Australian Government

Department of Home Affairs

2024–25 Corporate Plan

Building our nation, securing our future

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LOOKING FORWARD

A message from our Senior Leadership

We are proud to present the Department of Home Affairs' (the department) 2024–25 Corporate Plan (the Plan), which articulates our ongoing commitment to building our nation and securing our future. As our primary planning document, it will guide our dedicated, professional and passionate staff over the next four years.

The Plan outlines what we do, how we deliver it, in what environment we operate and the way in which we will assess our performance against the delivery of our purpose. The department is responsible for functions that underpin Australia's prosperity, security and unity. We are committed to ensuring that Australians are able to safely contribute to and participate in their communities through the implementation and delivery of policies, programs and services that support an open democratic society for future generations.

Australia's national security environment continues to evolve in more complex and demanding ways. As a department we face a broader range of challenges that shape our threat landscape and impact all areas of our policy and program responsibility. These threats continue to test our resilience and our resolve – whether it be a sophisticated cyber security incident, terrorism related events, decreasing social cohesion, foreign interference and threats to our border.

We continue to monitor these threats and seek to minimise the risk they pose through the effective prioritisation of our resources. We are committed to delivering the areas of focus outlined below through fostering an environment that encourages excellence, integrity, openness and collaboration. Through the measures below we will deliver tangible benefits for the Australian community, industry and our international partners.

Throughout 2024–25 we'll continue to deliver, focusing on areas such as:

- Developing and maintaining cyber defences and partnering with industry and across government to implement and maintain appropriate cyber security safeguards.
- Promoting safe cyber practices for all Australians through the delivery of the *Australian Cyber Security Strategy 2023–2030*.
- Supporting Australian industry and government in safeguarding critical infrastructure assets by through a balanced regulatory and policy posture.
- Contributing to community safety through the delivery of counter-terrorism and counter violent extremism capability uplift programs.
- Continuing to build awareness and education of the threat of foreign Interference.
- Positioning Australia to be prepared for and able to respond to all hazards and human-induced crises.

- Safeguarding and sustaining Australia's democratic resilience and social cohesion through informed engagement and research.
- Reforming and delivering the migration program, policy and legislation that align to national interests.
- Improving citizenship program delivery, including reducing times from lodgment to conferral.
- Contributing to global resettlement through humanitarian policy reforms and the delivery of settlement support for migrants and refugees.
- Reducing systematic migrant worker exploitation across all industries.

- Improving deterrence, compliance, and enforcement activities in order to reduce community harm.
- Ensuring 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.
- Pursuing significant investment to support Australia's civil maritime security capability to counter the unprecedented levels of incursions in the Kimberley Marine Park and Australia's northwest region.
- Ongoing support and commitment to OSB in managing the heightened maritime people smuggling threats through enhanced deterrence and disruption efforts.
- Partnering with States and Territories, to target, disrupt, and dismantle serious criminal actors and organised crime syndicates that deal in illicit tobacco and vaping products.
- Countering unprecedented levels of illegal foreign fishing incursions in Australia's north-west waters and coastline.
- Ensuring the delivery of Commonwealth fit-out requirements at the Western Sydney International (Nancy-Bird Walton) Airport align with operational, technology and equipment, and program management requirements.

We are also taking important steps to enhance our organisation – creating an environment where our staff can perform to their full potential.

One of the things that effectively equips us to handle the challenges we face is the passion of our staff, their diverse skills and backgrounds and their connection to our purpose. As a department, we are focused on demonstrating exemplary leadership, progressing our game-changing agenda and ensuring collaboration is at the core of what we do. Our leaders will continue to epitomise excellence, set high standards and inspire and invest in our people to ensure that we are well positioned to continue delivering for the community well into the future.

To do this, in August 2024 we launched our Transformation Agenda, which is the roadmap we will use to progress recommendations from the Australian Public Service Commission–led Capability Review of Home Affairs, enriched by the ideas, suggestions, and feedback from our people and from the APS Census results.

There is a lot still to do. We are confident that, with our dedicated workforce, we will deliver on our strategic priorities as outlined in this Plan – for the benefit of the Australian community and our stakeholders.

Transformation-on-a-page

Our vision

We build our nation and secure our future by fostering an environment where we can all succeed through a culture of excellence, integrity, openness and collaboration.

Exemplary leadership

Our leaders epitomise excellence: they set high standards, they are authentic, they inspire, care for and invest in their people, and they model integrity, openness and collaboration.

Investment in capability at all levels

- Deliver a leadership program for the EL cohort as part of leadership development for all levels
- Develop a 360 feedback program to enhance performance feedback, initially for SES and ELs
- Invest in professional capability development for staff at all levels

Drive culture at every level

- Foster a respectful, inclusive and safe workplace
- Define the values and culture that represents One Home Affairs including One ABF
- Extend and embed SES engagement

Get our governance right

- Articulate a clear strategic direction that unifies the organisation
- Actively manage performance and risk to optimise outcomes
- Hold ourselves accountable to deliver our outcomes within budget

Game-changing agenda

We deliver enduring, positive change to Australia's Prosperity, Security, and Unity.

Anticipating and building capability for future challenges

- Develop a sophisticated foresighting capability
- Deliver a workforce strategy that positions us into the future
- Recruit and develop deep expertise in our core functions

World-leading delivery/policies

- Deliver on the aspiration of our cyber and migration strategies
- Adapt our national security posture to contemporary threats
- Modernise our border to drive economic outcomes and reduce harm to the community

Enabling for success

- Develop a strategy and win support to upgrade our technology
- Enhance our enablers to better support our staff and business outcomes
- Embed innovation in all we do

Collaboration at our core

Our success depends on harnessing capability across government, business and the community: collaboration must be at the core of everything we do.

One Home Affairs including One ABF

- Communicate a singular and strategic narrative for Home Affairs
- Embed One Home Affairs behaviours throughout the organisation
- Deliver integrated outcomes

Integrated across Government

- Build genuine partnerships to deliver our cross-cutting agenda
- Foster trust by engaging early, being open and authentic
- Recognise and reward staff who collaborate effectively across government

Seamless partnerships with industry and community

- Genuine co-design and shared ownership on policies and programs
- Offer industry a 'single window', and community 'no wrong door'
- Build trust with industry to facilitate information sharing to deliver on our mission

Senior Leadership

Stephanie Foster PSM
Secretary

Emma Cassar PSM
Associate Secretary

Charlotte Tressler
Chief Operating Officer

Sophie Sharpe
Deputy Secretary

Hamish Hansford
Deputy Secretary

Nathan Smyth
Deputy Secretary

Michael Outram APM
ABF Commissioner

Vanessa Holben PSM
Deputy Commissioner

Tim Fitzgerald
Deputy Commissioner

Kaylene Dale
Deputy Commissioner

Michelle McGuinness
National Cyber Security Coordinator

Statement of preparation

I, Stephanie Foster PSM, as the accountable authority of the Department of Home Affairs, present the *Department of Home Affairs 2024–25 Corporate Plan*, which covers the periods of 2024–25 to 2027–28, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Stephanie Foster PSM
Secretary
Department of Home Affairs

HOME AFFAIRS PORTFOLIO

The Home Affairs Portfolio comprises the Department of Home Affairs (the department), including the Australian Border Force (ABF), and the National Emergency Management Agency (NEMA).

The Portfolio aims to support members of our community – wherever they live – to go about their lives knowing they are safe and able to participate in and contribute to our society.

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

The Portfolio will continue to support Australia's regions and drive economic growth by facilitating the flow of travellers through the international border and promoting Australia as a competitive destination for migrants, tourists and students. Working with domestic and international partners, the Portfolio protects Australia from diverse and evolving threats from within and outside our border.

Department of Home Affairs

The department is responsible for coordination and strategic policy leadership in relation to cyber and critical infrastructure resilience and security, counter-terrorism and the protection of our sovereignty. The department also regulates Australia's borders and facilitates legitimate trade and travel and contributes to Australia's prosperity and unity through the management and delivery of the migration, humanitarian and refugee programs. The department also promotes community cohesion through cross-cutting policy, multicultural programs, providing settlement services and managing and conferring citizenship.

Our common purpose

Helping build a prosperous, secure and united Australia.

Our vision

Building our nation, securing our future.

Our outcomes

OUTCOME 1:
Deliver national coordination regulation and policy that safeguard Australia's domestic interests from national security threats, including cyber threats.

OUTCOME 2:
Support a united and prosperous Australia through effective coordination and delivery of immigration and citizenship policy and programs underpinned by robust integrity and assurance.

OUTCOME 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.

OUR ENVIRONMENT

The department's operating environment remains characterised by a complex geopolitical landscape and accelerated shifts in the advancement of technologies. The department continually assesses changes to our operating environment to ensure we remain responsive to ongoing threats, and to best position us for future success.

OUTCOME 1:
Deliver national coordination regulation and policy that safeguard Australia's domestic interests from national security threats, including cyber threats.

The digital economy and 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 critical infrastructure – including our most interconnected Systems of National Significance – is more vital than ever.

The risk of large-scale, high-volume and high-consequence attacks continues to threaten our systems, while the increasingly interconnected nature of our critical infrastructure landscape creates greater complexities in protecting Australia's social and economic wellbeing. Equally, security threats to government challenge our protective security settings and require an all-hazards approach to mitigate risks.

Terrorism and violent extremism pose an enduring and complex threat that generates global effects. The digital world is being exploited to incite violence within diaspora communities and through targeting Australia's youth.

Espionage and foreign interference is a growing security concern. Australia remains a target of sophisticated and persistent foreign interference directed towards government, academia, industry, media and communities.

Australia faces a number of systemic challenges to our resilience and national civil preparedness that are exacerbated by the drivers of climate change and geostrategic tensions. Disruptions and crises are becoming more frequent, complex, severe and costly – and more likely to cascade into other crises.

Issue-motivated extremism and anti-government sentiment within sectors of the Australian community continue to impact the safety of parliamentarians and high office holders as they attract heightened levels of adverse activity.

OUTCOME 2:
Support a united and prosperous Australia through effective coordination and delivery of immigration and citizenship policy and programs underpinned by robust integrity and assurance.

Australia is home to 2.8% of the world's immigrants, with more than half of all Australians being born overseas or having a parent born overseas. Australia is home to the world's oldest continuous culture and people from more than 300 ancestries make up modern Australia.

Australia continues to face declines in productivity growth and labour force participation, as well as labour shortages. Our nation is faced with an ageing population and strong global competition for highly skilled migrants.

Geopolitical conflicts continue to drive the displacement of people globally, changing the scope, scale and complexity of humanitarian responses.

Malicious actors continue to seek to exploit our migration system, through fraudulent claims in visa and migration applications and attempts to gain access to certain pockets of our labour market.

Social cohesion is an enduring strength of Australian democracy, but it has deteriorated over recent years, due to long and short-term drivers, including a decline in Australians' sense of belonging, engagement and self-worth; diminishing interpersonal and institutional trust; financial stress and inequality; strained acceptance of diversity, tolerance and respect; and experiences of prejudice and discrimination.

OUTCOME 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 is the steward of one of Australia's most significant national assets: the 'border'. The border is a continuum, and the ABF plays a significant role internationally (pre-border), at more than 60 air and sea ports (at-border) and domestically (post-border). Not only critical for national security, the border continuum underpins Australia's economic competitiveness, resilience, prosperity and our way of life.

While increasing demand and volume of trade provides the Australian Government with revenue and contributes to Australia's national economic prosperity, it also continues to place significant pressure on ABF's operations. Trade is expected to grow by 70% over the next decade. Traders expect streamlined processing, simpler digital services and seamless connectivity, and international trade is becoming increasingly complex with the rise of ecommerce, unknown trade actors and diversified supply chains. Rapid and continual changes in intelligence, technology and data will affect how we deliver our policies and services to reduce the impact on the legitimate movement of trade and maintain the integrity of Australia's border – all while protecting Australia from those that continue to target the border in more frequent and sophisticated ways.

Australia has one of the largest and most challenging coastlines in the world. Our civil maritime responsibilities stretch more than 37,000 square kilometres of coastline and include an offshore area of more than 10 million square kilometres. Our support to the Joint-Agency Taskforce Operation Sovereign Borders remains a key priority. We will also continue to support whole-of-government efforts to counter unprecedented levels of illegal foreign fishing incursions in Australia's north-west waters and coastline.

More information on our operating environment can be found in our 2024–25 Performance Framework.

OUR COOPERATION AND PARTNERS

To give effect to our purpose, the department continues to prioritise and value our relationships with a diverse range of stakeholders across government, industry, community, academia and with our international partners. These strategic and operational partnerships position us to meet and respond to current or emerging priorities and ensure our policies and programs align with the expectations and needs of the Australian Government and community.

Collaboration, engagement and partnership are important parts of our role as a regulator. We remain committed to genuine engagement with regulators, both on the design and implementation of new regulation and the monitoring and impact of existing regulation – and as we seek to improve advice and information to support self-compliance with regulation.

Our relationships with international partners, including Indonesia and the Pacific as key neighbours in our region, Five Eyes partners (Canada, New Zealand, United Kingdom and the United States of America), and Quad partners (India, Japan and the United States of America), are critical in driving solutions to problems in our region and across the globe.

Our international relationships enable proactive and informed responses to emerging global challenges and opportunities. These relationships support the delivery of the department's strategic priorities as well as Australia's position as a partner of choice in bilateral cooperation and multilateral fora across key Portfolio priorities.

We work collaboratively at a domestic level, engaging with state and territory partners to ensure our programs support the nation's prosperity, security and unity and that when required we can support national leadership in times of crises.

More information on our key stakeholders can be found under each of the department's strategic priorities.

ENABLING CAPABILITIES

During 2024–28 we will continue to plan ahead and ensure that our enabling capabilities are positioned to support the delivery of our purpose, strategic priorities and core business activities.

Governance and communication

The department's governance approach provides appropriate oversight of our performance and risk, and supports informed, transparent and accountable decision-making. The arrangements support the executive and the Accountable Authority in establishing and maintaining an appropriate system of control consistent with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and is complemented by the ABFs operational governance arrangements.

We are committed to ensuring we are equipped with the right information to inform our governance discussions, and that decisions made about our priorities, strategies, policies and our workforce are communicated to all of our staff in an effective and timely manner.

The arrangements include the following governance committees:

Senior Leadership Committee (SLC)

Provides strategic direction, primarily related to future-facing issues, priorities and direction. It considers budget strategy and emerging risks and vulnerabilities.

Performance, Risk and Budget Committee (PRBC)

Monitors and manages enterprise performance risk and budget, and provide oversight of the department's PGPA Act and Rule responsibilities.

People, Culture and Safety Committee (PCSC)

Provides oversight, advice and assurance on people management, culture, inclusion and workforce capability.

Major Projects and Investment Committee (MPIC)

Oversees major projects and investments that represent higher risks and considers major investment decisions.

Our ministerial, 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.

Core activities

Embed our enterprise governance arrangements during 2024–25 and ensure they are fit-for-purpose and supporting effective evidenced based decision making.

Implement a proactive communications approach that promotes the departments and ABF's core functions of keeping Australian's prosperous, secure and united.

Delivery and support to portfolio ministers to disseminate and coordinate Government priorities to the department.

Uplift the department's enterprise and strategic risk management capability to support decision making and ensure alignment with strategic priorities.

People and health

The department recognises that the expertise, diversity and skill of our people underpin the delivery of our strategic priorities. We are committed to investing in professional development and creating an environment that values excellence, integrity, openness and collaboration.

Consistent with recommendations from the Australian Public Service Commission (APSC)–led Capability Review and in line with our Transformation Agenda, we are focused on a range of initiatives, both now and over future years, to lift and support our workforce. We are also committed to building an accessible and inclusive workplace culture that supports and welcomes people from all backgrounds. The department's *Inclusion, Diversity, and Equity Strategy* underpins the priorities set out in our diversity action plans, to foster an inclusive workplace culture where all staff can bring their authentic self to work.

We take a people-centric approach to the health, safety and wellbeing of staff. We are undertaking a comprehensive internal WHS Assurance and Capability Review to continue our focus on managing and preventing psychosocial risk across our varied work locations and operational settings.

We will create healthy and respectful workplaces through the continued implementation of the Healthy Us Strategy 2020–2025 and the implementation of the Respect@Work Prevention and Response Action Plan. In partnership with the Australian Human Rights Commission (AHRC), we will continue to implement AHRC recommendations that provide greater insights into the ABF specific drivers and risk factors impacting a respectful workplace culture. Collectively, this work – Respect@ABF – will amplify efforts under the Respect@Work Action Plan.

Core activities

Develop a Department of Home Affairs Workforce Strategy, central to our future agility and resilience.
Implement a refreshed Inclusion, Diversity, and Equity Strategy to enhance the diversity of our workforce and embed a culture of inclusion.
Establish a Leadership Development Program to support the professional development pathway for those who seek to become a manager and a leader.
Deliver culturally and linguistically diverse (CALD) sprint activity to inform a CALD action plan consistent with the APS Employment Strategy. Identify, analyse and address barriers around representation and career progression of our CALD staff.
Enhance access to and utility of learning and development offerings to support the uplift of core capabilities and APS craft.
Uplift staff and managers' capability through tailored disability, LGBTIQ+, CALD and First Nations cultural awareness training.
Progress APS Reform activities, including the Strategic Commissioning Framework and Charter of Partnerships and Engagement.
Review and redevelop Affirmative Measures (AM) recruitment of First Nations people and people with disability to facilitate a more inclusive process.
Implement the improved workforce conditions from our Enterprise Agreement 2024–27, to enable the department to continue to attract and retain high performing and talented people with the capabilities we need to thrive.
Develop a renewed Health and Wellbeing strategy that identifies the key strategic areas of focus over the next five years, fundamental to the physical, psychological and social health of our staff.

Strategic commissioning framework

In 2024–25, the department will concentrate on converting roles currently filled with labour hire contractors to APS staff. The department has set a target of 30 FTE to reduce external labour positions and convert to APS positions. Net savings associated with this target total $0.243 million, with gross supplier adjustments of $4.623 million, noting the department has already had savings harvested for reductions in labour hire.

The 2025–26 target is set at an additional 40 FTE; the relevant job families that will be converted from contractors will be identified in the following 12 months.

Finance

The department is committed to the delivery of Australian Government priorities through the efficient, effective, economical, and ethical use of funds consistent with the requirements of the PGPA Act. In addition, the APSC Capability Review and Independent Prioritisation and Resourcing Review have indicated the department is required to uplift its financial management capability. In this context, and through our Financial Management Framework and extant governance arrangements, we will focus on budget discipline, accountability, financial capability improvement, and the development of prioritisation strategies that support a sustainable fiscal outlook and ensure the continued delivery of key priorities.

Core activities

Deliver a program of financial capability improvement activities through the provision of ongoing education and financial advice.
Meet statutory financial reporting obligations, to support effective financial management across the department.
Maintain and enhance financial policies and frameworks, including those related to compliance.
Develop a 10-year capital investment plan in accordance with the APSC Capability Review findings.

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 PGPA Act, the *Commonwealth Procurement Rules and the Government Procurement (Judicial Review) Act 2018*. In 2024–25, our approach will continue to ensure that procurement processes appropriately consider enterprise risks, sourcing and quality.

Core activities

Provision of property services 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.
Drive 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

Further strengthening our robust integrity culture is a key component of the department's Transformation Agenda. We will do this through a new Integrity Culture Strategy (the Strategy) based on Systems, Culture and Accountability, in line with the APSC integrity reforms across the public service. The new Strategy reflects our current operating environment and supports broader cultural change occurring across the department.

The Strategy is designed to enhance the way we all practice good judgement and act lawfully by ensuring that our people have the best available tools, information, support and direction, coupled with appropriate skills and knowledge.

Core activities

Promote a positive culture that supports staff to raise concerns and fosters transparency and collaboration to resolve issues.
Enhance prevention, education and early intervention activities.
Improve the training, toolkits and resources available to our managers and refresh our integrity policies.
Support the work of the National Anti-Corruption Commission and implement lessons learnt as part of our forward work plan.

Security

The department's security activities provide a safe and secure physical environment for our staff, information and assets. Throughout 2024–25 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*.

Core activities

Support activities aligned with the Protective Security Policy Framework.
Develop and maintain a robust and positive 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 and effectively to significant changes in our security risk profile.
Develop and maintain relevant security policies, plans and procedures to accurately define, assess and monitor the department's security risks, supported by a comprehensive compliance program.

Technology

Visa, trade and travel systems are vital to the nation's economy and the management of our border. With the APSC-led Capability Review acknowledging that technology is a crucial enabler of departmental outcomes, to maximise the opportunities offered by digital and operational technologies, the department will strengthen its governance to improve the delivery of technology programs and projects. A range of initiatives will ensure that technology is aligned to strategic priorities and appropriately sustained within allocated resources, with enterprise-level risks mitigated.

An ongoing priority is ensuring that the ICT systems and operational technologies that control the transit of people and goods at the nation's border are resilient and fit-for-purpose. This means taking advantage of the benefits that emerging technologies provide and harnessing the efficiencies that new capabilities offer. The department will do this by balancing the maintenance of a tightly integrated ICT environment with the pursuit of the next generation of technologies to combat cyber risks, threats and incidents.

Core activities

Deliver a new Technology Strategy that will provide a single executable path for the future of the department's technology and data assets.

Implement a Technology Investment Plan to prioritise, schedule and govern the delivery of technology projects over the medium to long term.

Introduce a new Technology Workforce Strategy to attract and retain a dedicated mission-focused specialist workforce to maintain our visa, trade, travel and corporate systems.

Deliver a new internally focused Cyber Security Strategy to continue to protect the department's data and technology assets from malicious actors.

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. Throughout 2024–25, through a dedicated Chief Data Officer, the department will champion and enable strategic, safe and proactive benefits realisation from data. Using data to make evidence-based policy, optimise use of resources and semi-automate service delivery will build resilience, agility and responsiveness.

Core activities

Leverage data and Artificial Intelligence to optimise resources and improve performance, including staff training, enterprise data architecture and capability uplift, and well-managed access to data products, tools and services.

Provide economic and policy analysis, and provision of data to policy and program teams in support of evidence-based decision-making.

Provide formal statistics and data clearance for externally published oversight of data publishing and sharing obligations.

Driving new value through Data Science, advanced analytics and data innovation, to ensure the department capitalises on the breadth of data sources and emerging technologies.

Legal

Operating in a complex, evolving and fast-paced legal landscape, the department is committed to promoting accountability and upholding the rule of law as it delivers for the Australian Government on a wide range of immigration, border security, national security and cyber security priorities.

Legal Group provides independent and impartial legal advice to ministers and officers to ensure the department delivers its functions lawfully and actively identifies and manages areas of legal risk. Our independent specialist legal capability is uniquely placed to advise on policies, frameworks and decision-making processes, with expertise across employment, commercial, migration, citizenship, customs, trade and national security law.

Core activities

Supporting the development of legislation and associated regulations and instruments necessary to implement key strategies and policies.

Provide effective management of litigation and support the transition to the new Administrative Review Tribunal.

Grow the capability of our in-house legal capabilities, drawing on external support as required, to ensure we are delivering independent, high-quality and timely legal services.

Support the department's compliance with requirements for managing records, handling personal and sensitive information, and the disclosure of information to the Australian community.

Deliver high-quality and timely advice to client areas across the department that meets their needs, to support the lawful operations of the department.

Enterprise risk management

In contributing to a prosperous, secure and united Australia, the department is required to proactively engage with risk. The effective identification and management of risk is integral to achieving our outcomes and delivering on our strategic priorities.

In delivering these activities the department acknowledges that our staff are required to work in complex, dynamic and diverse operating environments that may carry high levels of risk, and that our staff have to deal with complicated public policy issues and urgent operational matters where risk underpins our decision-making.

We acknowledge that accepting some risks may be unavoidable in order for us to meet policy or operational goals, and that a considered approach to risk helps us to encourage innovation and improvements.

We empower our staff to openly engage with risk and make decisions in line with our risk management framework, which encompasses a dedicated policy and relevant procedural instructions and guidance. Our framework is underpinned and aligned to the PGPA Act, Commonwealth Risk Management Policy, and *ISO 31000:2018 Risk Management*. It integrates specialist risk areas, including fraud control, work health and safety, cyber security and protective security. Over the coming year, it will also be updated to embed the Commonwealth's Climate Risk and Opportunity Management Program and ensure it supports all staff, and the Chief Sustainability Officer, to deliver on our responsibilities as part of the Australian Government's climate change commitments.

The department's Risk Management Policy sets out our risk appetite and tolerances. Through fostering positive 'risk behaviours' we are appropriately positioned to innovate and harness opportunities while preventing and/or mitigating any potential consequences.

Through a dedicated Chief Risk Officer (CRO) and a Performance, Risk and Budget Committee (PRBC) we promote open and honest discussions on risk, and continue to foster curiosity in our everyday business activities. The PRBC, assisted by the CRO, supports the effective implementation of the department's risk management framework, undertakes a stewardship role of the enterprise-risks, and promotes a positive and active risk management culture that encourages proactive identification and management of risks to inform decision-making.

The department recognises that our risk environment is dynamic and we routinely review our risks, controls and frameworks to ensure they are fit-for-purpose and reflect our operating environment.

Enterprise risks

The department defines its five enterprise risks as those that are within our control, relate to how we operate and are internally focused. These risks can be influenced by organisational controls.

Category

Attraction and retention

Failure to attract and retain staff with required capabilities

Risk context

Attracting and retaining people with the skills and leadership capabilities we need is critical to our success. We need to invest in our people and plan for the future to ensure we have the right capabilities to respond to our changing and increasingly complex requirements.

An organisational culture that embeds staff development as an important factor in our success will improve our ability to attract and retain the high-performing and talented people we need.

Risk mitigations / controls

Provide effective oversight and assurance on all people management, culture, and inclusion and workforce capability actions through the new People, Culture and Safety Committee.

Implementation of our Transformation Action Plan.

Ongoing implementation of the *People and Workforce Plan 2025, ABF Strategic Workforce Plan*, and the *Inclusion, Equity and Diversity Strategy 2024–29*.

Implementation of Census Action Plans to address gaps and foster staff engagement.

Support the attraction of top talent through effective and targeted recruitment activities.

Support the retention of talent through continued investment in learning and development – formal and informal.

Oversee SES talent pipelines through a dedicated Leadership Development Council.

Address the people-related recommendations from the APSC-led Home Affairs Capability Review.

Category

Integrity and security

Failure to appropriately prevent, identify and respond to inappropriate or unlawful conduct

Risk context

The department operates in a complex and evolving environment and we must ensure that we keep our people, stakeholders and information safe.

A positive integrity culture and good protective security processes must be at the heart of our work, to meet the standards expected by the Australian Government and community. It is vital that our individual and institutional behaviour matches our values and that our systems aid in preventing adverse and inappropriate or unlawful conduct, and that there is accountability and support when behaviours do not correspond with our values.

Ensuring that the department's ICT systems and operational technologies are cyber secure, resilient and fit-for-purpose is critical to the delivery of our strategic priorities. This means taking advantage of the benefits that emerging technologies provide and harnessing the efficiencies new capabilities offer, while continuing to protect the department's data and technology assets from malicious actors.

Risk mitigations / controls

Implementation of Protective Security Policy framework directives to uplift cyber security and strengthen against cyber-related risks across the department and the broader APS.

Strengthen the department's integrity culture by supporting regular discussion of integrity reform through departmental governance committees and development of an 'integrity action plan'.

Implementation of refined suitability and integrity procedures to meet the changing operating environment.

Category

Organisational compliance

Failure to comply with legislation policies, processes and procedures

Risk context

The department has a range of legislative and regulatory levers that it relies upon in the delivery of its strategic priorities. This is underpinned by internal policies, processes and procedures and best-practice governance and assurance activities that promote compliance.

We are responsible for exercising powers and making decisions on behalf of the Australian Government in order to secure our nation and build our future.

Failure to comply with our legislative obligations and accountabilities and internal policies can affect our reputation and public confidence in the department, and reduce our ability to achieve our purpose.

Risk mitigations / controls

Promoting awareness of the importance of compliance and our obligations among our SES, through the performance development agreement process.

Monitoring and reporting of external and internal scrutiny recommendations.

Ongoing implementation of our annual organisational compliance, internal audit and 'health check' processes.

Category

Health, safety and wellbeing

Failure to support the safety and wellbeing of all workers, and manage work health and safety hazards within the operating environment

Risk context

Preventing and minimising work-related illness and injury, and supporting those experiencing illness and injury, is vital to our organisational success.

Managing and responding to complex and sensitive matters spanning the breadth of the department's functions can impact the psychological health and wellbeing of our staff. The physical, emotional and mental wellbeing of staff must be considered at the forefront of all decision-making processes – operational or otherwise.

A healthy workplace and a person-centric approach to health, safety and wellbeing provides staff with physical, psychological, social and organisational conditions that protect and promote health and safety.

Risk mitigations / controls

Establishment of the People, Culture and Safety Committee as part of the department's governance structure to address issues and work regarding staff's mental and physical health and wellbeing.

Ongoing support provided to staff and families of staff through the Employee Assistance Program.

Implementation of new Enterprise Agreement policies to support the building of a diverse workforce that represents the community we serve.

Addressing findings identified in the WHS Assurance and Capability review.

Implementing the Respect@Work Prevention and Response Action Plan and the Respect@ABF Action Plan in cooperation with the Australian Human Rights Commission.

Category

Strategic planning and alignment

Failure to ensure that our resources, systems and capabilities are integrated and focused on delivering the Australian Government's priorities

Risk context

We work in a complex and evolving environment with competing requirements, interests, and priorities that must be balanced and managed effectively to ensure successful delivery.

Ineffective strategic planning, prioritisation, development or engagement results in poor identification of future threats and misalignment between resourcing and government priorities.

Complex or duplicated systems and frameworks can result in decisions that have negative consequences for our operations, impede the delivery of our priorities, or affect the legality of our actions.

Our systems and frameworks need to be designed and managed in a way that supports optimal efficiency and effectiveness in delivering our priorities.

Risk mitigations / controls

Implement findings from the completed functional efficiency review to identify duplicate or redundant lines of effort.

Implementing findings from the independent Prioritisation and Resourcing Review to analysis the allocation of departmental resources against Australian Government priorities.

Establishment of a new Strategic Policy Division to uplift policy capability across the department and to ensure departmental efforts are aligned to the national priorities of government.

Delivery of an annual business planning cycle including mandatory reporting and monitoring.

MINISTERIAL STATEMENT OF EXPECTATIONS

Overview

I, the Hon Tony Burke MP, in my capacity as the Minister for Home Affairs, Minister for Immigration and Multicultural Affairs, and Minister for Cyber Security (Minister), acknowledge that the Department of Home Affairs (the department) is well-placed to proactively engage with government, community and industry to ensure its regulatory activities are fit-for-purpose.

The complex nature of the department's functions, covering operations, facilitation, service delivery and policy, requires a balanced and robust consideration of risk to ensure that Government is able to build our nation, uphold community safety and reap the benefits and opportunities that exist within Australia's future. As guiding principles, I expect the department to ensure that its regulatory settings and subsequent activities:

- remove unnecessary duplication and administrative burden and seek to improve efficiencies and productivity
- engage and leverage innovation and opportunities to streamline existing regulatory processes
- promote self compliance through the distribution of transparent easily accessible and well understood regulatory information
- balance both security and integrity risks and the need to strengthen its regulatory posture, with the needs and expectations of community, business and industry
- discharge legislative powers in good faith, in line with its underlying objectives and in all circumstances lawfully.

Under the *Regulator Performance Resource Management Guide* (as at July 2023), I expect my department to adhere to the three principles of regulator best practice and act accordingly when performing its duties, and specifically when undergoing policy and program reform.

Government's policy priorities and objectives

In addition to the core functions noted above, I will work with the department to continue to contribute to the following government priorities and objectives as they relate to the department's regulatory functions.

- Implement the Migration Strategy and relevant reforms to Australia's migration and temporary visa, humanitarian and settlement programs to meet national, economic and social interests, while planning for the skill needs of the future.
- Ensure end-to-end activities across the immigration continuum, spanning immigration detention, effective field compliance and sponsor monitoring, through to status resolution, visa cancellation and facilitating efficient removal of unlawful non-citizens from Australia.
- Uphold the integrity of Australia's visa system through implementing regulatory settings that strengthen the department and ABF's ability to uphold community safety.
- Enable migrants and refugees to participate and contribute both economically and socially within the Australian community by delivering and administering the onshore and offshore components of the Humanitarian Program (including protection visa reform) and humanitarian settlement support programs.
- Support migrants to make an ongoing commitment to Australia by becoming Australian citizens through the efficient delivery of the Citizenship Program.
- Ensure the policy settings for a modern multicultural Australia are fit for purpose to harness the talents of all Australians, and deliver practical support through community engagement and grants programs.
- Strengthen regulation of lawful immigration assistance providers and strengthening the Office of the Migration Agents Registration Authority (OMARA) to better detect and respond to unlawful providers.
- Modernise Australia's cross-border travel and trade systems to support Australia's economic productivity and enhance protection outcomes.
  - I will continue to support the whole-of-government approach to a Simplified Trade System, alongside the Minister for Trade and Tourism and the Minister for Agriculture, Fisheries and Forestry.
- Implement the Government's objectives in stopping illicit tobacco and vaping products from entering the country.
- Implement measures to uplift Australia's cyber security arrangements in support of making Australia one of the world's leading cyber secure nations by 2030.

- Scale cyber maturity across the economy and develop guidelines that support the use of emerging cyber technologies by adopting a risk-based approach to address new opportunities and overcome complex threats.
- Build better protections for Australia's critical infrastructure, including with systems of national significance, vulnerable communities and businesses including through a dedicated program of work under the *Security of Critical Infrastructure Act 2018, Aviation Transport Security Act 2004* and *Maritime Transport and Offshore Facilities Security Act 2003*.
- Engage with partner agencies on border and maritime security and combat maritime security threats, including from unauthorised maritime arrivals and illegal foreign fishing ventures.
- Ensure Australia's civil maritime capabilities are robust and fit for purpose into the future to assure civil maritime security operations and the strategic interests of civil maritime security partners.

I expect the department contribute to the regulatory reform process by acting in accordance with the principles of regulator best practice, including adhering to the Department of Finance Resource Management Guide 128.

I expect the department to monitor and assess its regulatory performance through incorporating performance measures and targets into its annual Corporate Plans and subsequent Annual Reports as required under the *Public Governance, Performance and Accountability Act 2013* and the *Public Governance, Performance and Accountability Rule 2014*.

I look forward to working with the department on implementing policy and regulatory reforms and driving improvements in its existing suite of business-as-usual activities.

The Hon Tony Burke MP
Minister for Home Affairs
Minister for Immigration
and Multicultural Affairs
Minister for Cyber Security
Minister for the Arts

DEPARTMENT OF HOME AFFAIRS STATEMENT OF INTENT

Overview

As Secretary and Accountable Authority, I set out the intentions of the Department of Home Affairs (the department) to deliver a wide spectrum of programs and policies outlined by you as the Minister for Home Affairs, Minister for Immigration and Multicultural Affairs, and Minister for Cyber Security under the *Public Governance, Performance and Accountability Act* (PGPA) to strengthen the prosperity, security and unity of Australia.

I will continue to provide assurance that the department works collaboratively with you and your office to deliver and strengthen all functions, including cyber security, migration, citizenship, critical infrastructure, and border management.

The department remains committed to reinforcing the Government's regulatory agenda to ensure the economic success of Australia. Through the continued administration, co-design and monitoring of the Government's regulatory agenda, the department is also committed to modernising our existing procedures, administrative practices and foresight.

Acknowledgement of policy priorities and objectives

As the Accountable Authority, I acknowledge and reinforce my commitment to the Government priorities, objectives and expectations set out in your Statement of Expectations. In delivering this, we will:

- improve stakeholder collaboration, implement efficiencies and identify productivities to enhance and modernise our work practices and engagement
- produce and distribute meaningful information relating to our regulatory functions to encourage self-compliance
- strengthen our regulatory posture, particularly in relation to security and integrity risks
- continue to review, test and evaluate our enforcement of legislative powers and ensure lawful application in line with the objectives
- continue to evolve a culture of innovation and identify opportunities to enhance existing processes.

Commitment to action

In achieving its goals and objectives, the department will seek to drive regulatory reform by acting in accordance with the principles of regulator best practice and continue to monitor and assess its regulatory performance through managing performance measures and targets under the PGPA Act and the *Public Governance, Performance and Accountability Rule 2014*. Performance will be reported against each Outcome as outlined in the Corporate Plan.

We are committed to deliver world-class functions in partnership with government, industry and the Australian community to help build a prosperous, secure and united Australia.

Stephanie Foster PSM
Secretary
Department of Home Affairs

OUR PERFORMANCE

Approach to performance

The department is committed to strengthening the quality of the performance information we collect and seek to ensure that this information provides the Australian Parliament and the broader community an insight into both what we deliver and the impact that it has. We also seek to make continuous improvements to our performance reporting processes, guidance and data assurance processes. We achieve this through:

- assessing the information that is of value to and sought by industry, community and government and ensuring this information is reflected within our performance frameworks
- aligning our performance monitoring and reporting processes to business planning and to individual performance and development agreements – enabling a clear line of sight between the work and contributions of staff to the department's strategic direction
- delivering quarterly performance reports to our internal governance committees and external Audit and Risk Committee to ensure we are able to adjust our resourcing and capabilities to support delivery
- participating in and learning from interdepartmental forums related to performance measurement and evaluation
- identifying opportunities to strengthen data extraction, collection, cleansing and interpretation processes
- undertaking assurance activities of reported performance results against source data, to improve the reliability and verifiability of the reported performance results.

2024–28 performance framework

The 2024–28 Performance Framework (Performance Framework) sets out the department's strategic priorities that support the delivery of our purpose and align to the outcomes and program structure contained within our *2024–25 Portfolio Budget Statements*.

The Performance Framework includes the performance measures and targets that will be used to assess our performance.

Throughout 2023–24, the department worked diligently to address relevant observations from the ANAO's *Department of Home Affairs 2023–24 Performance Statements Audit*.

This included improving the existing suite of performance information from previous reporting periods and introducing a number of new performance measures and targets to better reflect a complete and accurate picture of the department's material functions. The Performance Framework also, where appropriate, reflects the department's regulatory functions to appropriately acquit and measure our regulatory 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.

The Performance Framework will continue to evolve and be reviewed to ensure its currency, and to ensure future recommendations from Audit Reports are considered and – where appropriate – implemented.

As required under the PGPA Act and related Rule, the Performance Framework will be acquitted in the corresponding Annual Report.

Performance measurement

During 2024–25, each performance measure will be assessed through a set of targets 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. Equal weightings are applied to each target within a measure.

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	0.25	–5%
2	0.25	0%
3	0.25	–4%
4	0.25	0%
Average variance from target		–2.25%
Overall measure assessment		**= 97.75 / met**

Performance measures: Cross activity

PERFORMANCE TARGET	*2024–25 to 2027–28*
1	**80% of stakeholders who assessed policy advice provided to government were satisfied the advice was of high quality.**

KEY DEFINITIONS	METHOD FOR CALCULATION
High quality: Stakeholders will be provided with a criteria for informed, influential and impactful policy advice. **Policy advice:** Advice provided to Home Affairs portfolio ministers on topics including cyber and technology security policy, migration policy, citizenship policy, administration of the *Customs Act 1901*. **Stakeholders:** Persons independent to the department who are provided with a randomised sample of policy advices.	Number of stakeholders who provided a positive questionnaire response (average result across the three domains: informed, influential and impactful), compared to the number of survey responses.

RATIONALE

This target is an *effectiveness* measure of the department's policy advice to government, primary through ministerial submissions.

The 80% target has been established in 2024–25 as a baseline for reporting, which will be re-considered for 2025–26 based on 2024–25 performance. This was informed through analysis of how other agencies and government measure policy effectiveness.

This target has been introduced from 2024–25.

DATA SOURCE

Responses to a questionnaire provided to stakeholders.

OUTCOME 1

1

OUTCOME 1:
Deliver national coordination regulation and policy that safeguard Australia's domestic interests from national security threats, including cyber threats.

Critical infrastructure protection

Priority

Support Australian industry and government in safeguarding critical infrastructure assets through undertaking national critical infrastructure protection coordination, including through background checking and regulatory, policy, industry engagement and education pathways.

Environment and regulatory landscape

At the heart of this ever-changing landscape, Australian critical infrastructure must remain adaptive and efficient to respond to a range of risks and opportunities.

Cybercrime targeting essential services – such as the health care, food distribution and energy sectors – has highlighted vulnerabilities in critical infrastructure. Natural hazards can significantly disrupt communities and negatively impact the Australian way of life. Geopolitical developments have the potential to disrupt upstream supply chains and production and downstream distribution networks. Disruptions like these can create a chain of cascading consequences with profound effects on Australia's society, communities, and interconnected infrastructure systems.

The department leverages partnerships across sectors and between regulators and agencies to empower critical infrastructure owners and operators to build resilience in this dynamic operating environment. This is done by identifying vulnerabilities in the supply chain, facilitating collaborative industry engagement, and by leading communications to raise awareness and educate industry partners as to risks to critical infrastructure and the need to uplift capability in order to protect Australia's essential services.

Reforming critical infrastructure policy, strengthening relationships with foreign partners, and boosting the department's regulatory model with a focus on proactive compliance and risk mitigation further supports the collective efforts to protect Australia's critical infrastructure, and will enable the department to proactively identify emerging risks in our region to support regional best practice to grow Australia's collective resilience.

Performance measures

Key activity: Transport security

Measure: Capability building, engagement and regulatory activities support regulated entities to understand and comply with transport security obligations.

PERFORMANCE TARGET	*2024–25 to 2027–28*
2	75% of surveyed representatives of transport security stakeholder forums agree that the forum provides useful and relevant information to assist participants to understand transport security policy, and to better meet their obligations under transport security legislative frameworks.

KEY DEFINITIONS

Air Cargo Security Industry Advisory Forum: comprises representatives from the air cargo industry including port authorities, cargo terminal operators and industry bodies.

Aviation Security Advisory Forum: made up of representatives from the designated airports and major Australian carriers.

Maritime Industry Security Consultative Forum: comprises representatives from the maritime industry, including port authorities and industry bodies.

Regional Aviation Security Advisory Forum: comprises all regional aviation stakeholders.

Strategic Aviation Security Meeting: made up of senior representatives from the designated airports and major Australian carriers.

Transport security stakeholder forums:

- Strategic Aviation Security Meeting
- Aviation Security Advisory Forum
- Regional Aviation Security Advisory Forum
- Air Cargo Security Industry Advisory Forum
- Maritime Industry Security Consultative Forum

METHOD FOR CALCULATION

Number of surveyed representatives who provided a positive survey response compared to the number of survey responses.

All Strategic Aviation Security Meeting members and industry co-chairs from the four forums, who held a co-chair position for at least six months during 2024–25, will receive an annual stakeholder survey.

RATIONALE

This target is an *effectiveness* measure of the department's industry engagement in relation to transport security.

The 75% target indicates whether key representatives of transport security stakeholder forums are satisfied that their respective forums are driving meaningful engagement with transport security policy development and implementation, though the provision of useful and relevant information.

The target takes into account that not all stakeholders will agree with the outcomes of policy development and settings.

This target has been introduced from 2024–25.

DATA SOURCE

Responses to an annual stakeholder survey.

PERFORMANCE TARGET	*2024–25 to 2027–28*
3	**75% of surveyed interlocutors participating in the Transport Security International Capability Building Program, agree that the annual program developed in response to a Last Ports of Call (LPOC) assessment has assisted them to put in place a mitigation plan or measures that reduce air cargo and/or aviation security risks.**

KEY DEFINITIONS

Interlocutors: Airport operators and transport security regulators in locations where the department delivers substantial capacity building activities.

Last Ports of Call: An airport where an aircraft immediately departs from before arriving in Australia.

LPOC activities: Activities such as assessments, observations and desktop reviews conducted annually by departmental staff in locations where the department delivers substantial capacity building activities.

Transport Security International Capability Building Program: This program delivers capability building activities in the Asia-Pacific region to strengthen regional transport security standards, protect travelling Australians and prevent the transfer of transport security risks to Australia.

METHOD FOR CALCULATION

Number of surveyed interlocutors who provided a positive survey response compared to the number of survey responses.

RATIONALE

This target is an *effectiveness* measure of the department's delivery of the international transport security capacity building program in mitigating incoming risk to Australia.

The department does not have powers to compel a port in another country to introduce or adjust security measures. Legislative levers apply to air carriers flying to Australia, in which case the department can require specific security measures be included in an air operator's security program. The department seeks to work collaboratively with LPOCs and foreign countries to mitigate risks and rely on regulation as a last resort.

The 75% target indicates whether the majority of interlocutors found the annual program beneficial in reducing air cargo and/or aviation security risks.

The target takes into account that as risks are in a foreign country not all risks are able to be mitigated.

This target replaces Target 2 from 2023–24: 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.

DATA SOURCE

Responses to an annual stakeholder survey.

PERFORMANCE TARGET	*2024–25 to 2027–28*
4	100% of transport security non-compliance is corrected by industry or is the subject of follow-up regulatory inspection and/or enforcement action within: • 30 days if assessed as high risk non-compliance; and • 90 days for all other non-compliance.

KEY DEFINITIONS

Assessed as high risk: A breach that if left unmitigated is assessed by an Aviation Security Inspector or Maritime Security Inspector as significantly increasing the likelihood or consequence of potential unlawful interference.

Corrected by industry: Evidence is provided by a regulated entity or otherwise held by the department that demonstrates the regulated entity has returned to a state of compliance or, in circumstances where provision of such evidence is not practicable, has taken reasonable steps to ensure that a similar breach is not repeated.

Enforcement action: The exercise of powers available to the department to require a regulated entity to take specified action(s) to achieve a security outcome, or the application of penalties prescribed under law.

Follow-up inspection: Regulatory assurance activities undertaken to assess:

- the compliance status of a regulated entity
- the adequacy or performance of corrective actions taken by a regulated entity in response to an identified security vulnerability or breach of the *Aviation Transport Security Act 2004* (ATSA) or *Maritime Transport and Offshore Facilities Security Act 2003* (MTOFSA).

Inspections may be completed in-the-field or through desk based review of evidence.

Non–compliance: A breach of ATSA or MTOFSA identified by an Aviation Security Inspector or Maritime Security Inspector from 1 July 2024.

Other non-compliance: A breach of transport security legislation that is of an administrative nature or is not expected to increase the likelihood or consequence of potential unlawful interference.

METHOD FOR CALCULATION

Number of non-compliances actioned within agreed timeframes, compared to the total number of non-compliances.

RATIONALE

This target is an *effectiveness* measure to demonstrate the department as a regulator is taking a risk-based approach to compliance and enforcement activities. Compliance programs are focused on returning industry to a state of compliance following a breach.

The 100% target reflects the criticality of protecting Australia's domestic and international aviation and maritime transport industries, is consistent with the Cyber and Infrastructure Security Centre's Compliance and Enforcement Strategy, and recognises the department's obligation to enforce Commonwealth legislative requirements.

The 30 and 90 day timeframes show high risk security vulnerabilities are swiftly addressed, while recognising the significant time it can take industry to thoroughly investigate non-compliance, determine root causes and contributing factors, devise and implement systemic fixes, and for the department to gather sufficient evidence upon which to exercise enforcement powers.

This target updates Target 1 from 2023–24: 100% of instances of non-compliance identified through the National Compliance Plan are subject to further compliance activities or enforcement action.

DATA SOURCE

Internal regulatory management system.

PERFORMANCE TARGET	*2024–25 to 2027–28*
5	**95% of applications under the administered transport security legislation relating to entry control and regulatory settings for aviation and maritime security are finalised to approve, refuse or unable to be assessed within the statutory consideration period or the negotiated timeframe.**

KEY DEFINITIONS

Administered legislation:

- *Aviation Transport Security Act 2004*
- *Aviation Transport Security Regulations 2005*
- *Maritime Transport and Offshore Facilities Security Act 2003*
- *Maritime Transport and Offshore Facilities Security Regulations 2003*

Applications: Application made under the administered legislation relating to entry control and establishing, varying or exempting regulatory settings.

Approve: The Secretary of the department is satisfied the applicant has adequately addressed the requirements as defined by administered legislation.

Negotiated timeframe: Relates to operational, commercial or policy imperatives where a statutory consideration period does not apply but a security or regulatory outcome is required by a certain date.

Refuse: The Secretary of the department is not satisfied the applicant has adequately addressed the requirements as defined by administered legislation.

Statutory consideration period: Defined in the administered legislation.

Unable to be assessed: The Secretary of the department is unable to accept or progress the application as it is incomplete or erroneous, or lodged by an unauthorised source.

METHOD FOR CALCULATION

Number of applications finalised within the time period, compared to the number of applications received.

RATIONALE

This target is an *effectiveness* measure to demonstrate that the department as a regulator conducts its regulatory activities in line with obligations under administered legislation, and is fair and responsive to applications within statutory consideration periods or negotiated timeframes. The target does not take into account whether all applicants agree with the outcomes of the decision.

The 95% target indicates whether most applications are finalised within the time period, with a small margin to account for delays in industry responses which can impact finalisation timeframes. The responsiveness of industry is outside the department's control.

This target has been introduced from 2024–25.

DATA SOURCE

Internal regulatory management system.

Key activity: Critical infrastructure security and security of telecommunications policy and regulation

Measure: Industry engagement, background checking and regulatory activities support the protection of critical infrastructure and systems of national significance.

PERFORMANCE TARGET	*2024–25 to 2027–28*
6	75% of surveyed industry participants for the Critical Infrastructure Advisory Council agree that the forum provides information to assist the broader Trusted Information Sharing Network to better understand critical infrastructure security policy, and assists them in meeting their obligations under the *Security of Critical Infrastructure Act 2018.*

KEY DEFINITIONS

Critical Infrastructure Advisory Council (CIAC): Provides leadership and strategic direction for the Trusted Information Sharing Network (TISN). It does this to support collaboration and advance initiatives to uplift the security and resilience of Australia's critical infrastructure. This includes oversight of the Critical Infrastructure Resilience Plan and Critical Infrastructure Strategy.

CIAC comprises:

- TISN sector group chairs (industry representatives)
- TISN secretariats
- Australian Government, state and territory government representatives.

Trusted Information Sharing Network (TISN): TISN is industry and all levels of government's primary way of engaging to enhance the security and resilience of critical infrastructure. The TISN is where members of the critical infrastructure community collaborate, to strengthen the resilience of their organisations and industry sectors in the face of all hazards.

METHOD FOR CALCULATION

Number of surveyed industry participants who provided a positive survey response compared to the number of survey responses.

Australian Government and state and territory government representatives will not participate in this survey.

RATIONALE

This target is an *effectiveness* measure of the department's industry engagement in relation to critical infrastructure security.

The 75% target indicates whether the majority of surveyed industry participants are satisfied that the CIAC is driving meaningful engagement with critical infrastructure security policy development and implementation.

The target takes into account that not all stakeholders will agree with the outcomes of policy development and settings.

This target updates Target 8 from 2023–24: 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.

DATA SOURCE

Responses to an annual stakeholder survey.

PERFORMANCE TARGET	*2024–25 to 2027–28*
7	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.

KEY DEFINITIONS

Communications Access Coordinator: The Communications Access Coordinator (CAC), within the Attorney General's Department (AGD), is the central liaison point between security and law enforcement agencies and the telecommunications industry, particularly relating to interception and data retention obligations. Under current regulatory arrangements, assessments of notifications and notification exemptions are conducted and finalised within the department's Cyber and Infrastructure Security Centre (CISC). Following this, a notice is generated for the CAC to sign off before sending to the carrier (noting that this process will change pending passage of the Crimes and Other Legislation Amendment (Omnibus No. 1) Bill 2024).

- Proposed reforms will establish a new Communications Security Coordinator function within the department, replacing the current arrangements for assessing and responding to notifications and exemption requests in coordination with AGD.

Notifications: Telecommunications carriers and carriage service providers (CSPs) are required to notify the department, through the CAC, of a proposed change to their networks where implementing the proposed change will likely have a material adverse effect on the carrier/CSP's ability to meet its security obligations under the *Telecommunications Act 1997*.

Notification exemption requests: The CAC will consider applications for exemption from the notification obligation on a case-by-case basis with regard to the security risk profile of a carrier/CSP based on factors including percentage of market share, sensitivity of their customer base, and the criticality of their networks.

Responded to: The CAC has issued a formal response in the form of a notice for notifications or a decision on an exemption request, and this response has been transmitted to the carrier/CSP.

Response timeframes: The 30 calendar day timeframe for the CAC to issue a response to the notifying carrier/CSP starts when a submission is received. A process is considered complete when the CAC's response is sent to the carrier/CSP.

Carriers/CSPs notionally have 30 calendar days to respond to a 314B(1) notice (a request for further information from the CAC).

Further information being provided in response to a 314B(1) notice counts as a new submission, and the CAC has a new 30-calendar-day period in which to respond.

METHOD FOR CALCULATION

Number of notifications and notification exemption requests responded to on time, compared to the number of notifications and notification exemption requests received.

RATIONALE

This target is an *effectiveness* measure to demonstrate the department's regulatory activities in line with obligations under the *Telecommunications Act 1997* to support the resilience of telecommunications infrastructure. This affects the social and economic well-being of Australia, and is vital to the delivery and support of other critical infrastructure services such as energy, water and healthcare.

The 100% target reflects the criticality of protecting Australia's critical infrastructure assets, including telecommunications infrastructure, and to reflect the importance of the department meeting industry expectations to share guidance promptly.

This target was included in 2023–24 and has not been updated in 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
8	100% of instances of identified non-compliance with obligations in the *Security of Critical Infrastructure Act 2018* are subject to a compliance action within 90 days.

KEY DEFINITIONS

Compliance action: The appropriate compliance action is determined by the Cyber and Infrastructure Security Centre's (CISC) Compliance and Enforcement Framework and the published regulatory posture. Actions ranging from enforcement action such as civil penalty orders for the more egregious instances of non-compliance through to providing feedback to entities on minor documentation errors.

Material failure: A material failure is one that is more than a minor procedural or technical departure.

Non-compliance: Instances of material failures by critical infrastructure assets to meet the requirements of the obligations in the *Security of Critical Infrastructure Act 2018* (SOCI Act) when made aware of required corrective action.

Positive Security Obligations:

- SOCI Act Part 2 – Register of Critical Infrastructure Assets
- SOCI Act Part 2A – Risk Management Program
- SOCI Act 2B – Mandatory Cyber Incident Reporting
- SOCI Act Subsection 12F(3) – Obligation to notify data service providers.

Systems of National Significance Obligations: SOCI Act Part 2C Enhanced Cyber Security Obligation.

METHOD FOR CALCULATION

Number of identified instances of non-compliance are subject to a compliance action within 90 days, compared to the number of identified instances of non-compliance.

RATIONALE

This target is an *effectiveness* measure to demonstrate that we are able to identify, review and action incidents of potential non-compliance with SOCI Act obligations.

The 100% target reflects the importance of protecting Australia's critical infrastructure and is consistent with CISC's Compliance and Enforcement Strategy. The target recognises the department's obligation to ensure all information received is reviewed and compliant with SOCI Act obligations and this information is used to inform government risk analysis. This is done by ensuring all identified non-compliances are reviewed and actioned in accordance with our stated regulatory posture.

The target timeframe for response is 90 days recognising the significant time it can take industry to investigate non-compliance, devise and implement rectification plans, and for the department to gather sufficient evidence upon which to exercise enforcement powers.

This target was included in 2023–24 and has not been updated in 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
9	75% of AusCheck background checks for applicants with no disclosable court outcomes are completed within 20 business days.
10	75% of AusCheck background checks for applicants with disclosable court outcomes are completed within 40 business days.

KEY DEFINITIONS

AusCheck background checks: A background check facilitated by AusCheck under any of the schemes managed by the department, including for the purposes of Aviation Security Identification Card/ Maritime Security Identification Card schemes, Critical Infrastructure, Major National Events and the Security Sensitive Biological Agents schemes.

Completed: An application is complete when the applicant and issuing body or registered entity is notified of the final outcome.

Disclosable court outcomes: Police information that may include information relating to court convictions (including penalties and sentences), charges and findings of guilt with no conviction, court appearances, good behaviour bonds, other court orders, pending matters awaiting court hearing and traffic offences.

External checking partners: The Australian Security Intelligence Organisation (ASIO) and the Australian Criminal Intelligence Commission (ACIC).

METHOD FOR CALCULATION

Number of AusCheck background checks completed on time, compared to the total number of AusCheck background checks completed.

This applies to all applications finalised in 2024–25, including those lodged in the previous financial year

The number of business days to complete an AusCheck background check includes time taken by external checking partners.

RATIONALE

These targets are *effectiveness* measures the department's success in timely service delivery to assist in mitigating personnel security risk.

The 75% target has been established in 2024–25 as a baseline for reporting on the end-to-end processing times for background checking, taking into account previous year performance.

The previous target (2023–24) excluded time awaiting responses from checking partners or from the person being checked from the time taken to complete AusCheck's component of the background checking process. The target has been updated to show a more complete view of the process.

This target updates Target 9 from 2023–24: AusCheck's components in the background checking process are completed in five or fewer business days for 98% of checks.

DATA SOURCE

Internal regulatory management system.

PERFORMANCE TARGET	*2024–25 to 2027–28*
11	**The AusCheck Issuing Body (AIB) issues 90% of ASIC/MSICs within 45 business days of receiving a complete application and background check result.**

KEY DEFINITIONS

AusCheck Issuing Body (AIB): Authorised under the ATSA/MTOFSA to issue ASICs and MSICs to workers with an operational need to access secure or sensitive areas of Australian airports, seaports and off shore oil and gas facilities.

Aviation Security Identification Card (ASIC) and Maritime Security Identification Card (MSIC): Proof of an AusCheck background check. Cardholders with an operational need are eligible to access secure or sensitive areas of airports, seaports and offshore facilities under the aviation and maritime transport security regulations.

Complete application and background check result: When an application is received by the AIB, manually reviewed for completeness, submitted to background checking services and a result is received from checking partners.

Issued: When a card is printed by the AIB and dispatched to the applicant, following the completion of the background check.

METHOD FOR CALCULATION

Number of applications received, actioned and completed in fewer than 45 business days, compared to the total number of checks as recorded within the department's internal regulatory management system.

This target will only report on applications received from 1 July 2024.

RATIONALE

These targets are effectiveness measures of the department's success in timely service delivery to assist in mitigating personnel security risk.

The 90% target has been established in 2024–25 as a baseline for reporting on the end-to-end processing times for issuing ASICs and MSICs. This will inform targets to be set in future reporting years.

This target updates Target 10 from 2023–24: The time taken to finalise received applications for aviation security identification cards (ASICs) and maritime security identification cards (MSICs), including identity assurance, lodgment processing and card issuance, remains stable or is reduced.

DATA SOURCE

Internal regulatory management system.

Cooperation

Significant contributors

Advisory groups

- Critical Infrastructure Advisory Committee
- Resilience Expert Advisory Group

Communities

- National Intelligence Community

Government

- Australian Maritime Safety Authority
- Australian Security Intelligence Organisation
- Australian Signals Directorate, Australian Cyber Security Centre
- Civil Aviation Safety Authority
- Department of Agriculture, Fisheries and Forestry
- Department of Foreign Affairs and Trade
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Federal, state and territory police
- Five Eyes Partners
- National Emergency Management Agency
- Transportation Security Administration

Industry

- Aviation, air cargo, and maritime industry participants
- Critical infrastructure owners and operators and industry participants across the critical infrastructure sectors
- Industry peak bodies
- Telecommunications industry representatives

Cyber security

Priority

Develop and maintain cyber security through national coordination, allowing Australia to be resilient against – and enabled to respond to – cyber threats.

Partner with industry, across government and internationally, to implement and maintain appropriate cyber security safeguards to protect critical technologies and promote safe cyber security practices for all Australians through the delivery of the *2023–2030 Australian Cyber Security Strategy*.

Environment and regulatory landscape

Australia faces a complex cyber security landscape and cyber-attacks are growing in number, speed and sophistication. Yet the continued adoption of safe and secure digital platforms, technologies and online services is critical for our nation's productivity and future prosperity. The department therefore prioritises the development and maintenance of protective security and cyber security – through policy, coordination and regulation – to protect vulnerable data and allow our nation to adapt to the growing cyber risks. In partnership with industry and other government bodies, we are enhancing our ability to leverage data and digital services to drive economic and social benefits. By nurturing stakeholder partnerships with industry and government, promoting education and awareness, the department is supporting seamless coordination during cyber incidents and strengthening collective resilience against them.

With support from the National Office of Cyber Security (NOCS), the National Cyber Security Coordinator (the Coordinator) works to ensure Australia is best positioned to respond to the opportunities and threats of the digital age, by coordinating consequent management activities for nationally significant cyber incidents.

The Protective Security Policy Framework falls under the responsibility of the department and sets out the Australian Government policy to safeguard government personnel and resources. It supports the safe delivery of government business, domestically and internationally – working with international partners builds regional deterrence by raising the costs for malicious cyber actors and encouraging regional best practice and shared standards to drive a cyber-resilient region.

Performance measures

Key activity: Cyber security strategy, regulation and policy

Measure: Progress in delivering the *Cyber Security Strategy 2023–2030* contributes to Australia's cyber security resilience.

PERFORMANCE TARGET	*2024–25*
12	75% of department-led activities under the Cyber Security Strategy 2023–2030 Horizon 1 Action Plan are on track for completion within the Horizon 1 timeframe.

KEY DEFINITIONS

Cyber Security Strategy 2023–2030 Horizon 1 Action Plan: The *2023-2030 Australian Cyber Security Action Plan* (the Action Plan) supplements the Strategy, and details the key initiatives that will commence over the next two years to put us on a path to achieving our vision.

To implement the measures put forth in the Strategy, the Action Plan has been developed detailing the key initiatives that will commence across government over the next two years.

Horizon 1, which focuses on strengthening Australia's cyber security foundations, will address the critical gaps in Australia's cyber shields to build strong businesses and citizens through deep partnerships across industry and government.

Department-led activities: The activities that the department leads or co-leads are detailed in the Cyber Security Strategy 2023–2030 Horizon 1 Action Plan.

Horizon 1 timeframe: End of calendar year 2023 to end of calendar year 2025.

On track for completion: Complete milestones for each department-led activity scheduled for completion in 2024–25.

METHOD FOR CALCULATION

Number of department-led activities that are on track, compared to the number of department-led activities under the *Cyber Security Strategy 2023–2030 Horizon 1 Action Plan*.

RATIONALE

This target is an *output* measure of the department's progress in undertaking initiatives to address critical gaps in the cyber shields, build better protections for our most vulnerable citizens and businesses, support improved cyber maturity uplift across our region and contribute to Australia's cyber security resilience.

The 75% target reflects substantial progress to be made to deliver activities under the *Cyber Security Strategy 2023–2030*, while accounting for delays of some activities due to factors outside of the department's control. This may include consultation with industry experts, changing government priorities and parliamentary processes.

This target updates Target 11 from 2023–24: Effective development and implementation of Australia's Cyber Security Strategy 2023–2030.

DATA SOURCE

Internal databases.

Key activity: Cyber security engagement and coordination

Measure: Administration of the Protective Security Policy Framework supports Government cyber security resilience.

PERFORMANCE TARGET	*2024–25*
13	Complete 100% of scheduled activities required in 2024–25 to transform the Protective Security Policy Framework to a modern administrative compliance framework.

KEY DEFINITIONS

Modern administrative compliance framework: A structured set of standards represented as mandatory compliance requirements. The requirements reflect all hazards and address protective security risk at the enterprise, operational, and technical levels. Implementation of the requirements will uplift the Australian Government's security maturity and enable Australian Government entities to protect their people, information and assets, both domestically and internationally.

Protective Security Policy Framework: The Protective Security Policy Framework (PSPF) sets the Australian Government's minimum protective security standards to achieve effective and efficient secure delivery of government business, both domestically and internationally. By virtue of the PGPA Act, it is mandatory for all non-corporate Commonwealth entities to implement the PSPF requirements within their unique security risk environments. It is considered best practice for corporate Commonwealth entities and Commonwealth companies.

Scheduled Activities: Scheduled activities include at least three meetings of the Government Security Committee, the establishment of a Band 1/2 Policy Development Committee, the review of 2023–24 reporting data (period ends September 2024) and consultation on PSPF Release 25 inputs, including analysis of threat information (by June 2025).

METHOD FOR CALCULATION

Count of the completed scheduled activities, compared to the scheduled activities for 2024–25.

RATIONALE

This target is an *output* measure of activities undertaken by the department to address the two main risks to protective security: rapid pace of change requires iterative security architecture; and a requirement for boards, executive-level managers within a company and senior executives of government entities to increase focus on security policies.

The 100% target is reflective of established reforms applied to the private sector through the SOCI Act that has prioritised increased executive awareness and informs a risk based approach.

This target has been introduced for 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25*
14	**Complete 100% of scheduled activities required to ensure the Protective Security Policy Framework assurance capability is in place ahead of the 2024–25 assessment reporting period.**

KEY DEFINITIONS	METHOD FOR CALCULATION
Assurance Framework: A structured means of objective examination of evidence for the purpose of providing an independent assessment of entities' self-assessment reporting to provide assurance that entities are accurately reporting compliance with mandatory requirements. **Protective Security Policy Framework:** Refer Target 13. **Scheduled activities:** Scheduled activities are the recruitment of an Executive Level One assurance manager, the development of a technical authority risk-management engagement plan and a standard operating procedure for assurance activities in response to entities' self-assessments that include risk management responses.	Number of scheduled activities completed, compared to the number of scheduled activities for 2024–25.

RATIONALE

This target is an *output* measure demonstrating establishment of a PSPF assurance capability to promote a culture of accurate management and reporting standards and reduce optimism bias commonly associated with self-assessment.

The 100% target reflects all actions that need to be completed to establish the PSPF assurance capability ahead of the 2024– 25 PSPF assessment reporting period.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Measure: National engagement and the delivery of exercises supports cyber security incident preparedness and response.

PERFORMANCE TARGET	*2024–25 to 2027–28*
15	Achieve post reach and engagement rate benchmarks for National Cyber Security Coordinator social media channels.

KEY DEFINITIONS

Engagement: Clicks, reactions, comments and shares.

Engagement rate benchmark: 0.6% monthly average engagement rate.

Post reach benchmark: 10% increase in monthly average post reach.

METHOD FOR CALCULATION

This target comprises two components:

a. Number of post engagements, compared to the total impressions each month.

b. Number of users that see a post, compared to the number of users that saw posts in the previous months.

RATIONALE

This target is an *effectiveness* measure of the department's efforts to deliver and promote engaging content from the National Cyber Security Coordinator's social media channels.

The 0.6% and 10% benchmarks have been established as a baseline for reporting on engagement and reach, taking into account historical performance of the social media channels between July 2023 and June 2024, industry standards, a shift towards more engaging platforms and formats, the likelihood of cyber alerts contributing to a lower than average rate of engagement, and general improvements to content across channels.

This target has been introduced from 2024–25.

DATA SOURCE

Sprinklr, National Cyber Security Coordinator social media channels.

PERFORMANCE TARGET	*2024–25 to 2027–28*
16	**80% of planned cyber security exercises to prepare for cyber incidents are completed within the financial year and any department-led actions identified through these exercises are completed within agreed timeframes.**

KEY DEFINITIONS	METHOD FOR CALCULATION
Action: Next steps agreed by the department as published in post-exercise reports that may contribute to cyber security uplift among industry or government. **Agreed timeframes:** A specified period of time agreed by the department as published in post-exercise reports, and which may have been determined in consultation with exercise stakeholders. **Exercise:** Cyber security consequence management exercises test whole-of-Government coordination and consequence management activities in the event of a cyber security incident.	Number of planned cyber security exercises and any related department-led actions identified through these exercises are completed on time, compared to the number of planned cyber security exercises and department-led actions.

RATIONALE

This target is an *output* measure of activities undertaken by the department to build national cyber readiness.

The 80% target will demonstrate whether the majority of planned activities and related actions identified through these exercises are delivered, noting circumstances outside of the department's control may prevent all planned activities from being carried out. For example, exercises may be postponed should a response to a cyber security incident be required.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
17	**90% of surveyed participants in a cyber security consequence management exercise indicated the exercise supported preparedness to respond to a cyber security incident.**

KEY DEFINITIONS	METHOD FOR CALCULATION
Consequence Management: Relates to the second and subsequent order effects from cyber security incidents. Consequence Management enables government and industry to identify and mitigate the secondary harms that may result from a cyber security incident. In the most severe instances, this could include 'real world' impacts. **Exercise:** Cyber security consequence management exercises test whole-of-Government coordination and consequence management activities in the event of a cyber security incident. **Participants:** Participants take an active role in the exercise, providing input to the processes and responses of the activity and scenario. Participants can be Government, industry, peak body representatives or others with a direct role in preparing for and responding to cyber security incidents.	Number of surveyed participants who provided a positive survey response, compared to the number of survey responses.

RATIONALE

This target is an *effectiveness* measure of the department's delivery of cyber security consequence management exercises.

The 90% target will assess whether the majority of surveyed participants were satisfied with the exercises. Participants may not be satisfied where the exercises do not enhance participants' understanding of government or sectoral incident response arrangements, or where the exercises are inappropriately designed, executed or targeted.

This target has been introduced from 2024–25.

DATA SOURCE

Responses to stakeholder surveys provided after each exercise.

Cooperation

Significant contributors

Communities

- Convention on Contracts National Intelligence Community

Government

- Attorney-General's Department
- Australian Criminal Intelligence Commission
- Australian Federal Police
- Australian Security Intelligence Organisation
- Australian Signals Directorate
- Commonwealth Scientific and Industrial Research Organisation
- Cyber and Infrastructure Security Centre
- Cyber Security Regulators
- Department of Defence
- Department of Education, Skills and Employment
- Department of Foreign Affairs and Trade
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Department of Industry, Science and Resources
- Department of the Prime Minister and Cabinet
- The Treasury
- eSafety Commission
- International partners (Quad and Palau)
- State and territory governments

Industry

- Convention on Contracts for the International Sale of Goods
- Cyber security, information technology, and digital service providers
- Industry peak bodies
- Organisations impacted by cyber security incidents
- Technology sector representatives
- Telecommunications industry representatives

Counter-terrorism and counter violent extremism

Priority

Contribute to community safety through the design and delivery of a new *Australian Government CounterTerrorism and Violent Extremism Strategy* and the delivery of government, state and territory counter-terrorism capability uplift programs.

Provide national leadership across whole of the Australian government to coordinate the Commonwealth's response to terrorism incidents.

Implement and maintain measures and programs to counter violent extremism (including online content) and youth radicalisation and fund rehabilitation and reintegration activities to support those who have been radicalised.

Environment and regulatory landscape

Australia's security environment is becoming more complex and challenging; changing the nature of the terrorist and violent extremism threat to Australia. The department remains committed to community safety in an increasingly challenging and ideologically diverse environment. The prevalence of fragile states, ungoverned spaces and international conflict will heighten the risks of terrorism and violent extremism globally. These threats are commonly driven by ideological radicalisation, accelerating trends in global inequality, population displacement, resource scarcity, and changing climate, proliferated by the cyber environment.

The department seeks to address youth radicalisation as a particular priority, acknowledging that it is a growing problem affecting some of the most vulnerable members of the Australian community, who are susceptible to violent extremist influences. In response, the department's prime focal points domestically are to ensure community safety through enhanced policy measures and coordinating response to terrorism activities, and prevention of extremism activities. The department provides critical funding to enhance efforts to rehabilitate and reintegrate those who have been radicalised. Central to the overarching priorities, the department recognises the need to maintain awareness of, and continuously analyse, new threats, and increase the implementation and funding efforts of the counter-terrorism strategy.

Performance measures

Key activity: Counter-terrorism

Measure: Counter terrorism capability programs and national coordination contributes to the management of terrorist threats.

PERFORMANCE TARGET	*2024–25 to 2027–28*
18	85% of surveyed participants in scheduled Australia-New Zealand Counter-Terrorism Committee (ANZCTC) training indicated the training delivered was aligned to, and supported, the expected capability uplift.

KEY DEFINITIONS	METHOD FOR CALCULATION
Australia-New Zealand Counter-Terrorism Committee (ANZCTC): A highlevel body comprising representatives from the Australian Government, Australian state and territory governments, and the New Zealand Government. The objectives of the ANZCTC include to contribute to the security of Australia and New Zealand through coordinating an effective nation-wide counter-terrorism capability. The department is responsible for coordination and administration of ANZCTC capability training. **Capability uplift:** As recognised by each participant as a self-assessment through survey response, as enhancement and uplift of skills that provide effective prevention, disruption or response to terrorist threats and incidents.	Number of surveyed stakeholders who provided a positive survey response, compared to the number of survey responses.

RATIONALE

This target is an *effectiveness* measure of ANZCTC training aligned to ongoing capability development requirements.

The 85% target indicates whether the majority of participants were satisfied with the training provided. Some courses are pre-requisites which are necessary for attending further courses, participants are nominated by jurisdictions, and training is generally provided by jurisdictional experts who may take differences in approach or delivery.

This target updates Target 12 from 2023–24: 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.

DATA SOURCE

Responses to a survey provided to participants at the end of each training.

PERFORMANCE TARGET	*2024–25 to 2027–28*
19	**100% of known persons of counter-terrorism interest offshore or foreign fighters seeking to return/travel to Australia are assessed and appropriate mechanisms are developed to manage the risk associated with their return.**

KEY DEFINITIONS	METHOD FOR CALCULATION
Assessed: The result of a deliberative process by the department-chaired Joint Operations Group drawing on all information available to member agencies. **Appropriate mechanisms:** Treatment options which are lawful and proportionate to the assessed threat.	Number of known persons of counter-terrorism interest offshore or foreign fighters seeking to return/travel to Australia assessed with appropriate mechanisms developed, compared to the number of known persons of counter-terrorism interest offshore or foreign fighters seeking to return/travel to Australia. These figures will be used to inform the performance result, however the performance information to be published in the 2024–25 Annual Report will be expressed as a percentage only due to sensitivities.

RATIONALE

This target is an *effectiveness* measure of the department's ability to manage risks related to potential terror threats.

The 100% target provides the necessary assurance that risks associated with known persons of counter-terrorism interest offshore are appropriately managed.

This target has been introduced from 2024–25.

DATA SOURCE

Internal (classified) database.

Key activity: Counter violent extremism

Measure: Counter violent extremism through the delivery of training, capability and awareness programs.

PERFORMANCE TARGET	*2024–25 to 2027–28*
20	85% of surveyed participants are satisfied that the department's counter violent extremism (CVE) training improved their CVE intervention capability and awareness.

KEY DEFINITIONS

CVE training: Training provided to support better identification of indicators of violent extremism, utilise tools to assist their assessments of the risk of individuals who display violent extremist indicators, and what kinds of interventions may be effective for particular individuals.

Intervention capability: Programs and services that prevent or disengage an individual from becoming or remaining a violent extremist.

Violent extremism: A violent extremist is someone who believes their fringe ideological goals can only be achieved through the use of violence.

METHOD FOR CALCULATION

Number of surveyed participants who provided a positive survey response, compared to the number of survey responses.

RATIONALE

This target is an *effectiveness* measure of CVE training's ability to uplift practitioners' capability to identify indicators of violent extremism in an individual, awareness of reporting and intervention programs and mechanisms, and ability to utilise appropriate tools and resources for specific individuals.

The 85% target is consistent with the target for previous years, and accounts for the possibility for results from smaller training courses being skewed by a negative outlier.

This target is consistent with Target 13 from 2023–24: 85% of surveyed participants are satisfied that the department's counter violent extremism (CVE) training improved their CVE intervention capability and awareness.

DATA SOURCE

Responses to a survey provided to participants at the end of each training.

PERFORMANCE TARGET	*2024–25 to 2027–28*
21	**85% of surveyed States and Territories' CVE coordinators are satisfied with the department's coordination of the Living Safe Together Intervention Program and High Risk Reintegration and Rehabilitation Program.**

KEY DEFINITIONS

High Risk Reintegration and Rehabilitation Program (HRRRP): Provides tailored interventions to address the risk of vulnerable individuals radicalising to violent extremism. HRRRP focusses on high risk individuals either in a corrections setting or returning from an overseas conflict zone.

Living Safe Together Intervention Program (LSTIP): Support individuals identified as being at risk of radicalisation to violent extremism by guiding them towards tailored treatment pathways. Examples include community-based support, psychological care and religious and education mentoring. States and territories are responsible for delivering CVE services under the nationally coordinated LSTIP.

METHOD FOR CALCULATION

Number of surveyed coordinators who provided a positive survey response, compared to the number of survey responses.

All state and territory CVE coordinators who held a coordinator position for at least six months during 2024–25 will receive an annual stakeholder survey.

RATIONALE

This target is an *effectiveness* measure of the department in delivering nationally coordinated intervention programs.

The 85% target indicates whether the majority of coordinators are satisfied with the coordination of the programs, noting that as this measure relates to the provision of funding and national direction to jurisdictions, there may be dissatisfaction regarding the overall quantum of available funding, distribution between jurisdictions or implementation of measures that require a change in a jurisdiction's operating model to conform with a nationally consistent program.

This target has been introduced from 2024–25.

DATA SOURCE

Responses to an annual stakeholder survey.

PERFORMANCE TARGET	*2024–25 to 2027–28*

22 **Cost per alternative-narrative communications activities (including Rapt! and Fearlessly Australian) video view is the same or lower than the previous financial year.**

KEY DEFINITIONS

Alternative-narrative communications: Includes podcasts, short videos or similar that promote narratives to undermine the appeal of extremist propaganda, by providing positive alternative messages targeted towards the relevant audience; including nationalist or racist violent extremists, other ideologically motivated violent extremists or religiously motivated violent extremists.

Cost per view: Total media cost of the content produced, divided by the number of views of that content across the platforms on which it is hosted.

Fearlessly Australian: An alternative-narrative communication activity that features the stories, experiences and advice of remarkable Australians and aims to help young men find positive ways to approach a range of situations. This includes video content and a website.

Rapt!: A platform that celebrates diversity, culture and showcases stories impacting young Muslims across Australia. This includes video content and a website.

METHOD FOR CALCULATION

This target comprises of two components:

a. Total media cost for Fearlessly Australian (excluding GST and management fees) divided by the total number of video views across all platforms (YouTube, Facebook, and Instagram) in 2024–25, compared to 2023–24.

b. Total media cost Rapt! (excluding GST and management fees) divided by the total number of video views across all platforms (YouTube, Facebook, and Instagram) in 2024–25, compared to 2023–24.

RATIONALE

This target is an *effectiveness* and efficiency measure of the department's alternative-narrative communications activities in reaching communities and target audiences with positive alternative messages, in a consistently cost-effective manner.

The previous financial year period has been set as the objective benchmark, taking into account historical performance, industry standards, and general improvements to video content and website.

This target has been introduced from 2024–25.

DATA SOURCE

Information provided by third-party suppliers.

Cooperation

Significant contributors

Academia

- Addressing Violent Extremism and Radicalisation to Terrorism (AVERT) Research Network

Advisory groups

- Youth and Mental Health Advisory Group (YAMHAG)

Communities

- Defence and Australia-New Zealand CounterTerrorism Committee Community
- National Intelligence Community

Government

- Attorney-General's Department
- Australian Criminal Intelligence Commission
- Australian Federal Police
- Australian Security Intelligence Organisation
- Department of Education
- Department of Foreign Affairs and Trade
- Department of Health and Aged Care
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Department of the Prime Minister and Cabinet
- National Emergency Management Agency
- Office of National Intelligence
- Office of the eSafety Commissioner
- State and territory governments, territory governments including (varying based on jurisdiction), police, justice departments, first ministers departments, community and multicultural services departments

Counter foreign interference

Priority

Provide national leadership and foreign interference policy advice across whole-of-government and continue to work with high-risk industries, sectors and diaspora communities to build awareness, education and capability and encourage the adoption of mitigations to combat the threat of foreign interference.

Environment and regulatory landscape

Australia remains a target of sophisticated and persistent foreign interference activities directed towards government, academia, industry, the media and communities. The nature and scale of the threats are complex, and undermine Australian sovereignty, values and national interests. Left unchecked, foreign interference can have a corrosive effect on national security and could weaken Australia's free and open system of government, democratic resilience and economic prosperity. The National Counter Foreign Interference Coordinator within the department supports a whole-of-nation effort to counter foreign interference (CFI) through engaging 'at-risk' sectors to raise awareness, while developing mitigation strategies, building resilience in Australian society, and coordinating government response against foreign interference activity.

Performance measures

Key activity: Counter foreign interference

Measure: Counter foreign interference threats through capability and awareness activities and targeted initiatives.

PERFORMANCE TARGET	*2024–25 to 2027–28*
23	80% of surveyed university sector participants in counter foreign interference table top exercises and campus culture workshops are satisfied that the activity improved their understanding of foreign interference risks and would be useful to inform future mitigations.

KEY DEFINITIONS	METHOD FOR CALCULATION
Campus culture workshops: A series of workshops hosted by the department that focuses on identifying, developing and sharing best practices on foreign interference to support on-campus students and staff communities. **Foreign interference risks:** The risks of foreign governments affecting academic freedoms and/or the ability of Australian universities and society to benefit from knowledge creation in areas of critical technology. **Table top exercises:** A series of workshops hosted by the department, where universities can test their counter foreign interference capabilities and frameworks in a fail-safe environment, facilitated by government using contemporary threat scenarios. **University sector participants:** Universities with membership on the UFIT Steering Group and its Working Groups, universities involved in a range of work led by the department or by engaging with the CFI Coordination Centre Partnerships Officers.	Number of surveyed participants who provided a positive survey response, compared to the number of survey responses.

RATIONALE

This target is an *effectiveness* measure of CFI exercises and workshops for owners of foreign interference risks in the university sector to build their awareness of the risk and competence to address it.

The 80% target reflects the nature of the exercises and workshops to inform sectors at risk of the foreign interference threat. Some university sector participants have already obtained an understanding of foreign interference risks and mitigation options.

This target replaces Target 3 from 2023–24: 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

DATA SOURCE

Responses to a survey provided to participants at the end of each exercise or workshop provided to participants at the end of each training.

PERFORMANCE TARGET	*2024–25*
24	**Deliver all announced department-led initiatives to counter foreign interference scheduled for completion in 2024–25.**

KEY DEFINITIONS	METHOD FOR CALCULATION
Department-led initiatives: The initiatives under the public facing CFI document for which the department is designated under the strategy as the lead for implementation.	Number of announced department-led initiatives completed, compared to the number of announced department-led activities scheduled for completion in 2024–25.

RATIONALE

This target is an *output* measure of the department's progress in undertaking initiatives to address foreign interference in Australia.

The 100% completion of the department-led initiatives will demonstrate that intended policy and program outcomes are being achieved.

This target has been introduced for 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
25	**80% of surveyed industry participants identified that TechFIT improved organisational awareness of foreign interference risks.**

KEY DEFINITIONS	METHOD FOR CALCULATION
Industry participants: Industry representatives operating in critical technology fields. **TechFIT:** The Technology Foreign Interference Taskforce (TechFIT) received authority in the 2024–25 Budget to engage Australia's technology sector to improve protection for Australia's sensitive and proprietary information against foreign interference and espionage, sabotage by both state and non-state actors. • TechFIT is expected to comprise of industry participants and Commonwealth Government representatives.	Number of surveyed industry participants who provided a positive survey response, compared to the number of survey responses. Australian Government representatives will not participate in this survey.

RATIONALE

This target is an *effectiveness* measure of the department's industry engagement in relation to technology security. This target also contributes to the Cyber Security priority, noting strengthened engagement with the technology sector will harden Australia's cyber and technology security settings against a range of malicious actors and threats.

The 80% target will demonstrate whether the TechFIT is providing fit-for-purpose information to the majority of industry participants. Some industry participants engaged through TechFIT may already have mature risk assessment and mitigation capabilities relating to foreign interference.

This target has been introduced from 2024–25.

DATA SOURCE

Responses to an annual stakeholder survey.

Cooperation

Significant contributors

Academia

- Group of Eight universities
- University Foreign Interference Taskforce

Communities

- National Intelligence Community

Government

- Attorney-General's Department
- Australian Communications and Media Authority
- Australian Cyber Security Centre
- Australian Electoral Commission
- Australian Federal Police
- Australian Government Solicitor
- Australian Intelligence Organisation
- Australian Submarine Agency
- Commonwealth Scientific and Industrial Research Organisation
- Defence Intelligence Organisation
- Department of Defence
- Department of Education, Skills and Employment
- Department of Finance
- Department of Foreign Affairs and Trade
- Department of Industry, Science, Energy and Resources
- Department of Infrastructure, Transport, Regional Development and Communications
- eSafety Commissioner
- First Minister's departments in states the state and territories
- Office of National Intelligence

OUTCOME 2

2

OUTCOME 2:
Support a united and prosperous Australia through effective coordination and delivery of immigration and citizenship policy and programs underpinned by robust integrity and assurance.

Migration and citizenship reform and delivery

Priority

Deliver and reform visa, migration and citizenship programs that align to national interests and optimise economic prosperity.

Support the ongoing implementation of the *Migration Strategy* for Australia and partner with states and territories in planning for a multi-year permanent migration program.

Environment and regulatory landscape

Migration is central to Australia's national story and identity and has helped Australia tackle national challenges while building prosperity and security. Over the coming decades there are expected to be declines in productivity growth and labour force participation, as well as labour shortages, an ageing population, global competition for highly skilled migrants, and changes to the nature of work, all requiring Australia's migration system to maintain migration at sustainable levels while being flexible and responsive.

The *2023 Review of the Migration System* found that Australia's migration program is not fit-for-purpose to deliver on the opportunities and challenges of the future. In addition, the *Migration Review* and the *Rapid Review into the Exploitation of Australia's Visa System* both found evidence of systemic exploitation of migrant workers.

The *Migration Strategy*, released on 11 December 2023, outlines the Australian government's commitment to build a migration system that matches the needs of the nation, delivering for Australia and migrants. Implementation of the *Migration Strategy* continues to be a primary line of effort supporting this priority, with five core objectives to underpin Australia's migration system and help build a more prosperous and secure Australia:

- Raising living standards by boosting productivity, meeting skills shortages and supporting exports
- Ensuring a fair go in the workplace by complementing the jobs, wages and conditions of domestic workers and preventing migrant worker exploitation
- Building stronger communities by better planning for sustainable migration, and giving migrants the opportunity to invest in their lives in Australia through permanent residence and citizenship
- Strengthening international relationships by building stronger economic and social connections with our regional neighbours and international partners
- Making the system work by being fast, efficient and fair for migrants and employers.

Collectively, this will rebuild confidence and trust in the migration system that supports Australia's national interests, underpinned by integrity.

Performance measures

Key activity: Migration strategy and reform

Measure: Implementation of migration reforms under the *Migration Strategy: Getting migration working for the nation* contributes to productivity, addressing skills shortages and supports more sustainable planning.

PERFORMANCE TARGET	*2024–25 to 2027–28*
26	80% of department-led initiatives funded and prioritised by government under the *Migration Strategy: Getting migration working for the nation* scheduled for completion by 30 June 2025 were implemented in full.

KEY DEFINITIONS

Initiatives funded and prioritised by government: As at 1 July 2024, these initiatives were:

THEME	INITIATIVES
Deepening ties to the Indo-Pacific	Direct pathway to Australian Citizenship for eligible New Zealand citizens Delivery of Pacific Australia Labour Mobility scheme Special visa arrangements for Australia–Tuvalu Faepili Union Easier travel for Southeast Asia businesses
Planning Migration	Refer to Target 27
Reshaping Permanent Skilled Migration	Introduce new talent and innovation visa Close Business Innovation and Investment Program
Simplifying the Migration System	Abolish unnecessary and duplicative visas
Strengthening the Integrity of International Education	Improve Integrity in International education Increase English Language requirements Apply greater and targeted scrutiny to high risk providers Restrict onshore visa hopping Strengthen and simplify Temporary Graduate visas
Tackling worker exploitation and misuse of the visa system	Refer to Target 50
Tailoring Regional Visas and Working Holiday programs	Priority processing to regional Australia Evaluate regional migration settings
Targeting Temporary Skills Migration to address skills needs and promote worker mobility	Introduce Skills in Demand visa, including: • Legislate indexation of income thresholds • Tripartite approach to identifying skills needs • Streamline labour market testing

METHOD FOR CALCULATION

Number of department-led initiatives implemented, compared to the number of department-led initiatives funded and prioritised by government that were scheduled for completion by 30 June 2025.

RATIONALE

This target is an *output* measure of the department's progress in undertaking initiatives to reform Australia's migration system to serve the national interest and the community.

The 80% target reflects substantial progress to be made to deliver initiatives under the *Migration Strategy: Getting migration working for the nation*, while accounting for delays of some activities due to factors outside of the department's control. This may include delays with the Office of Parliamentary Counsel (OPC) drafting resources and reprioritisation by government.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Key activity: Migration and citizenship delivery

Measure: Delivery of the Migration and Citizenship Programs contributes to economic prosperity and aligns to national interests.

PERFORMANCE TARGET	*2024–25*
27	The Migration Program is delivered consistent with planning levels set by government.

KEY DEFINITIONS

Consistent: The Migration Program is delivered within an error margin of +/– 0.1% of the Migration Program planning levels.

Migration Program: Refers to the Australian Government's permanent Migration Program. The Program comprises of three streams of permanent visas: Skill, Family, and Special Eligibility. Each of these streams includes the following visa categories:

- **Family:** Partner; Parents; Other Family; Child.
- **Skill:** Employer Sponsored; Skilled Independent; State/ Territory Nominated; Regional; Business Innovation and Investment (Provisional); Global Talent; Distinguished Talent.
- **The Special Eligibility Program** covers permanent visas for those in special circumstances that do not fit into the other streams. The Minister is not required to strictly adhere to a planning level in this stream when exercising their personal power to intervene to grant Special Eligibility visas.

Planning Level: The agreed target for how many places will be delivered under the permanent Migration Program each year (1 July – 30 June). Planning levels are set through the Australian Government's Budget process. Planning levels are set for the overall program and each visa category.

- From 2025–26, the planning horizon will be extended from one year to four years. The planning level will be set for the first year and nominal levels for years two, three and four.

Set by government: The agreed number of places for each visa category, which are set each year (1 July – 30 June) through the Australian Government's Budget process.

METHOD FOR CALCULATION

Number of Migration Program places delivered, compared to the planning level.

RATIONALE

This target is an *effectiveness* measure of the department's performance in delivering places under the 2024–25 Migration Program by processing visa applications in line with government priorities. By setting planning levels, the government provides clear, objective directions for its desired outcomes for migration program delivery each year.

The performance target reflects delivery of the Migration Program in line with government expectations.

This target amends Target 15 from 2023–24: The Migration Program is delivered within the planning ceiling and is consistent with priorities set by the government.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
28	Median visa processing times across four of the six key demand driven programs improve or are maintained.

KEY DEFINITIONS	METHOD FOR CALCULATION
Demand driven programs: • Second Stage Skilled (Permanent) – Subclass 887 – Subclass 888 – Subclass 890 – Subclass 891 – Subclass 892 – Subclass 893 – Subclass 191 (Regional Stream) • Second Stage Partner • Skilled (Temporary) • Student • Visitor • Working Holiday Maker.	Median processing times across each of the identified six key demand-driven programs, compared to the median visa processing times for these programs in 2023–24.

RATIONALE

This target is a *proxy* measure to demonstrate effectiveness of the department's visa processing. The scope of the target is on demand driven programs because processing times for programs that are not demand driven are influenced by factors beyond the department's control, such as application rates and government decisions on caps and ceilings.

The benchmark of the previous program year's results is appropriate because government funded the department to improve processing times for key caseloads post-COVID border reopening and comparison with last year's result provides a reference point to measure that improvement.

This target amends the planned performance result introduced in the Department of Home Affairs 2024–25 Portfolio Budget Statements for Program 2.2: Median visa processing times for demand driven programs improve, and the average finalisations per FTE increases.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
29	**Average number of finalisations per Full Time Equivalent (FTE) visa processing officers increases across both permanent and temporary visa caseloads.**

KEY DEFINITIONS

Finalisations: Visa applications that are granted, refused or withdrawn.

FTE: Officers in visa delivery teams directly involved in visa processing.

Permanent visa caseloads: Refers to the following visa categories: Family, Other Permanent, Skilled, Special Eligibility, and Resident Return/Australian Declaratory Visa.

Temporary visa caseloads: Refers to the following visa categories: Crew and Transit, Other Temporary, Special Category, Student, Temporary Resident (Other Employment), Temporary Resident (Skilled Employment), Visitor, Working Holiday Maker.

METHOD FOR CALCULATION

Average number of finalisations per FTE across both permanent and temporary visa caseloads in 2024–25, compared to the average number of finalisations per FTE in 2023–24.

RATIONALE

This target is an *efficiency* measure for visa processing across both permanent and temporary visa caseloads, based on FTE.

The benchmark of the previous program year's results is appropriate because government funded the department to provide additional staff for visa processing post-COVID border reopening.

This target amends the planned performance result introduced in the Department of Home Affairs 2024–25 Portfolio Budget Statements for Program 2.2: Median visa processing times for demand driven programs improve, and the average finalisations per FTE increases.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*

30 Error rates for visa and citizenship decisions subject to quality management activities, do not exceed the pre-determined error rate benchmarks.

KEY DEFINITIONS

Citizenship decision: A decision on an application for Australian citizenship (by conferral, descent, or to resume Australian citizenship); or for evidence of Australian citizenship.

Predetermined error rate benchmark: Control effectiveness threshold determined for each program, evaluated through a three-level rating scale: controls are effective / controls are partially effective / controls are ineffective.

Quality management activities: Quality management activities include quality control (QC) and/or quality assurance (QA):

- **QC** is the pre-decision examination of specific deliverables to ensure they are compliant with the relevant standards and specifications, with corrective action initiated where necessary.
  - Reporting on quality management activities for citizenship decisions will be based on QA only.
- **QA** is the post-decision examination and analysis (measurement, monitoring and comparison) of standards, policies, processes and outcomes to provide confidence that quality goals are likely to be (or have been) met.

Visa decision: A manually finalised decision by a departmental officer to grant, or refuse or cancel a visitor visa, studying and training visa, family and partner visa, working and skilled visa, refugee and humanitarian visa or a Bridging Visa E, or to decide a general visa cancellation.

METHOD FOR CALCULATION

Error rate for visa and citizenship decisions subject to quality management activities, compared to the pre-determined error rate benchmarks for each program.

RATIONALE

This target is an *effectiveness* measure of the department's visa and citizenship decision making, by demonstrating how visa and citizenship programs are delivered and managed effectively, efficiently, lawfully, and within an acceptable level of risk. The supporting performance information for this target will describe errors, and actions taken to address errors.

The performance target relies upon predetermined benchmarks specific to each program, which are reviewed and approved each program year. Error rate benchmarks take into consideration risk, opportunities, costs, volumes and resources.

This target amends Target 17 from 2023–24: The proportion of visa decisions subject to quality assurance activities is consistent with the predetermined sample size set by programs across all locations; and Target 29 from 2023–24: The proportion of citizenship decisions subject to quality assurance activities is consistent with the pre-determined sample size of 2% across citizenship caseloads.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*

31 **90% of citizenship by conferral applications are finalised within agreed target timeframes from lodgement to decision.**

KEY DEFINITIONS	METHOD FOR CALCULATION
Agreed timeframes: Six months from lodgement to decision. **Finalised:** A finalisation (decision) is recorded when an application is Approved, Refused, determined to be Invalid, or Withdrawn.	Number of citizenship by conferral applications finalised within agreed target timeframes from lodgement to decision, compared to the number of citizenship by conferral applications finalised.

RATIONALE

This target is a *proxy* measure to demonstrate effectiveness of the department's citizenship processing. The scope of the target is on citizenship by conferral applications because that stream accounts for the majority of citizenship applications. Processing timeframes for conferral, descent and evidence caseloads are available on the department's website, updated monthly.

The 90% target is consistent with government expectations, and contributes to a broader objective to support applicants to complete their citizenship journey within 12 months (six months from application to decision, and six months from approval to ceremony).

This target is consistent with Target 28 from 2023–24: 90% of citizenship by conferral applications are finalised within agreed target timeframes from lodgement to decision.

DATA SOURCE

Internal databases.

Cooperation

Significant contributors

Academia

- MACSM Expert Sub-Committee

Communities

- Local Government Associations
- Regional Development Australia

Advisory groups

- Council for International Education
- Education Visa Consultative Committee
- MACSM Expert Sub-Committee
- Ministerial Advisory Council on Skilled Migration (MACSM)
- Tourism Visa Advisory Group

Government

- All state and territory governments
- Austrade
- Australian Government Security Vetting Agency
- Australian Taxation Office
- Department of Agriculture, Fisheries and Forestry
- Department of Education
- Department of Employment and Workplace Relations
- Department of Foreign Affairs and Trade
- Department of Infrastructure
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Department of the Prime Minister and Cabinet
- Fair Work Ombudsman
- Jobs and Skills Australia
- Office of Northern Australia
- Services Australia
- Skilled Migration Officials' Group
- The Treasury, including the Centre for Population

Industry

- Australian Chamber of Commerce and Industry
- Australian Council of Trade Unions (ACTU)
- Australian Industry Group
- Australian Nursing and Midwifery Federation
- Australian Tourism Industry Council
- Australian Workers Union
- Business Council of Australia
- Committee for Economic Development of Australia
- Council of Small Business Organisations Australia
- National Farmers' Federation
- Shop, Distributive and Allied Employees' Association
- Regional Australia Institute

Refugee, humanitarian and settlement services

Priority

Deliver and administer the onshore and offshore components of the Humanitarian Program (including protection visa reform) and humanitarian settlement support programs that enable migrants and refugees to participate and contribute economically and socially within the Australian community.

Environment and regulatory landscape

As displacement around the world increases in scope, scale and complexity, it is critical that Australia plays a role as a global leader in efforts to find and deliver durable solutions – including resettlement – for refugees. The department continues to support those most at-risk through the effective design and delivery of our refugee and humanitarian program and associated settlement programs, with a key focus being addressing the misuse of the onshore protection visa program, ensuring it supports those in need of Australia's protection.

Australia's settlement programs are world leading. They ensure that people who settle in Australia as refugees or humanitarian entrants are able to participate fully in the nation's economic, democratic and social life, as well as identify with Australia. Australia's settlement services are flexibly designed and aim to integrate new arrivals into the community by providing essential on-arrival support, building self-agency and developing social connections. As settlement service delivery evolves, the department will ensure entrants are influencing and taking appropriate responsibility for their needs, goals and aspirations as part of their settlement journey.

The *Refugee and Humanitarian Settlement and Integration Outcomes Framework* articulates Australia's vision of successful settlement and integration for refugee and humanitarian entrants and outlines a structured approach to good settlement and integration outcomes. As the ability for individuals to meaningfully participate in the Australian economy is fundamentally predicated on language proficiency, the department prioritises delivering a range of policy and programs across the spectrum of the migrant language journey through English language learning (AMEP) and translating and interpreting support (TIS National).

The department's enduring relationships with international partners will support transition and delivery of the Assisted Passage program, while our leadership in multilateral fora will shape cohesive global humanitarian efforts.

Performance measures

Key activity: Humanitarian Program

Measure: Delivery of Australia's Humanitarian Program reflects government priorities and Australia's international protection obligations.

PERFORMANCE TARGET	*2024–25 to 2027–28*
32	The Humanitarian Program is delivered within the planning ceiling and the onshore/offshore composition set by the government.

KEY DEFINITIONS	METHOD FOR CALCULATION
Composition set by government: The number of visas granted under the Humanitarian Program by the location of the applicant (either in Australia, or offshore). **Planning target:** The number of visas that may be granted under the Humanitarian Program categories as set by government.	Number of Humanitarian Program visas granted, compared to the planning ceiling and set composition.

RATIONALE

This target is a *proxy* measure to demonstrate effectiveness of the department's humanitarian program delivery in line humanitarian needs and government priorities.

This target is consistent with Target 22 from 2023–24: The Humanitarian Program is delivered within the planning target and is consistent with priorities set by the government.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
33	Deliver at least 30,000 Protection (subclass 866) visa finalisations during the 2024–25 program year.
34	At least 50% of refused Protection visa applications finalised under the real time processing model during the 2024–25 program year are finalised in 90 days or less from the date of application.

KEY DEFINITIONS

Date of application: The date that the visa application was validly made. A tribunal remittal does not affect this date.

Finalisation: An application may be either granted, refused or withdrawn.

Real-time processing: 'Real-time' is where the department allocates and assesses specific applications as they are lodged, thereby reducing the time people can be in Australia on a bridging visa with work rights while their application is processed. While this cohort composition is dynamic, it does not include Administrative Appeals Tribunal remits or applications made while the applicant is in detention for the purposes of reporting on this target.

METHOD FOR CALCULATION

Target 33

Number of Protection visa applications finalised in 2024–25.

Target 34

Number of refused Protection visa applications finalised under the real time processing model in 90 days or less, compared to the number of refused Protection visa applications finalised under the real time processing mode in 2024–25.

RATIONALE

These targets are *effectiveness* measures of the department's processing of Protection visa applications, including under the real time processing model. This is aimed at decreasing the time non-meritorious applicants remain in Australia holding a Bridging visa associated with a Protection visa application, and dis-incentivise misuse of the Protection visa system.

These targets reflect the Australian Government's commitment to ensuring the Protection visa system serves its intended purpose – to provide protection to those who are in genuine need and are found to meet Australia's protection obligations. They represent a significant increase in finalisations compared to 2023–24, while maintaining improvements in finalisation timeframes. This accounts for increased visa processing resources provided in October 2023 to reduce permanent Protection visa processing times.

These targets have been introduced from 2024–25.

DATA SOURCE

Internal databases.

Key activity: Settlement services

Measure: The management and delivery of settlement and translating and interpreting services support refugees and vulnerable migrants in contributing to and participating in the Australian community.

PERFORMANCE TARGET	*2024–25 to 2027–28*
35	85% of humanitarian entrants exiting the Humanitarian Settlement Program (HSP) have the skills and knowledge to use services in Australia

KEY DEFINITIONS	METHOD FOR CALCULATION
Humanitarian Settlement Program: This program supports humanitarian entrants and other eligible visa holders integrate into Australian life, by building the skills and knowledge they need to become self-reliant and active members of the community. **Services:** Relates to HSP orientation outcomes and may include the following topics: Settlement Services; Housing; Health; Managing Money; Feeling at Home in Australia; Transport; Family Functioning; Australian Law; Education; Employment. **Use services:** Clients are able to apply skills independently, or are able to apply skills but may require some level of assistance to access services.	Number of humanitarian entrants who exited the HSP who have the skills and knowledge to use services, compared to the humanitarian entrants who exited the HSP.

RATIONALE

This target is an *effectiveness* measure of settlement support provided to assist new arrivals to build the skills and knowledge they need to become self-reliant and active members of the Australian community.

The 85% target reflects the importance of the assistance provided to humanitarian entrants whilst in the HSP to ensure individuals are able to access the services they need to integrate with Australian life, whilst acknowledging that not all clients will have the same needs, capacities or require the same amount of support or access to services upon exiting the HSP.

This target updates Target 23 from 2023–24: 75% of humanitarian entrants exiting the Humanitarian Settlement Program (HSP) have the skills and knowledge to use services independently in Australia.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
36	**80% of Settlement Engagement and Transition Support (SETS) clients assessed rated three or above (five-point rating scale) as a measure of the achievement of a client's individual goals required to support their independence, participation and wellbeing.**

KEY DEFINITIONS	METHOD FOR CALCULATION
Clients assessed: Each program provider assess outcomes data for 50–60% of all their SETS participants. A client SCORE assessment is recorded at least twice – towards the beginning of the client's service delivery and again towards the end of service delivery. **Individual goals:** Measured by the most applicable of client's changed behaviours, changed knowledge, changed skills, empowerment and engagement with relevant support services. **Settlement engagement and transition support:** The program focuses on building independence, self-agency, self-efficacy, and personal wellbeing.	Number of clients assessed that rated three or above, compared to the number of clients assessed.

RATIONALE

This target is an *effectiveness* measures of the delivery of the SETS program in equipping and empowering humanitarian entrants, other vulnerable migrants and their communities, with the knowledge and tools to address their settlement needs in order to improve social and economic participation, and community connectedness.

The 80% target was selected to reflect the importance of the assistance provided to humanitarian entrants and other vulnerable migrants in integrating into Australian life, while factoring in considerations outside of the department's control.

This target updates Target 24 from 2023–24: 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.

DATA SOURCE

Data Exchange (DEX) information sourced through the Department of Social Services.

PERFORMANCE TARGET	*2024–25 to 2027–28*
37	**In all instances where Assisted Passage contract Key Performance Indicators (KPIs) were reported as not achieved by the service provider (through quarterly reporting), the department completes an assessment and applies an abatement or requests a remediation action plan to the service provider within 10 business days.**

KEY DEFINITIONS

Assessment: Each quarter, Toll Transport Pty Ltd (Toll) will provide the department with a Contract Status Report (CSR), setting out its performance against each KPI. Within ten business days of receiving a CSR, the department will review the report. Where a KPI is not met, the department will apply an abatement or request a remediation action plan from Toll.

Assisted Passage: The Assisted Passage program supports the delivery of Australia's Offshore Humanitarian Program and provides health screening, travel and medical related services to Refugee Visa Applicants and Visa Holders.

Assisted Passage contract: Toll commenced providing Assisted Passage services from 1 November 2023.

Key Performance Indicators:

- KPI-01: Timeliness of contacting panel members for IME
- KPI-02: Travel Timeliness
- KPI-03: Engagement of Medical and Non-Medical Escorts
- KPI-04: Offer and Encourage attendance at Departure Health Checks
- KPI-05: Achieving value for money.

METHOD FOR CALCULATION

Number of instances where an abatement was applied or a request for a remediation action plan was made within 10 business days, compared to the number of instances where Assisted Passage contract KPIs were reported as not achieved.

RATIONALE

This target is an *effectiveness* measure of the department's activities to ensure clients receive travel assistance and access to medical services through Assisted Passage services through contract management activities.

The 100% target reflects the department's focus on maintaining service provider compliance with the Assisted Passage contract in order to meet intended outcomes of the services.

This target has been introduced from 2024–25.

DATA SOURCE

Service provider reporting and internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
38	85% of enrolled students who responded to the annual AMEP client survey identified that they had improved across a minimum of three English language skills categories.
39	85% of enrolled students who responded to the annual AMEP client survey identified that they learn English for their needs including work, study and community participation.

KEY DEFINITIONS	METHOD FOR CALCULATION
AMEP: Adult Migrant English Program **Enrolled students:** A person that has completed all eligibility checks, enrolled such that initial assessments are complete and is eligible to undertake classes.	Number of enrolled students who provided a positive survey response, compared to the number of enrolled students who completed an annual AMEP client survey.

RATIONALE

These targets are *effectiveness* measures of the student outcomes achieved through delivery of the AMEP, by measuring the student's self-assessment of their English language progression and that their specific needs, or reason for accessing the AMEP is being met.

The 85% targets are an appropriate benchmark for performance as the department expects that a majority of students progress across the skill categories and will have their needs met, while acknowledging the challenges of a diverse client group in terms of needs and capacities, some of whom may have been illiterate prior to commencing in the AMEP and face significant challenges in learning English. The target is reflective of consistent student survey results over the three years of the satisfaction survey.

This target has been introduced from 2024–25.

DATA SOURCE

Responses to AMEP Client surveys sourced through the AMEP Quality Assurance Provider.

PERFORMANCE TARGET	*2024–25 to 2027–28*

40 TIS National (Translating and Interpreting Services) are provided in a timely and reliable manner.

KEY DEFINITIONS

Booking request: TIS Online is a self-service booking tool that allows all agency clients to request on-site, video remote or pre-booked phone interpreting services.

Phone call: For non-English speakers (NES) and Agency clients. TIS provides operator-assisted access to an immediate phone interpreter in over 150 languages.

Reliable:

- 90% of all Interpreting Services requests assigned are assigned a National Accreditation Authority for Translators and Interpreters (NAATI) accredited practitioner.
- 80% of all requested Interpreting Services are provided.

Timely:

- 90% of phone calls are answered within 60 seconds.
- 90% of all booking requests are assigned within one day.

METHOD FOR CALCULATION

This target comprises of four components:

a. Number of Interpreting Services requests assigned to a NAATI accredited practitioner, compared to the number of Interpreting Services requests assigned.

b. Number of Interpreting Services requests provided, compared to the number of Interpreting Services requests received.

c. Number of immediate phone calls answered within 60 seconds, compared to the number of phone calls answered in 2024–25.

d. Number of booking requests assigned within one day, compared to the number of booking requests received.

RATIONALE

This target is an *output* and *effectiveness* measure of the department's facilitation of connections between agencies and businesses that need to communicate with non-English speaking clients, in order to meet community demand.

The target is comprised of four distinct service standards informed by both historical data and current industry standards.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Cooperation

Significant contributors

Academia

- The Australian Institute of Interpreters and Translators
- The University of Queensland

Communities

- CALD and migrant communities

Advisory groups

- Senior Officials Settlement Outcomes Group (SOSOG)
- Settlement Advisory Council
- Refugee sector advocates

Government

- Administrative Appeals Tribunal
- Attorney-General's Department
- Australian Bureau of Statistics
- Australian Government Security Vetting Agency
- Australian Institute of Family Studies
- Department of Education, Skills and Employment
- Department of Employment and Workplace Relations
- Department of Foreign Affairs and Trade
- Department of Health and Aged Care
- Department of Social Services
- Department of the Prime Minister and Cabinet
- Local governments
- National Children's Commissioner
- National Office for Child Safety
- New Zealand
- Office of the Commonwealth Ombudsman
- Organisation for Economic Co-operation and Development
- Services Australia
- State and territory children's commissioners
- State and territory governments
- United Nations High Commissioner for Refugees
- USA

Industry

- AMEP providers
- Community Refugee Sponsorship Australia
- Community Settlement Approved Proposing Organisations (APOs)
- Humanitarian Settlement Program (HSP) Providers
- Multicultural Youth Advocacy Network (MYAN) Australia
- NAATI – interpreters, translators
- Refugee Health Network of Australia
- Scanlon Foundation
- Settlement Council of Australia
- Settlement grants providers, including Settlement Engagement and Transition Support (SETS) Program Providers
- The Social Policy Group
- VET sector

Multicultural affairs

Priority

Ensure the policy settings for a modern multicultural Australia are fit-for-purpose to harness the talents of all Australians, and deliver practical support through community engagement and grants programs.

Environment and regulatory landscape

Australia's multicultural diversity is a fundamental aspect of our identity and a source of national strength and vitality. Australia is home to the world's oldest continuous culture as well as people from more than 300 ancestries. In 2024–25 more than half of Australia's residents (51.5%) were either born overseas or have at least one parent born overseas, which has deepened Australian connections with the rest of the world.

The department aims to ensure the Australian Government's multicultural policy settings and institutional arrangements are fit to further advance Australia's multicultural society. Effective engagement with key multicultural stakeholders and communities, including through the department's Community Liaison Officer Network, is vital to ensure that government understands, reflects and responds to community needs and perspectives.

Performance measures

Key activity: Multicultural affairs engagement and grant delivery

Measure: Community engagement and multicultural grants programs support government in responding to community needs.

PERFORMANCE TARGET	*2024–25 to 2027–28*
41	100% of grant programs are delivered within budget and in a timely manner.

KEY DEFINITIONS	METHOD FOR CALCULATION
Grant programs: Programs directly administered, and financially delegated by the Multicultural Affairs Branch. **Timely manner:** Responsible actions and processes are managed within regulatory (e.g. end of financial year), and all other agreed timeframes. For example, those documented in a Grant Round Management Plan (GRMP) signed by the department and Community Grants Hub, and/or in project change requests. **Within budget:** Departmental and Administered funding which has been allocated to the grant program has been appropriately spent, allocated, or otherwise actively managed in accordance with PGPA regulations.	Number of grant programs delivered within budget and in a timely manner, compared to the number of grant programs scheduled for delivery in 2024–25.

RATIONALE

This target is an *output* measure of the department's delivery of grants to support multicultural communities in Australia. This a public and government expectation that the department enacts the spending activities announced through Budget processes, with efficiency and expedience.

The 100% target is consistent with the requirements for Commonwealth Grant Programs, including the spending requirement defined in the Commonwealth Grant Rules and Guidelines/Principles.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
42	**80% of surveyed community stakeholders indicated that engagement with the Community Liaison Officer (CLO) Network has helped them feel supported and included in the Australian community.**

KEY DEFINITIONS

Community Liaison Officer Network: The CLO Network consists of 50 departmental CLOs in five regional Community Engagement Teams, located in NSW/ACT, VIC/TAS, QLD/NT, SA, and WA. CLOs build and maintain relationships with a wide range of cultural, ethnic and faith-based communities in Australia through regular engagement.

Community stakeholders: Members of communities who are trusted to speak to the department on behalf of their communities. This may include leaders, spokespeople or other stakeholders from various community organisations, such as cultural or ethnic organisations, faith organisations, non-government organisations or other members of communities.

METHOD FOR CALCULATION

Number of surveyed stakeholders who provided positive responses, compared to the number of survey responses.

RATIONALE

This target is an *effectiveness* measure of the department's CLO Network's engagement with the community.

The 80% target indicates whether the majority of community stakeholders consider their interactions with the CLO network contributed to positive outcomes that support multicultural communities, noting that some community stakeholders may struggle to distinguish between the CLO Network and policies or programs of the government and may use this as an opportunity to express dissatisfaction about other matters, which could skew the results negatively. This is why the target was reduced from 90% to 80% during 2023–24.

This target updates Target 30 from 2023–24: 90% of surveyed Community Leaders are satisfied with the level of community engagement from the Community Liaison Officer (CLO) Network.

DATA SOURCE

Responses to an annual stakeholder survey.

Cooperation

Significant contributors

Academia

- Australian Multicultural Council

Communities

- Culturally and linguistically diverse communities
- Peak bodies

Government

- Attorney-General's department
- Australian Bureau of Statistics (ABS)
- Australian Electoral Commission
- Australian Federal Police
- Australian Human Rights Commission (AHRC)
- Australian Taxation Office (ATO)
- Department of Agriculture, Fisheries and Forestry
- Department of Communities and Justice
- Department of Education
- Department of Employment and Workplace Relations
- Department of Health
- Department of Health and Aged Care
- Department of Industry, Innovation and Science
- Department of Infrastructure, Transport and Development and the Arts
- Department of Social Services
- Department of Services Australia
- Department of the Prime Minister and Cabinet
- Fair Work Ombudsman
- Office for Women
- Services Australia
- State and territory governments

Social cohesion

Priority

Contribute to social cohesion outcomes through cross-cutting policy, community engagement, grants programs, and efforts to safeguard and sustain Australia's democratic resilience.

Environment and regulatory landscape

Social cohesion is an evolving and complex issue in Australia and has been declining, largely due to discrimination, prejudice, lack of a sense of belonging or national pride, economic and financial stressors, misinformation and disinformation, and a steadily growing pessimism towards the future. A weakening sense of social inclusion and social justice are warning signs of further weakening in Australia's social fabric, which can lead to greater political polarisation and threats to Australian democracy and democratic institutions.

The effects of global conflict and the geopolitical environment impact Australia's harmony, as the ripples of overseas events are felt in Australia's diverse migrant communities, ancestral diversity and diversity of values and ideas. Financial and cost of living pressures directly impact an individual's material sense of worth, and is strongly related to a weaker sense of national and community belonging, and weaker trust in others. As growing doubts about economic fairness in Australia rise, the sense of national pride, belonging and trust in the political system decline.

The department's proactive work in social cohesion is underpinned by the values in which our nation shares including democracy, freedom, equal opportunity and individual responsibility. The department is continuing to represent these values through policy, community engagement, funding and other initiatives, and will continuously strive for a cohesive and harmonious nation.

Performance measures

Key activity: Social cohesion and democratic resilience coordination

Measure: Coordination, research and engagement contributes to a cohesive Australia and supports democratic resilience.

PERFORMANCE TARGET	*2024–25 to 2027–28*
43	**Deliver an overview and analysis of national social cohesion initiatives, in consultation with states and territories.**

KEY DEFINITIONS	METHOD FOR CALCULATION
Deliver: Provide to Minister for Home Affairs **Overview and analysis:** This will be a document that identifies Commonwealth-level policies and programs, and those that cut across jurisdictions, and analyses the scope of the policies and programs in relation to social cohesion. **Social cohesion initiatives:** Commonwealth Government programs and policies that contribute to or support Australia's diverse and cohesive society.	Provision of the overview and analysis to the Minister for Home Affairs by 30 June 2025.

RATIONALE

This target is an *output* measure of the department's delivery of an activity to promote social cohesion through a resilience based approach that embraces experimentation and innovation.

The target reflects completion of an activity to identify the current gaps within social cohesion policy, in line with the findings of the *Strengthening Australian democracy: a practical agenda of democratic resilience* report.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
44	70% of surveyed participants that attended public engagement on the *strengthening Australian democracy: a practical agenda of democratic resilience* report indicated that they had an improved understanding of Australian democratic values and the factors that can influence democratic resilience.

KEY DEFINITIONS	METHOD FOR CALCULATION
Participants: All attendees represented at public engagements, which may include academics, state and territory government, and civil society participants including business and community representatives. **Public engagement:** Briefings and presentations to individuals and representatives outside government to engage on the findings of the report. Note planning discussions with representatives to arrange public engagements are out of scope.	Number of surveyed stakeholders who provided a positive response, compared to the number of surveyed stakeholders.

RATIONALE

This target is an *effectiveness* measure of the department's delivery of public engagements to uplift understanding of Australian democratic values and factors that can influence democratic resilience.

The 70% target is set as a baseline performance target, reflecting the diverse interests and understanding of individuals as it relates to concepts of social cohesion and democratic resilience. The target is set taking into account the likely confirmation bias of individuals who choose to attend the briefing or presentation because they have a higher than average existing knowledge of democratic values and the factors influencing democratic resilience. Sentiment will be considered throughout the course of engagements in 2024–25, and the target may be amended for future financial years.

This target has been introduced from 2024–25.

DATA SOURCE

Responses to stakeholder surveys provided at the end of public engagements.

PERFORMANCE TARGET	*2024–25 to 2027–28*
45	Establish an office within the department responsible for cross-cutting policy on community cohesion.

KEY DEFINITIONS	METHOD FOR CALCULATION
Establish: Delivery of all planned activities to establish an office will be documented within an internal planning document. This will include agreed funding, staffing and resources; a stakeholder engagement strategy, and communication plan.	Number of planned activities completed, compared to the number of planned activities for completion by 30 June 2025.

RATIONALE

This target is an *output* measure of the department's delivery of an activity to promote social cohesion through policy leadership and establishment of a dedicated organisational function.

The target for establishment reflects the importance of the department's role in leading cross-cutting approach across the Commonwealth, states and territories to strengthen the cohesiveness of Australia's diverse, democratic society.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Cooperation

Significant contributors

Academia

- Australian National University
- Deakin University
- Edith Cowan University
- Flinders University
- Griffith University
- Harvard University
- Monash University
- Other Australian universities
- Other international universities
- Oxford University
- Queensland University of Technology
- University of Cambridge
- University of Canberra
- University of Melbourne
- University of Queensland
- University of South Australia
- University of Sydney
- University of Technology Sydney
- University of Western Australia
- Stanford University
- Western Sydney University

Government

- Attorney-General's Department
- Commonwealth Scientific and Industrial Research Organisation
- Department of Climate Change, Energy, the Environment and Water
- Department of Defence
- Department of Education, Skills and Employment
- Department of Foreign Affairs and Trade
- Department of Industry, Science and Resources
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts (and portfolio agencies, including national collecting institutions, and media regulator)
- Department of Health Department of Social Services
- Department of the Prime Minister and Cabinet
- International partners (including Five Eyes, like-minded democracies)
- Office of the eSafety Commissioner
- Services Australia
- State and territory governments
- The Treasury

Industry and civil society

- Business and peak body organisations
- Local governments (represented by the Australian Local Government Association)
- Philanthropic organisations
- Think tanks

Immigration compliance and integrity

Priority

Harden visa and migration system integrity and reduce systemic migrant worker exploitation across all industries.

Contribute to community safety by delivering immigration compliance and monitoring activities, including: cancellations; resolving the immigration status of those people whose onshore visa options have been exhausted; facilitating removal; maintaining a safe, secure and sustainable onshore immigration detention network; and giving effect to the community safety order scheme.

Environment and regulatory landscape

Immigration, as a central element of Australia's national identity, depends on public confidence as a key enabler.

The integrity of Australia's border is continuously tested by malicious actors, including visa applicants and facilitators who target Australian systems through fraudulent claims in visa and migration applications and attempts to gain access to certain pockets of our labour market. Where allowed to operate unchecked, this results in an environment characterised by underpayment and exploitation, where there is little or no incentive for visa holders to comply with the conditions on their visa, or to depart Australia in a timely manner, sometimes resulting in tragic outcomes for individuals. This behaviour undermines public confidence in our migration system and risks weakening the cohesiveness of our multicultural society.

The department delivers effective immigration compliance, visa cancellation and enforcement functions to offer protection to the Australian community, and to strengthen and protect the integrity of Australia's visa and migration program. It delivers targeted services to people seeking to resolve their immigration status while in the community or in held detention, and facilitates immigration outcomes for non-citizens.

The department is reviewing its strong immigration compliance and enforcement function, which works to prevent the exploitation of vulnerable migrants and temporary residents and deter and sanction individuals and entities who seek to abuse Australia's visa framework. Additionally, there is increased focus on the removal of unlawful non-citizens, targeting the abuse of immigration programs.

The department continues to build on its capabilities to deliver community protection through the enforcement of visa conditions and support frameworks in place for individuals released from detention into the community following the High Court of Australia's 2023 ruling in *NZYQ v Minister for Immigration, Citizenship and Multicultural Affairs*, and in preparation for future legal challenges.

The imperative to improve removal outcomes, including the need for third-country removal and resettlement options to resolve intractable removal cohorts, will require sensitive engagement with international partners.

Performance measures

Key activity: Visa and migration system integrity

Measure: Regulation of Registered Migration Agents and implementation of migrant worker exploitation reforms supports the integrity of the visa and migration system.

PERFORMANCE TARGET		*2024–25*
46	50% of all investigations (commenced after 1 July 2024) will be finalised within 180 days.	
47	Reduce the legacy caseload of investigations into Registered Migration Agents by 50%.	

KEY DEFINITIONS

Commenced: An investigation is taken to have commenced upon allocation of the investigation to an OMARA Investigations Officer following the assessment period and it is determined that it is appropriate to proceed to formal investigation.

Finalised: All relevant action has been taken to consider and address the suspected misconduct. The investigation will be finalised and closed with all required actions completed.

Investigation: All allegations raised regarding the conduct of a Registered Migration Agent (RMA) are assessed against a risk matrix, resulting in some matters proceeding to formal investigation. Investigations may result in a disciplinary decision if the alleged conduct is proven to be in breach of the Code of Conduct for RMAs and/or if the agent is found to not be a person of integrity or otherwise not a fit and proper person to give immigration assistance. An investigation may involve more than one allegation, referral or complaint.

Legacy Caseload: Historical investigations that were delayed, paused and/or stalled on account of resourcing constraints, lack of investigative capability and competing priorities. They relate to 86 investigations of 105 complaints received between 2017 and prior to 30 June 2023.

METHOD FOR CALCULATION

Target 46

Number of investigations completed within 180 days, compared to the number of investigations commenced in 2024–25.

Target 47

Number of investigations in the legacy caseload, compared to the number of investigations in the legacy caseload as at 30 July 2025.

RATIONALE

These targets are *effectiveness* measures of the department's role as a regulator, demonstrating performance against one of its key functions under s316 of the *Migration Act 1958*, to investigate complaints in relation to the provision of immigration assistance by RMAs.

OMARA administrative investigations include a legislated procedural fairness process with timeframes to request information from an RMA and to put any adverse findings to the RMA for response prior to a disciplinary decision being made. RMAs often request extensions of time to meet these requests.

For Target 46, the target of 180 days was selected to incorporate timeframes associated with the legislated procedural fairness process. The 50% target for new investigations enables OMARA to concurrently manage the backlog of legacy cases, while progressing new incoming matters.

For Target 47, the 50% target reflects complexity of these matters (further complicated by the passage of time) and the available officers to progress and finalise the investigations.

Target 46 updates Target 18 from 2024–25: 75% of less serious complaints received are resolved within 90 days and 50% of serious complaints received are resolved within 180 days

Target 47 has been introduced from 2024–25.

DATA SOURCE

Internal regulatory management system.

PERFORMANCE TARGET	*2024–25 to 2027–28*
48	75% of all early resolution matters will be finalised in 90 days.

KEY DEFINITIONS	METHOD FOR CALCULATION
Early resolution matters: All allegations raised regarding the conduct of an RMA are assessed against a risk matrix resulting in some matters being dealt with through the early resolution framework with the aim to disrupt the alleged behaviour and educate the RMA as to their obligations. Early resolution matters usually involve alleged conduct that is isolated, opportunistic/reckless behaviour as opposed to pre-mediated and/or organised behaviour and where there would be limited adverse impact on the client and/or visa programs. **Finalised:** A finalised early resolution matter is one where OMARA has taken all relevant action to consider and address the suspected misconduct. The matter will be finalised and closed with all required actions completed.	Number of early resolution matters completed within 90 days, compared to the number of early resolution matters identified in 2024–25.

RATIONALE

This target is an *effectiveness* measure of the department's role as a regulator, demonstrating performance against one of its key functions under s316 of the *Migration Act 1958*, to investigate complaints in relation to the provision of immigration assistance by RMAs.

The target of 90 days was selected to incorporate timeframes associated with requesting information from RMAs and issuing Suspected Breach Notices where appropriate in line with the early resolution model.

The 75% target for early resolution matters aligns to the department's set response times for the treatment of less serious complaints/referrals.

This target updates Target 18 from 2023–24: 75% of less serious complaints received are resolved within 90 days and 50% of serious complaints received are resolved within 180 days.

DATA SOURCE

Internal regulatory management system.

PERFORMANCE TARGET	*2024–25 to 2027–28*
49	**95% of all initial and repeat applications to become a Registered Migration Agent are assessed within eight weeks of lodgment.**

KEY DEFINITIONS

Applications: An application to become (initial application) or continue (repeat application) to be an RMA.

Assessed: An application status of 'approved', 'refused' or 'withdrawn'.

Initial application: The applicant has not previously been registered at sometime within the period of three years before making the application.

Lodgment: The date that the applicant has paid for and submitted the application for registration through the Agent Portal.

Repeat application: The applicant has previously been registered at sometime within the period of three years before making the application.

METHOD FOR CALCULATION

Number of initial and repeat applications assessed within eight weeks, compared to the number of initial and repeat applications lodged.

This target will only report on applications received after 1 July 2024.

RATIONALE

This target is an *effectiveness* measure of the department's role as a regulator, demonstrating performance against one of its key functions under s316 of the Migration Act 1958, to assess registration applications.

Section 289(2) of the *Migration Act 1958* stipulates that unless the applicant meets prohibitions for registration the OMARA must register an applicant 'as soon as possible'.

The 95% target for reducing the legacy caseload reflects the relatively small number of registration applications that are subject to extended assessment timeframes due to an ongoing investigation.

This target has been introduced from 2024–25.

DATA SOURCE

Internal regulatory management system.

PERFORMANCE TARGET	*2024–25 to 2027–28*
50	80% of the endorsed package of reforms to address migrant workers exploitation are implemented in full by 30 June 2025.

KEY DEFINITIONS

Endorsed package of reforms: As at 1 July 2024, these reforms relate to the following actions:

THEME	INITIATIVES
Compliance	1. Strengthening Employer Compliance Act implemented 1 July 2024 – legislated reforms to strengthen employer compliance, including new criminal offences, increased penalties and new cancellation powers. 2. Measures to improve workplace justice outcomes, including enhanced mobility provisions for certain sponsored workers and a pilot for legislated reporting protections. 3. Information and education activities to improve awareness, understanding and trust in the reforms. 4. Stand Down list for Australian citizen or permanent resident employers found to breach the *Migration Act 1958* to be made public on the department's website. 5. Public register of approved sponsors to enable monitoring and oversight. 6. Pilot between the Department of Home Affairs and Australian Tax Office to monitor payments through the Australian tax system.
OMARA	1. Establish Proactive Compliance within the OMARA 2. Advice to Government on changes to Registered Migration Agents (RMA) Code of Conduct.
Protection visa	1. Communications campaign to deter unmeritorious Protection Visa applications.

METHOD FOR CALCULATION

Number of reform actions that were implemented in full, compared to the number of reform actions.

RATIONALE

This target is an *output* measure of reform activities agreed by government to address migrant worker exploitation.

The 80% target reflects substantial progress to be made to deliver initiatives under the *Rapid Review into the Exploitation of Australia's Visa System*, while accounting for delays of some activities due to factors outside of the department's control. This may include delays with the Office of Parliamentary Counsel (OPC) drafting resources, funding, resourcing, and reprioritisation of government.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Key activity: Visa cancellation and refusals

Measure: Character cancellation finalisations and Bridging Visa E application processing contributes to community safety and support those to stay lawfully in Australia.

PERFORMANCE TARGET	*2024–25 to 2027–28*
51	The median Bridging Visa E (BVE) application processing time is five business days or less for all online applications and nine business days or less for paper applications.

KEY DEFINITIONS

Online application: Applications submitted through ImmiAccount, excluding those that require a third party assessment.

Paper application: Applications submitted by sending the approved form to an immigration office or in person, excluding those that require a third party assessment.

Processing time: The time from valid lodgment of the application until a decision is made on the application. This includes time to request applicants to provide additional information to support the decision. In some BVE applications, the applicant will be interviewed.

Third-party assessment: An assessment such as an identity or character assessment conducted by another part of the department, such as Complex Identity Assessment, National Character Consideration Centre or external agencies.

METHOD FOR CALCULATION

This target comprises two components:

a. Median application processing time for online applications processed in 2024–25.

b. Median application processing time for paper applications processed in 2024–25.

RATIONALE

This target is an *effectiveness* measure of the department's success in timely processing of BVE applications under a new National Allocation Model (NAM). NAM enables a Collective Case Management platform promoting a national consistent approach and centralised model to incorporate risk-based triaging and allocation of BVE applications.

The average processing times have been determined based on overall BVE lodgments finalised by officers during 2023–24, and available staff to process applications using the supported Collective Case Management platform in 2024–25.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
52	The department delivers at least 28,400 character and cancellation considerations.

KEY DEFINITIONS	METHOD FOR CALCULATION
Character and cancellation 'considerations': Matters which have been considered by a delegate in Character and Cancellation Branch within the department or a Portfolio Minister that resulted in an adverse or non-adverse outcome. 'Considerations' relate directly to matters which may involve a visa integrity or community protection risk and includes visa cancellations, revocations and s501 refusals.	Number of character and cancellation considerations delivered in 2024–25.

RATIONALE

This target is an *output* measure of an activity that contributes to maintaining the integrity of the migration program and protection of the Australian community. This does not include voluntary cancellations, as these are administrative in nature and therefore does not reflect performance against policy aims.

The target of 28,400 considerations was informed by historical data and current policy setting, against existing resourcing and processing tools.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Key activity: Immigration compliance operations

Measure: Immigration compliance advice, referrals and coordination contributes to community safety.

PERFORMANCE TARGET	*2024–25 to 2027–28*
53	100% of cases referred to the Community Protection Board (the Board) are scheduled for the Board's consideration within 90 days.
54	100% of individual recommendations are provided to a Bridging (Removal Pending) Visa delegate within 14 days of the Community Protection Board's deliberation, where a change in conditions has been suggested.

KEY DEFINITIONS

Bridging (Removal Pending) visa delegate: This refers to the holder of a position authorised by the Minister to make Bridging (Removal Pending) visa decisions.

BVR: Bridging (Removal Pending) (subclass 070) visa.

Case: A case refers to an individual non-citizen being considered by the Board.

Community Protection Board: The ABF-chaired Community Protection Board (the Board) was established in December 2023 to provide informed, impartial and evidence-based recommendations. These support the management of non-citizens who may pose risks to the safety and security of the Australian community while immigration compliance activity progresses.

Community Protection Board's deliberation: Deliberation occurs when a Board meeting is scheduled and the Board's recommendations on individual cases are recorded.

Consideration: This refers to the Board considering what level of risk an individual non-citizen may pose to the Australian community and whether it is not reasonably necessary for the protection of any part of the Australian community to recommend imposition of a visa condition, in accordance with the Bridging (Removal Pending) Visa regulations.

NZYQ test: No real prospect of removal from Australia in the reasonably foreseeable future.

Recommendations: In making a recommendation to a Bridging (Removal Pending) visa delegate in relation to a potential Bridging (Removal Pending) visa decision, the Board considers the discretionary conditions that may be imposed in accordance with Bridging (Removal Pending) Visa regulations.

Referred: A referral of a case is defined as a Bridging Visa R (Removal Pending) that is initially granted to an individual non-citizen who meets the NZYQ test.

Scheduled: This refers to the coordination of a case being provided to the Board for consideration within 90 days unless otherwise directed by the Minister or Delegate of the Minister.

METHOD FOR CALCULATION

Target 53

Number of referred cases that are scheduled within 90 days, compared to the number of referred cases in 2024–25.

Target 54

Number of individual recommendations provided within 14 days, compared to the number of individual recommendations provided in 2024–25.

RATIONALE

These targets are *output* measures on supporting the management of non-citizens who may pose risks to the safety and security of the Australian community whose removal from the country is not practicable in the reasonably foreseeable future, through the activities of the Board and subsequent actions taken.

For Target 53, the 90 days provides time for the Board to be presented with appropriate information about the client's re-integration and compliance in the community in order to make its recommendations to the BVR delegate, and to allow flexibility in case scheduling. The 100% target demonstrates that the Board, as an integral component of the department's immigration compliance capability, is equipped to provide informed, impartial and evidence based recommendations to the Minister and their Delegates in a timely and practicable manner.

For Target 54, the 14 days provides time for compilation of Board considerations for each individual. The 100% target reflects the need to ensure any change in conditions that are recommended by the Board can be escalated in a reasonable time frame for BVR delegate consideration.

These targets have been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
55	95% of Reports of Crime referred by the department through Operation AEGIS are accepted for further investigation or action by a partner agency.

KEY DEFINITIONS	METHOD FOR CALCULATION
Accepted: Written confirmation of acceptance. **NZYQ-BVR cohort:** Bridging (Removal Pending) visa holders found to be affected by the High Court judgement in NZYQ. **Operation AEGIS:** ABF-led operation, supported by the Australian Federal Police, to manage compliance of the NZYQ-BVR cohort. **Partner agency:** Generally the Australian Federal Police but potentially another law enforcement agency. **Report of crime:** Formal referral document containing information on an alleged breach of a BVR condition.	Number of referred reports of crime accepted, compared to the number of referred reports of crime in 2024–25.

RATIONALE

This target is an *effectiveness* measure of Operation AEGIS activities that support an enforcement response by the Australian Federal Police.

The 95% target demonstrates a high standard set in managing operational activity under Operation AEGIS.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Key activity: Third-country resettlement

Measure: Ongoing engagement with third countries supports the settlement of transitory persons outside of Australia.

PERFORMANCE TARGET	*2024–25 to 2027–28*
56	Reduce the transitory person caseload by 17%.

KEY DEFINITIONS	METHOD FOR CALCULATION
Transitory person caseload: The transitory person caseload in Australia comprises unauthorised maritime arrivals (UMAs) on or after 19 July 2013 and before September 2023, taken to a regional processing country, and any children born to those UMAs, who were later transferred to Australia for a temporary purpose. Transitory persons do not have a settlement pathway in Australia and are expected to engage in third country migration options and depart. As at 1 July 2024, 983 transitory persons were in Australia.	Number of cases in the transitory person caseload as at 1 July 2024, compared to the number of cases in the transitory person caseload as at 30 June 2025.

RATIONALE

This target is an *effectiveness* measure of the department's implementation of the Government's border protection policy that transitory persons do not have a settlement pathway in Australia and their migration status should be resolved through third country migration outcomes.

The department also encourages transitory persons to engage in voluntary resolution of their status.

The 17% target is based on the transitory person caseload as at 1 July 2024 against resettlement places available during 2024–25 and expected outflow per quarter.

This target is consistent with the planned performance result published in the Department of Home Affairs 2024–25 Portfolio Budget Statements for Program 2.4.

DATA SOURCE

Internal databases.

Key activity: Onshore detention

Measure: Effectively maintain a safe, secure and sustainable immigration detention network.

PERFORMANCE TARGET	*2024–25 to 2027–28*
57	The number of critical incidents per 1000 detainees in the immigration detention network remains comparable or decreases.

KEY DEFINITIONS

Comparable: Comparable to the number of critical incidents per 1000 detainees in the immigration detention network in 2023–24.

Critical incidents: All critical incidents as per Incident Reporting Guidelines, including:

- Assault – Sexual
- Child Exploitation
- Child Neglect
- Child Physical Abuse
- Child Sexual Abuse
- Death
- Detainee <18 taken without consent
- Escape
- Hostage
- Industrial Action – No labour
- Public Health Risk
- Riot.

Immigration detention network: Immigration detention facilities (including immigration detention centres and alternative places of detention).

METHOD FOR CALCULATION

Number of critical incidents per 1000 detainees in 2024–25, compared to the number critical incidents per 1000 detainees in 2023–24.

RATIONALE

This target is an *effectiveness* measure of the department's activities to ensure the safety and security of immigration detention facilities, with a diverse detainee cohort.

The comparison to the previous year is an objective benchmark, as it reflects the most recent set of conditions and operational contexts, and shows that over a short timefame, whether recent strategies or events have had a positive or negative impacts.

This target is consistent with Target 36 from 2023–24: The number of critical incidents per 1000 detainees in the immigration detention network remains comparable or decreases.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*

58 **Maintain capacity to accommodate 1000 detainees in appropriate placements within immigration detention facilities at all times.**

KEY DEFINITIONS

Appropriate placements: Placements that take into account all relevant considerations as guided by operational policy, which may include:

- The detainee's physical and mental health
- The detainee's needs in relation to their gender, age, length of detention, family connections and fitness to travel
- Available services and facilities at the immigration detention facility
- The risk profile of the detainee
- The risk profile of the immigration detention facility.

Capacity: All available funded places in immigration detention facilities.

Immigration detention facilities: Immigration detention centres and alternative places of detention.

METHOD FOR CALCULATION

Number of detainees in immigration detention facilities, calculated daily.

RATIONALE

This target is an *effectiveness* measure of operational responsiveness to a dynamic inflow and accommodation of detainees' individual needs. This includes consideration of risks and/or vulnerabilities due to security or health reasons.

The target capacity of 1000 detainees is the funded capacity for accommodation of detainees as agreed by Government. However, should the operational requirements exceed 1000 detainees, the network must be responsive to accommodation over 1000.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
59	90% of high risk detention-related recommendations identified through internal and external scrutiny, that were due for completion prior to 30 June 2025 are completed.

KEY DEFINITIONS	METHOD FOR CALCULATION
Completed: A completed closure minute has been approved and signed by Assistant Commissioner, Onshore Detention Division and accepted by the Chief Audit Executive. **Detention-related recommendations:** Recommendations accepted by the department and allocated to Onshore Detention Division for action. **High-risk:** Recommendations that are assessed as high risk by Onshore Detention Division, and agreed by the Chief Audit Executive. **Internal scrutiny:** Activities undertaken within the department or service providers engaged by the department. **External scrutiny:** Activities undertaken by external scrutiny bodies such as the Commonwealth Ombudsman, Australian Human Rights Commission or coroner's courts.	Number of recommendations completed, compared to the number of recommendations due for completion in 2024–25.

RATIONALE

This target is an *effectiveness* measure of activities to continually improve the management of the immigration detention network.

The 90% target reflects a commitment to action high-risk recommendations in a timely manner.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Cooperation

Significant contributors

Government

- Administrative Appeals Tribunal
- Attorney-General's Department
- Australian Federal Police
- Australian National Audit Office
- Commonwealth Ombudsmen
- Department of Education
- Department of Employment and Workplace Relations
- Department of Finance
- Department of Foreign Affairs and Trade
- Department of Health
- Department of Social Services
- Department of the Prime Minister and Cabinet
- International M5 partners
- National Disability Service
- National Indigenous Australians Authority
- Solicitor-General
- State and territory justice departments
- The Treasury
- United Nations High Commissioner for Refugees

OUTCOME 3

OUTCOME 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.

Border management

Priority

Maintain the security of Australia's border and the facilitation of legitimate trade and travel, including the collection of revenue.

Maintain a dedicated focus on trade enforcement to deter and prevent the leakage of Commonwealth revenue.

Deliver prioritised compliance and enforcement activities to minimise harm to the Australian community.

Support Australia's economic prosperity through the administration of the *Customs Act 1901* and *Migration Act 1958*, including the provision of regulatory advice and modernisation of our trade and travel systems and through maintaining the integrity of Australia's border and associated supply chains.

Environment and regulatory landscape

The Australian Border Force (ABF) has a major role in managing the border continuum, which is vital for supporting Australia's economic competitiveness, resilience and prosperity, and safeguarding the community from harm. As stewards of the border, the ABF is committed to adapting its operations and approach to deliver the best outcomes for government, industry, and the community in responding to emerging threats. Strengthening our relationships with foreign partners enables the ABF to proactively identify upstream threats to Australia's border, and support modernisation for enhanced regional border security.

A prosperous and secure Australia is underpinned by the effective facilitation of trade and travellers, customs compliance and enforcement, and regulatory activities across the border continuum. As Australia's customs service, the ABF each week conducts inspections of 1.1 million mail items, clears 750,000 air passengers and 700 ships and seizes 850 prohibited drug imports. Goods moving through Australia's border interact with over 450 customs licensed depots, 500 licensed warehouses, 400 airports, seaports and cargo terminals, 2,100 licensed brokers, and numerous freight forwarders and cargo reporters. As the second largest collector of Commonwealth revenue, the ABF collects $340 million in revenue weekly on behalf of the Australian Government. Volumes of trade and travel are expected to continue and increase in the future, as the border landscape continues to evolve.

In the 2024–25 financial year, the ABF will continue to manage the increasingly complex border while also focusing on a number of key priorities.

Reducing community harm and promoting safety underpin this Outcome and are core purposes for the ABF. With significant investment to enhance the ABF's capacity and capability, effort is increasing towards import controls on tobacco and vaping. This will allow for effective targeting of and disruption and dismantling activities against serious criminal actors and organised crime syndicates that deal in illicit tobacco and vaping products.

The ABF continues to strengthen and modernise its trade compliance approach and activities to meet the ever-evolving trade environment and supply chain. Key engagement, consistent application of trade rules, smart regulation and targeted intervention are the hallmarks of a balanced and measured approach to regulating the entities facilitating the movement of goods across the border.

The ABF will pursue its dedicated focus on trade enforcement activities to keep pace with increasingly sophisticated methodologies used to evade revenue collection. National campaigns to drive deterrence, specifically with respect to border-controlled drugs, remain primary lines of effort to support community safety and security of the border. The ABF is working towards streamlining the regulatory environment and creating more efficient and digitised trade and travel systems through the use of Artificial Intelligence, biometrics and machine learning; with uplifts in digital and seamless traveller and stakeholder experiences, increased compliance and enforcement efforts will continue to effectively manage and enforce regulatory controls and deliver border activities.

With the Western Sydney International (Nancy-Bird Walton) Airport to be opened in coming years, the ABF is focused on ensuring planning for the international port is ready and continues to improve Australian border settings.

The operating environment for 2024–25 continues to present challenges with increasing trade and travel volumes and the need to drive more efficient and seamless trade and better economic outcomes for Australia. The ABF remains steadfast with other key partners at the border, and will continue to respond and adapt to opportunities that ensure Australia's security and economic prosperity.

Performance measures

Key activity: Border services

Measure: Delivery of facilitation and regulatory activities supports the movement of legitimate trade.

PERFORMANCE TARGET	*2024–25 to 2027–28*
60	Average clearance rates for air cargo and sea cargo are maintained, compared to a rolling average of clearance rates over the five past financial years.

KEY DEFINITIONS

Air cargo: Items intended to be brought into Australia from a place outside Australia that are carried on board an aircraft.

Clearance (air cargo): Based on the time that the cargo is discharged onto Australian soil. This information is reported by industry into the Integrated Cargo System by the arrival reports for air cargo.

The clearance process is automated and determined by cargo reporters meeting their reporting requirements; unless a profile match has occurred. If a profile match occurs, manual intervention is required by an ABF officer to acquit the hold before a consignment receives a clear status.

If the cargo report meets all the required criteria, it is granted a clear status automatically. This clearance can occur prior to cargo arriving in Australia

Clearance (sea cargo): Based on the time that the cargo is discharged onto Australian soil. This information is reported by industry into Integrated Cargo System by the progressive discharge reports for sea cargo.

The clearance process is automated and determined by cargo reporters meeting their reporting requirements; unless a profile match has occurred. If a profile match occurs, manual intervention is required by an ABF officer to acquit the hold before a consignment receives a clear status.

If the cargo report meets all the required criteria, it is granted a clear status automatically. This clearance can occur prior to cargo arriving in Australia.

Sea cargo: Items intended to be brought into Australia from a place outside Australia that are carried on board a commercial sea going vessel.

METHOD FOR CALCULATION

This target comprises of two components:

a. Number of air cargo consignments cleared within 24 hours and 48 hours, compared to the total number of air cargo consignments.

b. Number of sea cargo consignments cleared within three days and five days of arrival into Australia, compared to the total number of sea cargo consignments.

These figures are compared to the rolling average of clearance rates for both air and sea cargo over the past five financial years.

RATIONALE

This target is an *effectiveness* measure to demonstrate delivery of border services, through timely facilitation of legitimate trade. A proportion of the cleared cargo is automated and is therefore not subject to ABF officers physically clearing consignments.

The rolling average of clearance rates over five past financial years has been used as a benchmark, in spite of growing cargo volumes. An inability to maintain a consistent clearance rate with past years would indicate technological and/or workforce pressures.

This target updates Target 31 from 2023–24: Average clearance times (facilitation rate) for travellers, air cargo and sea cargo are maintained or improved.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET		*2024–25 to 2027–28*
61	100% of Australian Trusted Traders (ATTs) who fail a compliance activity have remediation action initiated within 30 days.	
62	100% of ATTs who do not successfully complete a remediation action either successfully implement a formal Improvement Plan or termination of the ATT Legal Agreement is commenced.	

KEY DEFINITIONS

ATT Legal Agreement: An agreement signed between the Department and an accredited Trusted Trader entity. The agreement provides for obligations on both parties, including requirements for an entity to continue to meet the criteria of the *Customs (Australian Trusted Trader Programme) Rule 2015 (ATT Rule 2015).*

Australian Trusted Traders: The Trusted Trader Program is free and accredits Australian businesses with compliant trade practices and a secure supply chain. Once accredited, businesses have access to a range of benefits that reduces red tape for Trusted Traders at the border, improves certainty in export markets, and expedites the flow of their cargo in and out of Australia, which means faster access to market.

Complete: A Trusted Trader provides evidence that is sufficient to finalise a compliance activity.

Compliance activity: Actions or outcomes linked to a specific compliance event. Compliance activities may be carried out to substantiate whether a Trusted Trader continues to meet legislative requirements.

Compliance activity takes place when Trusted Traders do not pass an assurance process, which includes ongoing monitoring, corrective actions, annual declarations, scheduled revalidations and targeted revalidations.

Fail: A Trusted Trader fails a compliance activity where they do not provide a response, sufficient evidence, or they breach requirements under the *Customs Act 1901*, ATT Rule 2015, or ATT Legal Agreement.

Improvement Plan: A formal requirement issued under the ATT Legal Agreement, in response to a Trusted Trader failing a remediation activity. An Improvement Plan stipulates trade compliance and/or supply chain security requirements to be successfully implemented within a defined timeframe.

Remediation activity: A follow-up activity that commences following a Trusted Trader's non-compliance with requirements under the *Customs Act 1901*, ATT Rule 2015, or ATT Legal Agreement. The activity requests a response or evidence that is sufficient to address a non-compliance event.

Successfully Implemented: An Improvement Plan is successfully implemented when a Trusted Trader has provided sufficient evidence to address trade compliance and/or supply chain security requirements.

Termination: This is the formal process of terminating an ATT Legal Agreement. The process is undertaken within the framework of the *ATT Rule 2015*.

METHOD FOR CALCULATION

Target 61

Number of ATTs who fail a compliance activity that have a remediation action initiated within 30 days, compared to the number of ATTs who are subject to a compliance activity.

Target 62

Number of ATTs that did not successfully complete remediation action, either successfully implemented a formal Improvement Plan or had termination of ATT Legal Agreement commenced, compared to the number of ATTs who did not successfully complete remediation action in 2024–25.

PERFORMANCE TARGET	*2024–25 to 2027–28*

RATIONALE

These targets are *effectiveness* measures of the department's regulatory activities in ensuring Trusted Traders maintain a satisfactory level of international supply security and trade compliance.

The 100% targets reflect the importance of compliance and implementation of assurance activities for Trusted Traders in line with standards of the World Customs Organization.

These targets update Target 32 from 2023–24: 100% of Australian Trusted Traders (ATTs) subject to assurance processes either pass or are subject to a compliance activity.

DATA SOURCE

Internal regulatory management system and databases.

Measure: Delivery of facilitation and technology enhancements supports improved movement of people across Australia's physical border.

PERFORMANCE TARGET		*2024–25 to 2027–28*
63	Average clearance time for all air travellers is maintained or improved, compared to a rolling average clearance time over two past financial years.	
64	Percentage of eligible air travellers processed through the border using SmartGate technology remains consistent with the previous financial year.	

KEY DEFINITIONS

All air travellers: All inbound and outbound passengers and crew processed through the border, regardless of country or nationality.

Clearance time: The time taken between commencement of processing of one traveller (or group) to the commencement of the processing of the next with an appliance (primary line module, kiosk, SmartGate or BIOGate).

Any travellers taking more than three minutes and/or travellers with alerts (on Kiosk, SmartGate or Primary Line) are not included in the calculation of average clearance times. These travellers are considered 'outliers' as their clearance time is outside of the ABF's control. For example, if a passenger spends an extended time duty free shopping, they may present to the inwards primary line several minutes after the other passengers off the flight have been processed.

Eligible air travellers:

- Inbound: Australian citizens 10+ years; ePassport; non-citizens 16+ years; 28 nationalities
- Outbound: Age 16+ regardless of country; ePassport; 55 eligible nationalities.

Processed: Border clearance through immigration formalities.

SmartGate: An automated immigration processing system which is an alternative to manual processing at the border. Travellers can have their identity, and in the case of non-citizens, their visa verified (or granted in the case of eligible New Zealand citizens) by an authorised automated clearance authority without the need for an ABF clearance officer.

Using SmartGate technology: Using SmartGates for a fully automated clearance process, with no intervention or involvement by a primary officer or gate controller.

METHOD FOR CALCULATION

Target 63

Average clearance time for travellers, compared to the average clearance time for travellers over the past two financial years.

Target 64

Percentage of eligible air travellers processed using SmartGates, compared to the percentage of eligible air travellers processed using SmartGates in 2023–24.

Measure: Delivery of facilitation and technology enhancements supports improved movement of people across Australia's physical border.

PERFORMANCE TARGET	*2024–25 to 2027–28*

RATIONALE

These targets are *effectiveness* measures of the facilitation of travellers across the border, including use of SmartGates to streamline passenger processing by improving self–clearance timeframes and enhance overall experience for international travellers.

For Targets 63 and 64, the comparison to the previous year(s) has been used as a benchmark, to reflect the need to deliver consistent border services, cognisant of the impact of COVID-19 on prior year's performance.

The supporting performance information for Target 63 will include average clearance times for sea travellers, however due to the temporary nature of the infrastructure to process these travellers, and seasonal impacts, this will not inform the performance result.

Target 63 updates Target 31 from 2023–24: Average clearance times (facilitation rate) for travellers, air cargo and sea cargo are maintained or improved.

Target 64 is consistent with Target 33 from 2023–24: Percentage of eligible air travellers processed through the border using SmartGate technology improves or remains consistent with the previous reporting period.

DATA SOURCE

Internal databases.

Key activity: Customs compliance and enforcement

Measure: Examinations, enforcement and compliance activities prevents prohibited goods crossing Australia's border and contributes to revenue protection.

PERFORMANCE TARGET	*2024–25 to 2027–28*
65	Percentage of air and sea cargo examined by ABF officers that leads to an enforcement result remains consistent with previous financial year.
66	Maintain the number of sea cargo inspections and examinations and air cargo examinations nationally.

KEY DEFINITIONS

Cargo: Air cargo and sea cargo.

Consignment (air cargo): Counted as Unit Load Devices which are items intended to be brought into Australia from a place outside Australia that are carried on board an aircraft.

Consignment (sea cargo): One or more packages, which can include small satchels weighing a few hundred grams to large shipping containers. These are items intended to be brought into Australia from a place outside Australia that are carried on board a commercial sea going vessel. This may be considered in units such as 'containers'.

Enforcement result: A positive examination outcome where at least one prohibited item or compliance issue is detected/identified, which includes referrals to internal/external groups/agencies for further enforcement action.

Examined: An ABF officer has opened the container or consignment or taken further physical intervention action to investigate.

- For air cargo, cargo is examined within customs-controlled areas at licensed commercial depots and warehouses. This includes a combination of X-ray equipment and other additional intervention methodologies and tools as determined by the examining officer, such as visual examination, presumptive tests, trace technology, Detector Dog and officer intuition.
- For sea cargo, this includes any additional ABF officer action undertaken at the examination hall after the container has undergone through container X-ray screening and requires additional intervention in order to mitigate the risk to the border.

Inspected: An article or consignment has been non-intrusively screened through ABF managed and owned X-ray equipment located at an ABF site. For the purposes of Target 66, this relates to targeted non-intrusive screening through a container X-ray system to detect concealments, articles of concern and to check compliance for sea cargo only.

METHOD FOR CALCULATION

Target 65

Percentage of air and sea cargo examined that led to an enforcement result, compared to the percentage of air and sea cargo examined that led to an enforcement result in 2023–24.

Target 66

This target comprises two components:

- Number of air cargo consignments examined.
- Number of sea cargo consignments inspected and examined.

These figures are compared to the number of cargo consignments examined in 2023–24.

RATIONALE

This target is an *effectiveness* measure to demonstrate delivery of border services, by maintaining the volume that a cargo facility is able to examine and clear, in order to interdict prohibited goods from harming the Australian community.

For both targets, the comparison to previous year(s) has been used as a benchmark, to enable contemporary review of the amount of cargo ABF is funded to examine, whilst also comparing the strike rate in a like-for-like manner.

Target 65 updates Target 37 from 2023–24: 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.

Target 66 has been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*

67 The annual revenue leakage result is less than 5% of total import value.

KEY DEFINITIONS	METHOD FOR CALCULATION
Revenue leakage: Difference between what was reported and what was paid to the government. **Total import value:** Total value of revenue collected from imports in the financial year.	Analysis of a sample of 6,000 import lines assessed through the Compliance Monitoring Program (CMP).

RATIONALE

This target is a *proxy* for the effectiveness of ABF activities in detecting, deterring and disrupting attempted revenue evasion pre, at and post border. The CMP comprises a random stratified sample of lines from Full Import Declarations (FIDs). The sample lines are randomly selected through the use of profiles, specifically designed for the CMP, that operate within the Integrated Cargo System (ICS). The design of the CMP includes sample numbers set at 6000 import lines from FIDs.

The less than 5% target reflects the appropriate materiality level for a system in which most importers are compliant.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Measure: Effective traveller intervention and enforcement activities supports the interdiction of travellers who pose a risk to the Australian community.

PERFORMANCE TARGET	*2024–25 to 2027–28*
68	Percentage of air traveller interventions that led to an enforcement result improves or remains consistent with the rolling average over three past financial years.

KEY DEFINITIONS

Air traveller: All international air passengers and flight crews.

Air traveller interventions: An action undertaken by ABF officers at designated Australian International Airports to identify any breaches of Commonwealth legislation on arrival or prior to departing Australia. Interventions may include baggage examination, person search, internal or external referral and/or interview. (Inbound and outbound data will be reported as subsets to the overall target).

Enforcement Result (Customs): An enforcement result for traveller and accompanied baggage is a positive intervention result/outcome where at least one prohibited item or compliance issue is detected/identified. This includes referral activity.

Enforcement Result (Immigration at the border): An enforcement result for an immigration or visa issue at the border resulting from a detection via baggage or via a Person, or a referral activity.

METHOD FOR CALCULATION

Percentage of air traveller interventions that led to an enforcement result, compared to the average of the percentage of air traveller interventions that led to an enforcement result over the three past financial years.

RATIONALE

This target is an *effectiveness* measure of the intervention of travellers to support safety of the Australian community and maintain the integrity of the border.

The comparison to the previous years has been used as a benchmark, to reflect the need to deliver consistent border services, cognisant of the impact of COVID-19 on prior year's performance.

This target updates Target 38 from 2023–24: Percentage of air traveller interventions that lead to an enforcement result improves or remains consistent with previous reporting period.

DATA SOURCE

Internal databases.

Key activity: Border modernisation and regulatory advice

Measure: Delivery of program and reform activities supports trade and travel modernisation.

PERFORMANCE TARGET *2024–25*

69 100% of key department-led milestones for design phases of the standalone facilities at Western Sydney Airport scheduled are completed.

KEY DEFINITIONS

Key department-led milestones: As at 1 July 2024, these were:

Design phase	Milestones scheduled for completion by 30 June 2025
Detailed design – Canine Facility	90% design completion for the overall design of the canine facility is approved by the ABF by December 2024.
Detailed Design – Command Centre	90% design completion for the overall design of the border agency command centre is approved by the ABF by December 2024.

Standalone facilities: Border Agencies Command Centre, Cargo Examination Facility, and Canine Facility.

METHOD FOR CALCULATION

Number of department-led milestones completed, compared to the number of department-led milestones scheduled for completion by 30 June 2025.

RATIONALE

This target is an *output* measure of the department's contribution to overall progression of the WSI precinct development, in line with the Government's commitment to develop Western Sydney Infrastructure Plan, and ensure fit-for-purpose facilities to conduct border clearance and facilitation activities.

The 100% target reflects a commitment to delivery in accordance with Government expectation and the WSA Co. schedule. There may be circumstances outside of the department's control may impact timeframes such as delays in the building contractor's overarching schedule.

This target is introduced from 2024–25.

DATA SOURCE

Internal databases.

Measure: Delivery of program and reform activities supports trade and travel modernisation.

PERFORMANCE TARGET *2024–25*

70 80% of department-led milestones to deliver reforms under the Simplified Trade System scheduled are completed in full.

KEY DEFINITIONS

Key department led-milestones: As at 1 July 2024, these were:

Reform	Milestones scheduled for completion by 30 June 2025
Legislative amendments to strengthen and modernise customs licensing regime and to digitise the claims process for seized goods.	• Progress legislative amendments and implementation plan.
Implement whole-of-government Border Controls framework.	• Assessment of current import and export controls.
Support implementation of whole-of-government Fit and Proper Person framework.	• Progress legislative amendments and implementation plan.
Completion of pilots of digitised solutions that benefit industry through digitised trade documents, improved digital solutions and digital information sharing.	• A Single Trade Environment Project to deliver foundational modernisation capability of Australia's core trade system. • A Digital Verification Platform Project to enable the creation and use of digitally verifiable trade documents and undertake incremental pilots • A Digital Trade Accelerator Project to improve government-to-business trade data sharing and to enhancing risk profiling capability.
Completion of the Sea Cargo Trial co-design with industry of new cargo intervention model, ready for trial commencement in 2025–26.	• Co-design a trial plan with industry.

Simplified Trade System: A government microeconomic reform agenda which will streamline trade regulations, supported by more modern ICT systems, and make it easier for business to interact with government, with reforms occurring across government.

METHOD FOR CALCULATION

Number of department-led milestones completed, compared to the number of department-led milestones scheduled for completion by 30 June 2025.

RATIONALE

This target is an *output* measure of the department's progress towards modernising the border through simpler regulation, digitisation and streamlined operating models to enhance trade facilitation and border protection outcomes.

The 80% target is consistent with the agreed roadmap for delivery of the Simplified Trade System, noting circumstances outside of the department's control may impact timeframes such as passage of legislation and commitments of trial and pilot participants.

This target is introduced from 2024–25.

DATA SOURCE

Internal databases.

Measure: Delivery of trade services, including advice to industry contributes to the trade and traveller experience.

PERFORMANCE TARGET	*2024–25 to 2027–28*
71	95% of eligible Tourist Refund Scheme (TRS) claims are finalised in a timely manner.

KEY DEFINITIONS

All information: The TRS allows travellers leaving Australia to claim a refund on Goods and Services Tax and Wine Equalisation Tax paid on goods they are taking offshore, subject to certain conditions. The TRS is a component of Australia's tax system and it encourages international travellers to spend more in the local economy.

Eligible TRS claims: Eligible claims are made under the *A New Tax System (Goods and Services Tax) Act 1999* and the *A New Tax System (Wine Equalisation Tax) Act 1999.*

Finalised: A finalised eligible claim is one where the refund has been issued by making a payment to a nominated bank account or credit card or by issuing a cheque.

Receipt: When an eligible claim has been paid, as above.

Timely manner: Within 60 days of lodgement for eligible TRS claims.

METHOD FOR CALCULATION

Percentage of eligible TRS claims finalised on time, compared to the total eligible TRS claims received in 2024–25.

RATIONALE

This target is an *effectiveness* measure of delivery of TRS processing in order to provide a seamless traveller experience for legitimate travellers and to encourage international travellers to spend more in the local economy.

The service standard (days) is set through legislation. The 95% target will demonstrate that the majority of claims are processed in a timely manner, noting that eligible claims may fall outside of this measure due to processing delays, payment issues, or delays in confirming the legitimacy of high-value claims.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
72	90% of drawback claims are finalised in a timely manner.

KEY DEFINITIONS	METHOD FOR CALCULATION
All information: Sufficient evidence to substantiate a drawback claim, including evidence establishing that duty was paid on the imported goods. **Drawbacks:** Duty drawbacks allows exporters to claim a refund of customs duty paid on imported goods that are exported from Australia and are unused since importation, or treated, processed, or incorporated into other goods for export. **Finalised:** Once paid a drawback claim is finalised upon a status of PAID in ICS. **Receipt:** The date on which all information is provided to the ABF. **Timely manner:** Within 30 days of receipt of all information for drawback claims.	Number of drawback claims finalised on time, compared to the number of drawback claims received in 2024–25.

RATIONALE

This target is an *effectiveness* measure of delivery of duty drawback processing in order to provide a seamless trade experience for legitimate industry.

The service standard (days) is set through internal policy and communication to industry. The 90% target will demonstrate that the majority of claims are processed in a timely manner, noting that many claims are complex, high risk and high value for commodities such as alcohol and tobacco.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
73	**85% of advice is provided to industry on tariff classification, valuation and rules of origin in a timely manner.**

KEY DEFINITIONS

All information: Sufficient evidence to support a tariff classification, valuation or rules of origin application.

Receipt: The date on which all information is provided to the ABF.

Rules of origin: Advice determining whether a good originates for the purposes of claiming preferences under one of Australia's Free Trade Agreements or other preferential arrangements.

Tariff Classification: The advice on the classification of specific goods as categorised in the Harmonized System.

Timely manner: Within 30 days of receipt of all information, except for advices relating to the China–Australia Free Trade Agreement (ChAFTA) which are to be provided within 60 days of receipt of all information.

Valuation: General principles and practices for the calculation of value for customs purposes and specific information showing how the value for goods has been calculated.

METHOD FOR CALCULATION

Number of advices provided to industry on time, compared to the number of finalised advice requests in 2024–25.

RATIONALE

This target is an *effectiveness* measure of delivery of duty drawback processing in order to provide a seamless trade experience for legitimate industry. The provision of binding advice regarding tariff clarification, valuation and rules of origin provides industry with certainty for importations and supports them to make business decisions.

The service standard (days) is set through internal policy and communication to industry.

The 85% target will demonstrate that the majority of advice to industry is provided in a timely manner, noting that the significant variation and complexity in tariff classification, valuation and rules of origin matters.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Cooperation

Significant contributors

Academia

- Charles Sturt University – Centre for Customs and Excise Studies

Advisory groups

- International Forwarders and Customs Brokers Association of Australia (IFCBAA)

Government

- Austrade / Simplified Trade System Unit (STSU)
- Australian Tax Office (ATO)
- Australian Bureau of Statistics (ABS)
- Australian Criminal Intelligence Commission (ACIC)
- Attorney-General's Department (AGD)
- Department of Agriculture, Fisheries and Forestry (DAFF)
- Department of Climate Change, Energy, the Environment and Water
- Department of Defence
- Department of Employment and Workplace Relations
- Department of Finance (DoF)
- Department of Foreign Affairs and Trade (DFAT)
- Department of Health
- Department of Industry, Science and Resources (DISR)
- Department of Infrastructure, Transport, Regional Development, Communication and the Arts (DITRDCA)
- Therapeutic Goods Administration
- The Treasury

Industry

- Cruise Lines International Association (CLIA)
- Customs broker and forwarders
- Depots and Warehouses
- Destruction providers
- Emerging Ports and OCB
- International Airports
- Ports and Infrastructure Capability
- Qantas
- Storage and transport providers
- Sydney Airport
- Traveler Policy and Industry
- Western Sydney International Airport (WSI)

Civil maritime security

Priority

Detect, deter and respond to the eight civil maritime threats across Australia's maritime domain.

Ensure the future sustainability of our civil maritime security capability, including surveillance and operational response.

Environment and regulatory landscape

Australia has one of the largest and most challenging civil maritime border environments in the world, consisting of 37,000 kilometres of coastline, much of which is in remote regions, an offshore zone covering 10 million square kilometres of ocean, and more than 60 international seaports. Operating at sea is inherently risky, and the ABF as the whole-of-government lead for civil maritime security is enhancing its leadership and operational ability with improved governance, strategy, planning and procurement in 2024–25. This will continue to improve the quality and quantity of operational capability available to enable the ABF to effectively mitigate evolving risks.

The ABF continuously manages threats and assesses risks around the eight civil maritime threats. Through effective and enduring planning and procurement practices, improved patrol effectiveness, ongoing implementation of Operation LEEDSTRUM, focused on combatting illegal fishing in and around the Kimberley Marine Park, and maintenance of Operation Sovereign Borders, the integrity and security of the border continues to be enforced, while building a robust posture against civil maritime threats.

Performance measures

Key activity: Civil maritime security capability

Measure: Maintain and sustain surveillance and response capability to counter civil maritime threats.

PERFORMANCE TARGET	*2024–25 to 2027–28*
74	100% of monthly planned aerial surveillance (fixed wing and rotary wing) aircraft are made available.

KEY DEFINITIONS	METHOD FOR CALCULATION
Aerial surveillance: This includes 1,433 flying hours planned each month and 196 fixed wing missions and 60 rotary wing missions planned each month. **Fixed wing aircraft:** Six Dash 8-202 aircraft and four Dash 8-315 aircraft. **Operational availability:** Aircraft and air crew availability. **Planned:** Planned means aircraft (fixed and rotary) available for tasking for planned monthly missions, excluding aircraft in scheduled maintenance. **Rotary wing aircraft:** One Twin engine helicopter and one Single engine helicopter.	The number of aircraft available for tasking on a daily basis compared against the monthly mission plan.

RATIONALE

This target is a *proxy* measure for effective conduct of aerial surveillance within the Australian Maritime Domain to detect, deter and combat civil maritime threats, by demonstrating aircraft availability.

The 100% target demonstrates successful achievement by ABF contractors of planned aerial surveillance missions. Monthly missions are planned around the available aircraft for tasking. Where an aircraft becomes unavailable during the month due to unscheduled maintenance, this will impact achievement of the target.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
75	**100% of performance deductions for fixed wing and rotary wing to be applied for each month of contract underperformance within two months of the month in which the underperformance occurred.**

KEY DEFINITIONS	METHOD FOR CALCULATION
Contracts: Civil Maritime Surveillance Services **Fixed wing:** Surveillance Australia Pty Ltd (SAPL, now Leidos Holding Inc.) **Rotary wing:** Babcock Mission Critical Services Australasia Pty Ltd **Underperformance:** Failure to provide the Surveillance Service in accordance with the Service Level Agreement.	Number of monthly contract underperformances subject to a performance deduction within two months, compared to the number of monthly contract underperformances reported.

RATIONALE

This target is an *effectiveness* measure of the management of aerial surveillance fixed wing and rotary wing contracts in support of Maritime Border Command's operations to combat civil maritime threats.

The 100% target has been set as timely performance management should incentivise performance improvement, resulting in provision of contracted planned fixed wing and rotary wing surveillance missions.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
76	**85% operational availability of vessels in the ABF Blue Water Fleet, excluding those vessels undergoing scheduled maintenance activities including mandatory Depot Level Maintenance, Life-of-Type Extension and Scheduled Service Visits.**

KEY DEFINITIONS	METHOD FOR CALCULATION
ABF Blue Water Fleet: CAPE CLASS vessels, BAY CLASS vessels, ABFC THAIYAK, ABFC OCEAN SHIELD. **Operational availability:** Vessels are available for 300 days of 2024–25. This includes transit days for positioning for operations. **Scheduled maintenance activities as required to meet regulatory standards.** Annual, 5-yearly, 10-yearly maintenance and/or Life-of-Type Extension periods (including agreed extensions to scheduled timeframes) and scheduled Service Visits.	Number of days vessels were operationally available, compared to the target number of operationally available days (255).

RATIONALE

This target is a *proxy* measure for effective patrol of waters within the Australian Maritime Domain to detect, deter and combat civil maritime threats, by demonstrating vessel availability.

The 85% target takes into account unscheduled maintenance and unforeseen events such as crew availability, and unforeseen delays to bunkering.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
77	**100% of safety incidents, including near misses relating to ABF vessels, are referred to Civil Maritime Sustainment Branch, reviewed and when appropriate, actioned within two months.**

KEY DEFINITIONS

Actioned: The agreed actions to remediate the hazard or incident cause have commenced. This includes closing the action, review and/or update procedures, commence a program of work to remediate the hazard.

Reviewed: The Civil Maritime Sustainment Branch reviewed the incident and determined if any action is required, including no action, changes in procedures, and/or submission of a work failure notice to enable changes to equipment.

Safety Incidents: Incidents including safety and environmental incidents (including near misses) as described under the WHS Act, Australian Maritime Safety Authority (AMSA) Marine Orders, International Maritime Organization (IMO) Orders and the International Safety Management (ISM) Code that occur on ABF Vessels.

When appropriate: Means actions deemed appropriate through the review process. An action may not be 'appropriate' to take where it contradicts another action to be taken, or is not consistent with legislation or regulation.

METHOD FOR CALCULATION

Number of safety incidents that were reviewed and when appropriate, actioned within two months, compared to the number of safety incidents that required action in 2024–25.

RATIONALE

This target is an *effectiveness* measure of activities to ensure that marine safety and WHS reporting and hazard identification is actioned within a timely manner.

The 100% target reflects the importance of identifying, reviewing and taking action on all WHS incidents including near misses.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Cooperation

Significant contributors

Academia

- Australian National University
- South Metropolitan TAFE
- TAFE New South Wales
- TAFE Queensland (Great Barrier Reef International Marine College)
- University of Tasmania (Australian Maritime College)

Advisory groups

- Civil Maritime Security Strategic Policy Committee
- Interdepartmental Committees as required
- Joint Agencies Maritime Advisory Group

Government

- Australia
- Australian Maritime Safety Authority
- Civil Aviation Safety Authority
- Department of Defence
- Fisheries Management Authority
- Government agencies with civil maritime equities, as outlined in the Guide to Australian Maritime Security Arrangements
- Partner governments and states

Industry

- Critical infrastructure owners and operators
- Defence Industry
- Maritime, shipping, aviation, logistics, and surveillance technology providers

Operation Sovereign Borders

Priority

Maintain the security and safety of Australia's maritime domain, through our support for the Joint Agency Taskforce Operation Sovereign Borders (OSB).

Maintain Australia's zero-chance messaging to combat people smuggling in our region, and prevent people from risking their lives at sea.

Maintain and manage regional processing capabilities in order to deter potential unauthorised maritime arrivals and to prevent settlement in Australia.

Environment and regulatory landscape

Australia remains an attractive destination, however, regular and irregular migration challenges persist. People smugglers are likely to continue targeting vulnerable populations for financial gain and attempts to market maritime people smuggling ventures targeting Australia and other countries in the Indo-Pacific region. Irregular and unauthorised migration will increase where geographic locations become permanently uninhabitable due to climate-related events, and where populations may be displaced due to conflict and violence.

Despite increased global socio-economic uncertainty and associated irregular migration flows, Australia's border protection policies remain an effective deterrent to maritime people smuggling ventures. Maintaining Australia's zero-chance messaging to combat people smuggling in our region, and prevent people from risking their lives at sea, remains a key priority for the department. Continued efforts span policy, legal, intelligence and operational dimensions, underpinning the three key OSB pillars: 'deterrence and disruption', 'detection, interception and transfer', and 'regional processing and resettlement'. The ABF specifically contributes to the 'detection, interception and transfer' pillar.

OSB strategic communication efforts support deterrence, educating vulnerable cohorts about Australia's strong border protection policies in order to protect them from exploitation by people smugglers and preventing the risk of life at sea. OSB continues to contribute to border security and community safety through the identification of, and response to, potential irregular immigrants attempting to travel to Australia by boat, and acts as a single coordinating function for the work of 16 Australian Government agencies. These efforts are supported by a robust, sustained and targeted program of international engagement and capability building projects – recognising that maritime people smuggling is a regional challenge that can only be combatted with a cooperative approach.

Performance measures

Key activity: Support for Joint Agency Taskforce Operation Sovereign Borders

Measure: Deterrence messaging, engagement and operational activity contributes to the OSB mission.

PERFORMANCE TARGET	*2024–25 to 2027–28*
78	The ABF effectively supports the Joint Agency Taskforce Operation Sovereign Borders (JATF OSB) mission to deny an irregular maritime pathway to settlement in Australia

KEY DEFINITIONS	METHOD FOR CALCULATION
Successful venture: A maritime people smuggling venture that is not disrupted, turned back, returned, or transferred to a regional processing country. This definition aligns to the enduring OSB mission to deny an illegal maritime pathway to settlement in Australia and deter potential irregular immigrants from attempting dangerous journeys to Australia by sea, in order to protect the integrity of the Australian border and prevent the loss of lives at sea.	Number of successful maritime people smuggling ventures.

RATIONALE

This target is an *effectiveness* measure of the support for JATF OSB through delivering maritime patrol and surveillance effects and staffing and hosting the headquarters function – which leads and coordinates the policy, strategy and operational priorities of OSB.

The OSB mission has remained a high priority policy for Australian governments since 2013. It is a 'zero fail' whole-of-government mission that brings to bear 16 contributing agencies' legislative and policy authority to the complex threat of maritime people smuggling.

This target is consistent with Target 35 from 2023–24: The Australian Border Force effectively supports the Joint Agency Taskforce Operation Sovereign Borders (JATF OSB) mission to maintain zero successful maritime people smuggling ventures.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
79	80% of high risk recommendations identified in Post Activity Reports are actioned within three months.

KEY DEFINITIONS

Actioned: Work area responsible for implementation has accepted ownership, a response has been identified and implementation has commenced within agreed timeframes.

High-risk: Recommendations agreed by Deputy Commander JATF OSB as risks which have are likely to impede the achievement of Target 79 if not treated.

Post-activity reports (PAR): Reports undertaken to assess effectiveness and capture insights out of operational activity under OSB.

METHOD FOR CALCULATION

Number of recommendations actioned within three months, compared to the number of recommendations identified in 2024–25.

RATIONALE

This target is an *effectiveness* measure of activities to continually improve the delivery of OSB operations, noting the complex multiagency, multi-jurisdictional nature of these activities.

The 80% target reflects a commitment to action high-risk recommendations in a timely manner, noting that some recommendations may not be able to be actioned in three months due to reasons such as to logistical, legislative, or financial considerations, associated with the complex multi-jurisdictional environment JATF OSB operates in.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Key activity: Regional processing

Measure: International capability and engagement activities and contract management supports offshore regional processing.

PERFORMANCE TARGET	*2024–25 to 2027–28*
80	100% of Quality Failures identified through monthly performance management reporting for the Nauru Health Services Contract and the Nauru Facilities, Garrison, Transferee Arrivals and Reception Services Contract are subject to an abatement within two months, and Action Plans are implemented by the service provider within agreed timeframes.

KEY DEFINITIONS

Action Plan: The plan submitted by the Service Provider to the department detailing the strategies and actions to be undertaken by the Service Provider to address a Quality Failure, and is designed to prevent a Quality Failure from reoccurring.

Nauru Facilities, Garrison, Transferee Arrivals and Reception Services Contract: The contract between the Department of Home Affairs and Management and Training Corporation Pty Ltd for the provision of facilities, garrison, transferee and reception services in relation to regional processing on Nauru.

Nauru Health Services Contract: The contract between the Department of Home Affairs and International Health and Medical Services Pty Ltd for the provision of Health Services in relation to regional processing on Nauru.

Quality Failure: A failure by the Service Provider to satisfy or comply with an applicable Key Performance Measure in accordance with, and to the standard specified in, the Performance Management Framework.

METHOD FOR CALCULATION

Number of Quality Failures identified that were subject to an abatement within two months with an Action Plan implemented on time, compared to the number of Quality Failures identified in 2024–25.

RATIONALE

This target is an *effectiveness* measure of the department's activities to support the Government of Nauru in delivering regional processing, through contract management activities.

The 100% target reflects the department's focus on maintaining service provider compliance with the contracts in order to meet intended outcomes of the services.

This target has been introduced from 2024–25.

DATA SOURCE

Service provider reporting and internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*
81	Deliver 100% of planned capability uplift initiatives to support the Government of Nauru with regional processing operations in line with agreed delivery expectations.

KEY DEFINITIONS

Agreed delivery expectations: Refers to the Enduring Capability (EC) government priority, and as per the Memorandum of Understanding (MoU) between the Nauru and the Australian Government.

Enduring Capability (EC): Under the EC operating model, the Department will support the Government of Nauru (GoN) to deliver offshore regional processing. The EC operating model framework is built around agreed levels of readiness for regional processing. Capability is able to be mobilised in the event of new transferee arrivals to Nauru, via an agreed set of processes and procedures with the GoN and contracted department service providers.

Memorandum of Understanding (MoU): A signed agreement between the Republic of Nauru and Australia which puts EC into effect.

METHOD FOR CALCULATION

Number of planned capability uplift initiatives delivered in full, compared to the number of planned capability uplift initiatives scheduled for completion by 30 June 2025.

RATIONALE

This target is an *output* measure of the department's support for offshore regional processing through the Nauru Regional Processing Centre. This includes a broad range of programs and activities including governance and oversight, operational coordination, contingency and scenario-based planning, future-proofing regional processing through recruitment, capacity building programs, implementing programs as a result of bilateral negotiations and agreements, procuring services to ensure delivery of the material function in line with the Australian Government's EC priority.

The 100% target demonstrates the need to have a fully effective and operational Regional Processing capability that incorporates a scalable and transparent approach and is considered a strong deterrence measure as the third pillar of the OSB construct.

This target has been introduced for 2024–25.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET	*2024–25 to 2027–28*

82 Deliver 70% of planned activities to support countering irregular migration and strengthen Australia's regional processing enduring capability.

KEY DEFINITIONS	METHOD FOR CALCULATION
Planned activities: Activities associated with Australia's enduring regional processing capability with the Government of Nauru, and the Countering Irregular Migration Strategy.	Number of planned activities delivered, compared to the number of planned activities for 2024–25.

RATIONALE

This target is an *output* measure of the department's progress towards shaping Australia's regional processing enduring capability and efforts to strengthen regional partnerships with countries and multilateral groupings that foster alignment with Australia's border integrity arrangements and help to deter irregular migration. This enhancement will support the Government's efforts in securing removal and resettlement arrangements with these countries.

The 70% target reflects the geopolitical situation and complexity of relationships associated with irregular migration, and their effect on efforts by the department in delivering the full suite of proposed initiatives.

This target has been introduced from 2024–25.

DATA SOURCE

Internal databases.

Cooperation

Significant contributors

Advisory groups

- Joint Agencies Maritime Advisory Group

Government

- Australian Commission for Law Enforcement Integrity
- Australian Federal Police
- Department of Defence
- Department of Foreign Affairs and Trade
- Government of Nauru
- Government of Sri Lanka

Industry

- Defence Industry