver a public Cyber Security Strategy 2023–2030 by the end of 2023	• Departmental systems
11	Effective development and implementation of Australia's Cyber Security Strategy 2023–2030	**Part B:** Progress 100% of departmental initiatives within the Cyber Security Strategy 2023–2030 in line with project milestones and coordination of all initiatives	

The targets for this measure will be reported on for the period 2023–24 to 2026–27

Rationale for assessment

- Delivery of the Cyber and Infrastructure Security Centre's Compliance Strategy, by 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 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 in providing advice that stakeholders can use to better safeguard critical infrastructure assets.

- The Department's engagement with Trusted Information Sharing Network sectors (target 8), including through the Critical Infrastructure Advisory Council, demonstrates effective collaboration, leadership and implementation of critical infrastructure priorities.

- 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 development of Australia's Cyber Security Strategy 2023–2030 (target 11) demonstrates effectiveness of design through consultation with key stakeholders and implementation to enhance cyber security and awareness.

- The 2023–24 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 strengthening of Australia's critical infrastructure and cyber security.

MEASURE 1.1.4
Enhanced capability to counter violent extremists and address potential terror threats, delivered through training activities and stakeholder engagement *(Department of Home Affairs PBS Program 1.4)*

	TARGETS	METHOD FOR CALCULATION	DATA SOURCES
12	Aligned to 2023–24 PBS target 85% of stakeholders who participated in scheduled Australia-New Zealand Counter-Terrorism Committee (ANZCTC) training 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 activity 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 event	• Survey data

13	85% of surveyed 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 the Department's CVE training improved their CVE intervention capability and awareness, divided by the total number of surveyed state and territory participants	• CVE training course participant survey data issued upon completion of each course

The targets for this measure will be reported on for the period 2023–24 to 2026–27

Rationale for assessment

- Stakeholder feedback on counter-terrorism capability training activities (target 12) demonstrates the Department's effectiveness in delivering training activities that meaningfully uplift stakeholder capability.

- The delivery of CVE training programs (target 13) demonstrates the effectiveness of the Department in building awareness and capability among key stakeholders to support participants to undertake violent extremism risk assessments on those who are at risk of radicalising, are currently participating in the Living Safe Together Intervention Program, or are subject to High Risk Terrorist Offender consideration.

- The 2023–24 Annual Performance Statement will 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 through design and delivery of an annual migration program that supports a prosperous and united Australia. We will ensure immigration and humanitarian programs reflect 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 ageing population. The Department will continue to prioritise efficient processing of applications to resolve the transitory person caseload and deliver resettlement outcomes in 2023–24.

The Department will work to improve efficiency, integrity and service standards in visa and citizenship processing by driving digital transformation, that aptly uses available technology to aid the decision-making process and improve the client experience. To enhance service delivery across programs we will ensure our digital approach, systems and capabilities are agile and responsive.

The Department will work to strengthen social inclusion by understanding community concerns and supporting access to services through strong community engagement and outreach. Additionally, we will continue to provide support services to new migrants, particularly humanitarian and refugee entrants, to ensure vulnerable individuals and families are afforded protection in Australia.

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		
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 2023–24 PBS target** 70% 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	• 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	**Part A:** Count of the number of Migration Program places delivered, divided by total number of places available under the planning ceiling **Part B:** Count of the number of Migration Program places delivered, compared to the composition set by Government	• Departmental databases
16	**Aligned to 2023–24 PBS target** Visa processing times (from application lodgement to point of decision) for applications are reduced across at least 4 categories, in line with Government priorities[2]	The median time taken to process a demand driven migration or temporary visa application, compared to the median time taken to process a demand driven migration or temporary visa application in the previous financial year *Demand Driven Visa categories include: Second Stage Skilled (Permanent), Partner (Second Stage), Skilled (Temporary), Student, Visitor, and Working Holiday Maker.*	• Departmental databases
17	The proportion of visa decisions subject to quality assurance activities is consistent with the predetermined sample size set by programs across all locations	**Part A:** Count of the number of visa decisions subject to quality assurance activities, divided by the total number of visa decisions **Part B:** the proportion of visa decisions subject to quality assurance activities compared to the predetermined sample size for each program across all locations	• Evidence of Quality in Performance (EQuiP) tool datasets
18	**Measures regulator performance** 75% of less serious complaints received are resolved within 90 days and 50% of serious complaints received are resolved within 180 days	**Part A:** Count the number of less serious complaints received after 1 July 2023 that are resolved within 90 days, divided by the total number of less serious complaints received after 1 July 2023 in the 2023–24 financial year **Part B:** Count the number of serious complaints received after 1 July 2023 that are resolved within 180 days, divided by the total number of serious complaints received in the 2023–24 financial year	• Migration Agents Regulatory System datasets
19	100% of decisions to detain subject to review had an initial review commence within two business days	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	• Detention Review Manager datasets

---

2 This reflects a minor variation to the planned performance results published in the 2023–24 Portfolio Budget Statements to clarify that the performance information will cover all visas decided in the reporting period.

20	100% 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	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	• Compliance, Case Management and Detention portal datasets
21	Of the Immigration Medical Examination (IME) cases reviewed, 95% met the Department's assurance assessment requirements or are subject to a remediation activity	**Part A:** Count of the number of IME cases reviewed subject to a Panel Performance Review or an assurance activity, compared to the average sample size of 10% **Part B:** Count of the number of sampled IME cases that met assurance assessment requirements or were subject to a remediation activity, divided by the total number of sampled IME cases	• Monthly Bupa internal audit reports • Monthly internal assurance of Bupa's performance under the contract • Bupa Medical Officer of the Commonwealth reviewed cases • Onsite Assurance Visit reports • Monthly Offshore Health Cases Submitted reports • Panel Performance Reviews

The targets for this measure will be reported on for the period 2023–24 to 2026–27

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) demonstrates the Department's effectiveness and efficiency in the collaborative development and accurate delivery model of the Annual Migration Program.
- The Department's performance in the reduction of visa processing times (target 16) and 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 and resolution of complaints against RMAs (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 IME (target 21) demonstrate the effectiveness of the Department in maintaining a risk-based approach to the health screening program.
- The 2023–24 Annual Performance Statement will include additional narrative on the Department's activities to strengthen effective design, delivery and assurance of immigration programs.

		Measure 2.1.2		

Measure 2.1.2

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

	TARGETS	METHOD FOR CALCULATION	DATA SOURCES
22	**Aligned to 2023–24 PBS target** The Humanitarian Program is delivered within the planning target and is consistent with priorities set by the Government	**Part A:** Count of the number of Humanitarian Program places delivered, divided by total number of places available under the planning target **Part B:** Count of the number of Humanitarian Program places delivered, compared to the composition set by Government	• Immigration Records Information System datasets • Business Intelligence Reporting System datasets • Integrated Client Services Environment datasets
23	**Measures regulator performance** 75% of humanitarian entrants exiting the Humanitarian Settlement Program (HSP) have the skills and knowledge to use services independently in Australia	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	• Qualtrics Exit Review Survey data • Humanitarian Settlement Program System datasets
24	**Measures regulator performance** 80% 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	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	• Data Exchange datasets, managed by the Department of Social Services
25	**Measures regulator performance** Attendance rate of clients invited to Australian Cultural Orientation (AUSCO) course sessions is 90% or higher	Count of the number of AUSCO course sessions attended by invited clients, divided by the total number of invited clients	• AUSCO service provider reporting
26	95% of eligible Temporary Protection Visa (TPV) and Safe Haven Enterprise Visa (SHEV) holders are transitioned to a permanent Resolution of Status visa by the end of the 2023–24 Program Year	Count of the number of eligible TPV and SHEV holders, divided by the number of Resolution of Status visas granted	• Business Intelligence Reporting System datasets • Integrated Client Services Environment datasets
27	**Aligned to 2023–24 PBS target** Reduce the transitory person caseload by 25%	Percentage decrease from the count of the transitory person population/caseload as at 1 July 2023, to the count of the transitory person population/caseload as at 30 June 2024	• Compliance, Case Management and Detention Portal datasets

The targets for this measure will be reported on for the period 2023–24 to 2026–27

Rationale for assessment
- The delivery of the Humanitarian Program (target 22) 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 23 to 25).
- The efficient processing of TPV and SHEV holders (target 26) will demonstrate the Department's effectiveness in implementing Government priorities and delivering a permanent migration pathway.
- The Department's performance regarding processing of the transitory person caseload (target 27) will demonstrate efficiency in processing applications to resolve the remaining caseload.
- The 2023–24 Annual Performance Statement will include additional narrative on the Department's activities to strengthen effective design and delivery of humanitarian and settlement programs, and resettlement.

ACTIVITY 2.2
Citizenship and multicultural affairs

Measure 2.2.1
Effective citizenship processing and assurance and community engagement collectively supports social cohesion outcomes (Department of Home Affairs PBS Program 2.5)

	TARGETS	METHOD FOR CALCULATION	DATA SOURCES
28	**Aligned to 2023–24 PBS target** 90% 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 6 months from lodgement to decision, divided by the total number of citizenship by conferral applications finalised	• Monthly Conferral Finalised dataset
29	The proportion of citizenship decisions subject to quality assurance activities is consistent with the pre-determined sample size of 2% across citizenship caseloads	**Part A:** Count of the number of citizenship decisions subject to quality assurance activities, divided by the total number of citizenship decisions **Part B:** The proportion of citizenship decisions subject to quality assurance activities, compared to the sample size of 2% across citizenship caseloads	• Evidence of Quality in Performance (EQuiP) tool datasets
30	90% 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	• Annual feedback received from community leader stakeholders

The targets for this measure will be reported on for the period 2023–24 to 2026–27

Rationale for assessment
- The Department's performance in relation to delivery of the Citizenship Program (targets 28 and 29) relates to the efficiency of processing of conferral applications.
- The Department's CLO Network activities (target 30) relate to effectiveness of community engagement activities to enhance social inclusion and multiculturalism outcomes.
- The 2023–24 Annual Performance Statement will include additional narrative on the Department's activities to strengthen citizenship and multiculturalism.

Australian
BORDER FORCE

COMMISSIONER'S FOREWORD

The Australian Border Force (ABF) is an operationally independent body within the Department of Home Affairs, responsible for Australia's border security and the facilitation of legitimate trade and travel. We strive to be a global leader in border enforcement and a trusted partner that supports a prosperous, secure and united Australia.

The ABF has a unique role within the Australian Government. We have stewardship of one of Australia's most significant national assets—the 'border'. The border is a continuum and we undertake a significant role internationally (pre-border), at our air and sea ports (at the border) and domestically (post border). The border continuum is not only critical for national security—it underpins Australia's economic competitiveness, resilience, prosperity and our way of life.

In 2023–24, we will continue to focus on the priorities of the Government to ensure Australia's border settings, systems and processes keep pace with the growth of travel, trade and migration – while protecting Australia from those that continue to target the border in more frequent and sophisticated ways.

One of our highest priorities is the security and safety of the maritime environment, particularly through support for the Joint Agency Taskforce Operation Sovereign Borders (OSB). OSB will continue to perform a critical role in managing the heightened maritime people smuggling threats through enhanced deterrence and disruption efforts. With our partner agencies, we will continue to disrupt people smuggling ventures through a range of surveillance and response capabilities, deploying air and maritime assets across our oceans and seas.

The year ahead will require a dedicated focus to deliver on a number of key Government priorities. In particular, in response to the Government's comprehensive review of Australia's migration system, the ABF will continue to focus on compliance and enforcement activities to help improve and further strengthen the integrity of Australia's migration system.

The ABF will also play a central role in the introduction of a new import control on vaping products, and maintaining our hard line stance on illicit tobacco. Maintaining the integrity of Australia's border and associated supply chains remains an ongoing priority as the volume of international trade and travel returns to pre-COVID levels. In 2023–24 we will continue to target criminal infiltration of supply chains and the methods criminals use to target border vulnerabilities.

The modernisation of our trade and travel systems is critical to the future of Australia's economic competitiveness. Through the whole-of-government Simplified Trade System agenda, we will continue core work on key whole-of-government integrated regulatory, digital, systems, and data reforms that modernise our border settings and make it easier for legitimate travel and trade. Testing and trialling concepts on next generation airports like Western Sydney International (WSI) present great opportunities to improve border settings. Over the next year we will undertake detailed design with WSI, including the passenger terminal and cargo examination facilities.

As a global leader in border enforcement we have an important role to play with international partners and organisations, including the World Customs Organization (WCO). As the WCO Vice-Chair for the Asia-Pacific region for 2022–24, I am looking forward to working collaboratively with our 33 regional partners in an effort to stimulate regional growth, prosperity, unity, stability and security. With our partners we will continue efforts to uplift capability and delivery of programs in the Pacific in support of the Government's objectives of deepening relationships across the region.

As the Australian Government's second largest revenue collector, collaboration with Industry will remain central to the ABF's efforts to streamline the regulatory environment by creating more efficient and digitised trade systems. With efforts to evade revenue collection becoming increasingly sophisticated, the ABF will continue its dedicated focus on trade enforcement to deter and prevent revenue evasion.

The outlook for 2023–24 is positive but the challenges we faced over the past two years have shown the need to be agile and resilient. A 'Future Ready' ABF is critical and we are actively looking at initiatives, structures and operating models that best position the agency to support Australia's national resilience now and into the future.

I commend the commitment and diligence of my officers and their relentless dedication to the task at hand. Their professionalism and ongoing efforts continue to underpin Australia's safety and prosperity through a secure and seamless border.

I, as the Australian Border Force Commissioner, endorse the *Department of Home Affairs 2023–24 Corporate Plan*, which covers the period 2023–24 to 2026–27.

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

THE ROLE OF THE ABF

As Australia's frontline border law enforcement and customs agency, the ABF supports Australia's national security and facilitates legitimate trade and travel while maintaining the integrity and prosperity of our national asset: the border. The ABF is Australia's first line of defence against criminal actors that intend to do harm to our sovereignty and economy and is committed to protecting our way of life in what continues to be a challenging operating environment.

The ABF delivers a wide range of functions across the border continuum, including pre-, at- and post-border. The ABF is responsible for facilitating both traveller and cargo clearance, working to prevent the cross-border movements of illicit goods and individuals who represent a threat to the prosperity, security and unity of Australia. With responsibility for the facilitation of legitimate trade and travel, the ABF ensures Australia remains a key trading partner and sought after destination for travel and migration.

The ABF contributes to national resilience, strengthens supply chains and protects the Australian community from harm. Working with partner agencies domestically and internationally to share knowledge and expertise, the ABF seeks to detect and disrupt high-level criminal activity associated with the unlawful movement and exploitation of people and goods across the border and to prosecute those who attempt to do harm to Australia and the Australian community. The ABF also plays a crucial role, alongside the Department, in maintaining the integrity of Australia's migration and visa programs, through targeted operations to elicit voluntary compliance and to deter, detect and respond to serious instances of non-compliance.

The ABF strives to be at the forefront of border protection technologies and is responsible for the modernisation of our border activities. The ABF continues to adapt to meet the new challenges that arise at the border by implementing best-practice regulation and enabling a streamlined, secure experience for travellers and those engaging with Australia's trade systems.

The ABF continues to manage the Australian Trusted Trader program, focusing on assurance activities, identifying opportunities for collaboration and information sharing. The ABF is responsible for a wide range of administrative and coercive powers under the *Customs Act 1901* and the *Migration Act 1958*. Through an intelligence-informed targeting approach, the ABF mitigates and respond to threats before they reach the physical border, through the detection of unlawful trade and importation of prohibited, restricted, or regulated goods across, into and out of Australia.

Under the *Migration Act 1958*, the ABF is operationally responsible for visa and migration compliance, including the detainment of unlawful non-citizens. The ABF plays a leading role in identifying entities engaging in the exploitation of Australia's visa system, particularly in regard to human trafficking and the exploitation of foreign workers. Additionally, the ABF is responsible for the security, health, welfare and safety of detainees in immigration detention.

The ABF protects Australia's maritime domain through leading effective surveillance activities to disrupt and respond to illegal activities in Australian waters. This includes detection and deterrence of the exploitation of natural resources and prohibited importation, and combatting unauthorised migration, human and drug trafficking.

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 through effective implementation of the Australian Government's border protection regime, supporting economic growth while ensuring that the security of Australian communities and Australian interests remains the primary focus of our border security posture.

The continued focus on border modernisation initiatives will streamline the movement of goods and people across the border continuum. 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 protection laws. This will include increased use of digital systems and the enhanced use of biometric verifications.

Through Operation JARDENA, the ABF will continue its focus on supply chain integrity, and deploy risk-based enforcement responses to effectively manage national security risks. This includes the disruption of those, including organised crime that continue to target the border in more sophisticated ways. The ABF will continue to support the Operation Sovereign Borders mission to deter, detect and respond to illegal maritime arrivals. These activities will be supported through the strengthening of domestic and international partnerships, the sharing of intelligence and greater connectedness with the regions.

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

ACTIVITY 3.1
Border management and revenue systems

MEASURE 3.1.1:
Effective trade and travel policy and regulation and effective administration of border revenue processes *(Department of Home Affairs PBS Program 3.1, Department of Home Affairs PBS Program 3.2 and Department of Home Affairs PBS Program 3.3)*

	TARGETS	METHOD FOR CALCULATION	DATA SOURCES
31	**Aligned to 2023–24 PBS target** Average clearance times (facilitation rate) for travellers, air cargo and sea cargo are maintained or improved	The average clearance times for travellers, air cargo and sea cargo, compared to the average clearance time for travellers, air cargo and sea cargo from the previous financial year	• Travel and Immigration Processing System datasets • Integrated Cargo System datasets • Passenger Analysis Clearance Evaluation • Departmental databases

		METHOD FOR CALCULATION	DATA SOURCES
32	**Aligned to 2023–24 PBS target** 100% 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	• Customer Relationship Management datasets • Case Referral Management datasets • Departmental databases
33	Percentage of eligible air travellers processed through the border using SmartGate technology improves or remains consistent with the previous reporting period	Percentage of eligible air travellers processed through the border using SmartGate technology, compared to the percentage from the previous reporting period	• Passenger Analysis Clearance Evaluation
34	**Aligned to 2023–24 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	• Departmental databases • Departmental financial management system datasets

The targets for this measure will be reported on for the period 2023–24 to 2026–27

Rationale for assessment
- Border clearance times (targets 31 and 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 ATT (target 32) relates to the effectiveness of the Department in ensuring Trusted Traders maintain a satisfactory level of international supply security and trade compliance.
- Target 34 measures the Department's effectiveness in achieving the targets for revenue collection as outlined in the PAES estimates.
- The 2023–24 Annual Performance Statement will include additional narrative on the Department's activities to ensure effective trade and travel policy and regulatory settings.

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	DATA SOURCES
35	**Aligned to 2023–24 PBS target** The Australian Border Force effectively supports the Joint Agency Taskforce Operation Sovereign Borders (JATF OSB) mission to maintain zero successful maritime people smuggling ventures	Count of the successful maritime people smuggling ventures against the JATF OSB target of zero successful people smuggling ventures	• Departmental systems
36	**Aligned to 2023–24 PBS target** The number of critical incidents per 1000 detainees in the Immigration Detention Network 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	• Compliance Case Management and Detention (CCMD) Portal datasets

37	Percentage of air and sea cargo physically examined by ABF officers that leads to an enforcement result improves or remains consistent with previous reporting period	Percentage of air and sea cargo physically examined by ABF officers that led to an enforcement result, compared to the percentage from the previous reporting period	• Passenger Analysis Clearance Evaluation • Departmental databases
38	Percentage of air traveller interventions that lead to an enforcement result improves or remains consistent with previous reporting period	Percentage of air traveller interventions that lead to an enforcement result, compared to the percentage from the previous reporting period	• Travel and Immigration Processing System datasets • Passenger Analysis Clearance Evaluation

The targets for this measure will be reported on for the period 2023–24 to 2026–27

Rationale for assessment

- Operation Sovereign Borders (target 35) demonstrates the Department's effectiveness in delivering a strong border regime.
- Measuring the number of critical incidents in immigration detention facilities (target 36) relates to the effectiveness of the Department's activities to ensure the safety and security of immigration detention facilities.
- The examination of air and sea cargo and the intervention of air travellers (targets 37 and 38) demonstrates the Department's effectiveness in delivering enforcement activities to maintain border security.
- The 2023–24 Annual Performance Statement will include additional narrative on the Department's activities to maintain effective border security and maritime surveillance, and to effectively manage the Immigration Detention Network.