



Australian Government
Department of Home Affairs

Corporate Plan

2025–26

Building our nation,
securing our future

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FOREWORD

A message from our senior leadership

We are proud to present the Department of Home Affairs' (the department) 2025–26 Corporate Plan (the Plan). The Plan reflects our commitment to delivering outcomes that contribute to building a prosperous, secure and united Australia.

The Plan outlines the environment in which we operate, our responsibilities, what we will deliver, and how we will assess our performance. It will guide the activities of our dedicated workforce over the next four years.

Australia's national security environment is becoming more dynamic and diverse and as a result an increasing number of our functions – across cyber security, domestic security, border protection and management, social cohesion, immigration and multiculturalism are interwoven. We need to embrace the opportunities this brings, and ensure we are positioned to adapt and respond when required.

Following the machinery-of-Government (MoG) changes announced by the Australian Government on 12 May 2025, we realigned our functions on 17 July 2025. These changes are focused on maximising the policy and program opportunities of our organisation, ensuring we are better connected, and equipped to do the work that matters most.

We are committed to ensuring our core functions contribute to:

- ensuring Australia's national security architecture provides a strong foundation for economic prosperity, social stability and cohesion and community safety
- strengthening trust in government, and supporting sustained democratic and national resilience
- building a multicultural Australia where people feel safe, welcomed and at home
- economic prosperity and whole-of-nation productivity
- preventing harm through border protection and maritime surveillance activities
- advancing Australia's economic prosperity through the facilitation of legitimate trade, travel and migration.

Central to our approach is the recognition that our people and strong partnerships are at the core of our success. Building on the outcomes of our transformation journey, we will continue to focus on improving our culture, systems and processes through our three pillars: exemplary leadership, a game-changing agenda and collaboration at our core.

The recent release of our Workforce Strategy 2025–27, the ABF Strategy 2025–27 and our Digital Investment Plan will support us in planning for the future, where our people and capabilities are aligned to our sustained focus on delivery.

We are confident that the department will deliver the key priorities and activities outlined in this Plan, as we remain focused in our enduring vision of building our nation and securing our future.

Statement of preparation

I, Stephanie Foster PSM, as the Accountable Authority of the Department of Home Affairs, present the Department of Home Affairs 2025–26 Corporate Plan, which covers the periods of 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

A handwritten signature in black ink that reads "Stephanie Foster". The script is cursive and fluid, with the first letter 'S' being particularly large and stylized.

Stephanie Foster PSM

Secretary

Department of Home Affairs

OUR SENIOR LEADERSHIP



Stephanie Foster PSM
Secretary



Hamish Hansford
Head of
National Security



Clare Sharp PSM
Head of Immigration



Charlotte Tressler
Chief Operating Officer



Sophie Sharpe
Deputy Secretary
Executive



Brooke Hartigan
Deputy Secretary
General Counsel



Ciara Spencer
Deputy Secretary
Law Enforcement and
Domestic Security



Brendan Dowling
Deputy Secretary
Critical Infrastructure
and Protective Security



Michael Thomas
Deputy Secretary
Immigration Compliance



Michael Willard
Deputy Secretary
Immigration Programs



**Lieutenant
General Michelle
McGuinness CSC**
National Cyber
Security Coordinator



Gavan Reynolds AO
ABF Commissioner



Tim Fitzgerald
Deputy Commissioner
National Operations



Vanessa Holben PSM
Deputy Commissioner
Regional Operations



Jarrod Howard
Deputy Commissioner
Strategy and Capability

ABOUT THE HOME AFFAIRS PORTFOLIO

The Home Affairs Portfolio (the Portfolio) is responsible for delivering on a range of Australian Government international and domestic priorities and plays a central role in Australia's national security architecture. The Portfolio seeks to contribute to a prosperous and cohesive Australia that is resilient, safe and positioned to adapt and respond to the challenges of the future. The Portfolio is responsible for various aspects of national security, law enforcement, immigration, and border management and security. Through these collective responsibilities, the Portfolio protects Australia's domestic and international interests, ensuring our communities, borders, infrastructure, financial systems and democratic institutions are secure and operating as intended. The Portfolio seeks to ensure every member of our community can go about their lives knowing they are safe and able to participate in and contribute to our society. Our Portfolio includes:



Department of Home Affairs

Lead policy, program delivery and operations to safeguard Australia's interest and contribute to a prosperous, secure and united Australia:

- deliver policy leadership and coordination in national security, cyber and infrastructure security
- deliver migration, citizenship and humanitarian and settlement programs.



Australian Border Force (ABF)

Protect Australia's borders and facilitation of trade and travel:

- maintain the security of Australia's border and the facilitation of legitimate trade and travel
- detect, deter and respond to civil maritime threats across Australia's maritime domain.



Australian Federal Police (AFP)

Protect Australians and national interests as Australia's national police agency:

- preventing and disrupting significant criminal threats in Australia and overseas,
- enforcing Commonwealth and ACT criminal law, and investigating state offences with a federal aspect
- protecting designated office holders, dignitaries and witnesses, and Commonwealth infrastructure, places and property.



Australian Security Intelligence Organisation (ASIO)

Protection of Australia and its people from:

- acts of foreign interference
- attacks on Australia's defence system
- espionage
- politically motivated violence including terrorism
- promotion of communal violence
- sabotage
- serious threats to Australia's border integrity.



Australian Transaction Reports and Analysis Centre (AUSTRAC)

Prevent, detect and respond to criminal abuse of the financial system:

- regulate anti-money laundering and counter-terrorism financing within Australia
- regulate industry compliance, guide and educate, and build resilience to protect the economy from criminal exploitation
- analyse and disseminate financial intelligence.



Australian Criminal Intelligence Commission (ACIC)

Protecting Australia from serious criminal threats by:

- collection, analysis and communication of intelligence relating to serious and organised crime in Australia, including where it has a transnational dimension
- provide systems and services that enable criminal intelligence and policing information to be shared across jurisdictions, including the provision of nationally coordinated criminal history checks.



Australian Institute of Criminology (AIC)

Promote evidence-informed crime and justice policy and practice in Australia by undertaking, funding and communicating policy-relevant research.



National Emergency Management Agency (NEMA)

Enable more secure, stronger and resilient communities before, during and after emergencies:

- lead and coordinate national emergency management action and assistance
- build scalable, coordinated emergency management capability for nationally significant, cross-jurisdictional and international crises
- build evidence, intelligence and insights to support emergency management.

ABOUT THE DEPARTMENT OF HOME AFFAIRS

The department plays a vital role in the lives of all Australians and those who seek to visit or call this country home. Grounded in Australia's multicultural identity and democratic values, our work safeguards the security, prosperity and unity of our nation for future generations. The department is responsible for the leadership and central coordination of policy, programs, regulations and operations relating to national security and resilience, law enforcement, migration and citizenship, multicultural affairs, and border management and security.

In line with the Administrative Arrangement Order,¹ the department is responsible for:

- contributing to nation-building through the delivery of migration, humanitarian, refugee, settlement and citizenship programs
- maintaining the integrity of Australia's migration and visa programs
- developing and communicating multicultural affairs policy and programs and undertaking community engagement
- strengthening social cohesion within the Australian community
- protecting community safety and Australia's democratic institutions through central coordination and policy development in the areas of terrorism, violent extremism, law enforcement, foreign interference and protective security
- delivering and engaging with industry on cyber, technology, critical infrastructure and transport security policy and regulation
- strengthening of the Commonwealth cyber security capability, including through coordination of responses to major cyber incidents and the delivery of whole-of-government cyber incident preparedness activities
- managing and modernising Australia's border – including facilitation of legitimate trade and travel and the collection of revenue that underpins Australia's economic prosperity
- deterring, detecting and responding to unlawful maritime arrivals and protecting Australia's maritime domain through surveillance activities to disrupt and respond to illegal activities in Australian waters.

¹ <https://www.pmc.gov.au/government/administration/administrative-arrangements-orders>, accessed 11 July 2025.

Our 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 OPERATING ENVIRONMENT AND REGULATORY LANDSCAPE

The department has staff located in 47 locations around the world, and operates within a complex geopolitical and threat landscape and a rapidly evolving technology environment. We continuously monitor changes in our operating environment to proactively consider how trends might affect the delivery of our priorities. The department also acknowledges that the operating environment directly influences our regulatory landscape, policies, programs and operational activity. Throughout 2025–26, the department will continue to remain responsive to our evolving challenges, optimising and adapting our structures, processes and approaches.

Externally, the increasingly fraught and hostile international environment epitomised by strategic competition, conflict and unpredictability – is impacting global order, the economy and geopolitics. These global challenges transcend domestic borders, resulting in far-reaching implications for life in Australia and is testing the foundations of Australia's prosperity, security and unity.

The nature of the threat landscape that the department must navigate to achieve our objectives is increasingly hybrid and cuts across traditional organisational and government structures. More and more, our responsibilities – across cyber security, domestic security, border protection, social cohesion, immigration and multiculturalism are interwoven and connected; we need to embrace the connections and adapt to meet the challenges involved.

More information on our operating environment can be found within each outcome of the Performance Framework section of this Plan.

OUR COOPERATION AND PARTNERS

To give effect to this Plan, the department recognises the importance of partnering with community, industry, diverse stakeholders across government, academia and our international partners. In adapting to the changing operating environment, we will continue to deepen our community engagement and expand our partnerships beyond traditional law enforcement and security relationships. Following the MoG changes announced by Government on 12 May 2025, the department will strengthen its collaboration with its portfolio agencies – the AFP, ASIO, AUSTRAC, ACIC the AIC and the NEMA. In 2025–26, we will better engage education, health, social services and expand our relationship with industry. Hardwiring these relationships into all that we do will ensure our policies, programs and services reflect the diversity and aspirations of all Australians.

Collaboration, engagement and partnership are important parts of our role across policy program delivery and service delivery domains. Throughout 2025–26, we will seek to reduce consultation fatigue, ensuring that our communications and engagements are targeted, meaningful and support improved public awareness of our work. We will seek to ensure that new and existing regulation and changes to our service delivery approaches are aligned to the needs and expectations of those who engage with them.

In developing solutions to global challenges and opportunities, we will continue to learn from and share information with our international partners. We will focus our efforts on strengthening our existing, proactive and 2-way relationships with our Five Eyes partners (Canada, New Zealand, United Kingdom and the United States of America), European counterparts, Quad partners (India, Japan and the United States of America), Indonesia and the Pacific. These relationships support the delivery of the department’s strategic priorities, and position Australia as a partner of choice in bilateral cooperation and multilateral fora.

To support us in grappling effectively with intersecting whole-of-society domestic challenges, including reinforcing trust in government and social cohesion – the department will prioritise its engagement and relationships with state, territory and local governments and our collaboration with other Commonwealth departments. Collectively, we will ensure our policy, program and operational responses better utilise data and community sentiment.

ENABLING CAPABILITIES

During 2025–26, the department will actively focus on investment in, and strengthening of, our enabling capabilities. These capabilities drive delivery of our purpose, strategic priorities and core business activities.

Our Transformation Agenda

In 2024–25, the department launched its Transformation Agenda with a vision of fostering an environment where all staff can succeed through a culture of excellence, integrity, openness and collaboration. The principles that drive our Transformation Agenda are embedded across the department’s 2025–26 Corporate Plan and are focused on delivering priorities under three pillars of success: Exemplary Leadership, Game Changing Agenda, and Collaboration at our Core.

Over the past year, we have been progressing a number of actions under our Transformation Action Plan – our roadmap for reform and our formal response to the 2024 Australian Public Service Commission (APSC) Capability Review of Home Affairs (Capability Review). More than 30 projects are now complete. These include the introduction of new leadership training for Executive Level staff, the ongoing maturation of our risk management approaches and the further harnessing of innovation by surfacing and implementing game changing ideas across policy, program delivery, and compliance.

Throughout 2025–26, we will continue to progress our Transformation Agenda by shifting from foundational actions to embedding long-term cultural and capability uplift across the department and ABF through more strategic projects. The department will also ensure that the spirit and principles of our Transformation Agenda guide enhanced collaboration within and across our expanded Portfolio while continuing to respect the statutory and operational independence of each agency.

Workforce capability, planning, 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 ensuring a safe and respectful environment that values excellence, integrity, wellbeing, openness and collaboration.

Aligned to the recommendations from the Capability Review and in line with our Transformation Agenda, during 2025–26 the department will focus on delivering practicable initiatives to strengthen our workforce now and for the years to come.

Aligned to the *Home Affairs Inclusion, Diversity, and Equity Strategy 2024–2029* and the Inclusive Workforce Framework, we are committed to building an accessible and inclusive workplace culture where people from all backgrounds can thrive. The *Inclusion, Diversity, and Equity Strategy 2024–2029* identifies the department’s core areas of focus and underpins the priorities set out in our diversity action plans and are supported by our committed Diversity Champions.

The recent release of our Workforce Strategy marks a new phase in how we shape, develop and sustain the capabilities of our workforce to meet the evolving needs of our organisation and the nation. Throughout 2025–26 the Workforce Strategy will provide a structured approach to ensuring the department has the people, skills, capabilities, tools and environment needed to deliver on its purpose in an increasingly complex and dynamic environment.

Underpinning all of our workforce initiatives is a genuine commitment to health, safety and wellbeing. During 2025–26, the department will continue to take a people centred approach working with staff to uplift our safety culture including continuing our focus on minimising psychosocial risk across our varied work locations and operational settings.



Core activities

Continue implementation of the Australian Human Rights Commission recommendations that provide greater insights into specific drivers and risk factors impacting respectful workplace cultures.

Continue implementation of the Healthy Us Action Plan and the implementation of the Respectful Workplace Plans.

Implement the new Workforce Strategy, which is central to our future agility and resilience.

Finalise the department's Location of Work Strategy underpinned by an agile working method.

Continue to rollout the Executive Leadership Development Program to support the professional development pathway for those who seek to become a manager and a leader.

Continue to implement the refreshed Inclusion, Diversity, and Equity Strategy 2024–2029 to build an inclusive and diverse workforce through five key focus areas and embed a culture of inclusion.

Progress APS Reform activities, including the Strategic Commissioning Framework and Charter of Partnerships and Engagement.

Deliver on the CALD action plan consistent with the APS Employment Strategy – including addressing barriers around representation and career progression of our CALD staff.

Continue to implement and embed the improved employment 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.

Uplift staff and managers' capability through tailored disability, LGBTIQ+, CALD and First Nations cultural awareness training – including through the ongoing delivery of Five Plus Five programs – designed at creating a safe environment where staff can share their stories and experiences both positive and negative.

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.

Review and redevelop Affirmative Measures recruitment of First Nations people and people with disability to facilitate a more inclusive process.

Strategic commissioning framework

In 2025–26, the department will concentrate on converting roles currently filled with external labour hire contractors to APS staff. The department’s conversion target for 2025–26 is 40 FTE. The same target will be applied in 2026–27.

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 APSC and Home Affairs-led Capability Review, during 2025–26 the department will continue its focus on lifting financial management capability, budget discipline and management accountability. The department will also seek to develop strategies that support a sustainable fiscal outlook and ensure the continued delivery of our key priorities as set out within this Plan.



Core activities

Continue to 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, processes and frameworks, including those related to compliance.

Finalise and implement the 10 year capital investment plan in accordance with the APSC Capability Review findings and secure appropriate funding for an enduring capability.

Property, procurement and contract management

The department’s strategic and operational delivery is underpinned by enterprise property and procurement frameworks overseen by a dedicated Chief Procurement Officer. The frameworks are aligned to the *Public Governance, Performance and Accountability (PGPA) Act 2013*, the *Commonwealth Procurement Rules* and the *Government Procurement (Judicial Review) Act 2018*. In 2025–26, our approach will continue to ensure that procurement processes appropriately consider enterprise risks, sourcing and quality while delivering value for money.



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 and strategic planning, including management of current and future accommodation needs of departmental staff.

Leverage stronger governance arrangements to drive value-for-money procurement and maximise leveraging of whole-of-Government panel arrangements.

Provision of a robust assurance framework to ensure compliance and drive continuous improvement across the procurement and contract-management landscape.

Integrity

The department will seek to build on the success of its recent Integrity Culture Strategy, which promotes a positive integrity culture and aims to embed integrity as a foundational element of how all staff deliver. Throughout 2025–26, we will ensure that our people have the available tools, information, support and direction, coupled with the appropriate skills and knowledge to help them do what is right. The Integrity Culture Strategy aligns with the department’s broader Transformation Agenda, and will continue to be supported by robust integrity resources, internal communication channels and training platforms.



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, through positive communication methods.

Promote training, toolkits and resources available to all staff 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.

Infrastructure requirements / security

The department’s security activities provide a safe and secure physical environment for our staff, information and assets. Throughout 2025–26, the department will continue to foster a positive security culture and ensure our security posture aligns with the *Commonwealth Protective Security Policy Framework* and the department’s Agency Security Plan.



Core activities

Implement existing and new entity obligations under the Protective Security Policy Framework.

Develop and maintain a robust and positive security culture across the department through effective monitoring and promotion of security obligations, including the establishment of an Insider Threat program.

Manage protective security risks through a program of work to identify critical assets (people, information or resources) that need protecting and assess whether security controls are effective or need enhancing to protect these assets from potential sources of harm.

Actively assess and respond to security risks that could affect the department’s operations or the government.

Develop and maintain relevant security policies and procedures to accurately define, assess and monitor the department’s security risks, supported by communication and training activities to support our staff to meet their protective security obligations.

ICT and data

The department manages some of the nation's most critical ICT capabilities – including visa, trade and travel systems – which are vital to the nation's economic prosperity, productivity and the management of Australia's border and migration flows. Throughout 2025–26 the department will continue to focus on 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.

As part of the *Data and Digital Government Strategy*, the department has recently finalised its 10-year Digital Investment Plan, which outlines strategic shifts critical to the way we use, drive and leverage technology and data. Pending investment, it provides a plan to modernise our ICT and data assets, help protect against ever-increasing cyber threats, position technology and data to be more adaptive and will support the department in responding to the challenges in our operating environment.

In 2025–26, the department will also ensure that data continues to underpin policy, program and strategy development and that we are able to optimise use of resources with automation and deliver productivity gains and better customer services through adoption of artificial intelligence (AI) and emerging technologies. The department will continue to ensure our approach to the adoption, governance, and implementation of AI technologies is underpinned by the commitments made within our *AI Transparency Statement* and is aligned to the *Digital Transformation Agency's Policy for the Responsible Use of AI in Government*.



Core activities

Continue to implement and build on the Cyber Security Resilience Strategy, which protects the integrity of our digital services, the confidentiality of our sensitive information and the continued trust and confidence in the information we hold and the decisions we make.

Implement the department's Technology Investment Plan, which supports prioritisation, scheduling and governance of technology investments over the medium to long term.

Establish clear data governance frameworks and guidance and promote data governance standards to improve the collection, extraction and use of data across the department.

Leverage data and analytics, including with AI through the finalisation of an updated AI Strategy.

Governance

The department's governance framework supports the delivery of our purpose, outcomes and strategic priorities. The arrangements support the Accountable Authority in executing their duties under the PGPA Act and *Public Service Act 1999*. During 2025–26, the department will continue to ensure that its governance arrangements are fit for purpose, business-led and contribute to enhanced oversight of risk, underpinned by informed, transparent and accountable decision-making. As at 1 July 2023, our governance framework includes the following governance committees:



Senior Leadership Committee (SLC)

The SLC is the department and the ABF's primary strategic governance forum, focused on future-facing enterprise-wide issues and priorities. The SLC provides the department with strategic direction and also considers budget strategy and emerging risks.

Performance, Risk and Budget Committee (PRBC)

The PRBC's purpose is to support the SLC and the Audit and Risk Committee by monitoring and managing enterprise performance, risk and budget. It also provides oversight of the department's PGPA responsibilities.

People, Culture and Safety Committee (PCSC):

The PCSC's purpose is to provide oversight, advice and assurance on people management, culture, work health and safety, inclusion and workforce capability ensuring that potential challenges are identified and managed proactively.

High-Risk High-Value (HRHV) Oversight Committee

The HRHV Oversight Committee monitor the department and ABF's HRHV procurements and contracts, and makes determinations on the allocation of HRHV procurement activities across the department and the ABF.

Capability Strategic Investment Committee (CSIC)

The CSIC provides oversight on strategic capabilities, including the effective establishment, management and monitoring of portfolio investments.

Communication and public affairs

The department is committed to clear, timely and transparent communications – within our organisation, across government, and with the community. In 2025–26, we will continue to focus on strengthening our communications approach to support a culture of openness and collaboration. Enhancing how information flows will make it easier for stakeholders to access accurate and meaningful information about the department’s policies, programs, regulations and operations.



Core activities

- Support ministers, and the senior executive with proactive and reactive media content, operational and strategic media advice, communication products, and issues management.
- Continue to implement an internal and external communications approach that promotes the department’s purposes.
- Develop onshore Australian Government advertising campaigns to support government policies and promote education and awareness among community and industry.
- Support ministerial and departmental engagement relating to national security with strategic communication products and whole-of-Government communication crisis management.

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.

The department’s legal functions provide 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

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

Provide effective management of litigation.

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, meeting their needs, to support the lawful operations of the department.

Enterprise risk management

The department is committed to proactively engaging with risk to achieve our strategic priorities and foster a prosperous, secure and resilient Australia. We recognise that effective risk identification and management are integral to our success, enabling us to navigate a complex, dynamic and often high-risk operating environment. Our staff operate in diverse and challenging environments, requiring positive, proactive and ongoing engagement with risk.

Our approach is underpinned by a robust Risk Management Framework, aligned with the PGPA Act, *ISO 31000:2018* and the *Commonwealth Risk Management Policy* – empowering our staff to make risk-informed decisions. Through a dedicated Chief Risk Officer (CRO) and robust governance structures, we undertake analysis of our operating environment, including changes to the threats and hazards we face.

Dedicated risk teams provide policy oversight and guidance and champion a positive risk culture, while our business areas are responsible for managing their own specific and specialised risks. The department's Risk Management Policy articulates the responsibilities and obligations of all staff to manage and report risk. The risk teams support this by maintaining tools and guidance that underpin consistent and effective risk management across the department, and centrally monitor the department's inward-facing enterprise risks: Stakeholder Engagement, Integrity and Security, Planning and Alignment, Workforce and Organisational Compliance. Our framework ensures that both operational and specialist risks are identified, assessed and managed by those closest to them, with critical risk controls considered at an enterprise level.

We view risk not solely as a negative to be avoided but also as an opportunity. We understand that accepting some level of risk may be necessary to achieve operational and strategic objectives, foster innovation and enhance efficiencies. By having a risk appetite and tolerances that are commensurate with our operating environments, we foster positive risk management behaviours to harness opportunities while preventing or mitigating negative consequences.

The department continues to review and benchmark our risk management practices. In 2024–25 we undertook an in-depth review of our Risk Management Framework to identify opportunities to enhance our risk management maturity. In 2025–26, we will prioritise education and capability-building initiatives to promote an enhanced risk culture. By enhancing and simplifying communication and processes, we will ensure our framework is well understood, resonates with staff and managers, and that our critical controls and supporting policies remain fit for purpose.

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 managed by organisational controls.



Category 1: Workforce

Failure to support the safety and wellbeing of all workers, attract and retain staff with required capabilities and develop our people capabilities

Risk context

We operate across a range of complex, sensitive and dynamic environments that can impact the health, safety and wellbeing of our staff. 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. Preventing and minimising work-related illness and injury, and supporting those experiencing illness and injury is vital to our organisational success. A culture of safety and wellbeing embedded in decision-making processes and operational practices is central to attracting and retaining the workforce we need.

We need to anticipate, develop, acquire and manage the skills, expertise and capacity required to meet current and future operational and strategic demands. We must 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. Our workforce planning efforts must be focused on attracting and retaining the right staff to future proof our workforce needs. We must deliver effective learning and development opportunities and foster a positive and inclusive workplace culture aligned to our purpose and values.

Failure to support or effectively plan for the safety, wellbeing and capability needs of our diverse workforce can result in illness or injury, and impede strategic and operational success.

Risk mitigations / controls

Providing effective oversight and assurance of all people management, culture, workforce capability and work health and safety actions through the People, Culture and Safety Committee.

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

Implementing Census Action Plans to address gaps and foster staff engagement.

Attracting and retaining talent through effective and targeted recruitment activities and continued investment in formal and informal learning and development.

Supporting staff and families of staff through the Employee Assistance Program.

Uplifting the maturity of the department's WHS, including development of a new WHS Operating Model.

Implementing the Respectful Workplace Plan and the Respect@ABF Action Plan.



Category 2: Integrity and security

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

Risk context

Given the nature of our work, we face threat actors aiming to impede our success. To counter this, we have implemented strong protective security systems, processes, and culture to manage security risks. Strengthening our security capabilities and solutions ensures we continue to secure our people, information and assets.

Fraud and corruption can undermine our integrity culture. We are committed to preventing, detecting, and responding to these threats by ensuring a positive integrity culture is central to our work.

Our reliance on digital technologies for communication, collaboration, and delivery has created a complex network of connections and interdependencies. Inappropriate or unlawful conduct increasingly manifests through cyber-enabled channels. We will capitalise on emerging technologies to automate and broaden our operational capabilities. It is critical to ensure that our ICT systems, operational technologies and data are cyber secure, privacy focused, resilient and fit-for-purpose. We need to continue to leverage emerging technologies, while protecting our data and technology assets from malicious threats. Failure to detect and respond to such activities in a timely manner can lead to significant regulatory, reputational and operational consequences.

Failure to protect our people, information and assets from malicious threats may work to undermine our strong reputation, culture and values while limiting our operational effectiveness. Failure to strengthen our cyber resilience and invest in fit-for-purpose ICT systems may limit the ability to identify and respond to fraud.

Risk mitigations / controls

Implementing the Protective Security Policy framework directives to uplift Security governance, information security, technology security, personnel security, and physical security.

Strengthening the department's integrity culture by supporting regular discussion of integrity reform through departmental governance committees and ongoing implementation of the Integrity Culture Strategy.

Implementing refined employee suitability and integrity procedures to meet the changing operating environment.

Supporting effective prevention, detection and response to fraud and corruption.

Undertaking improvement activities for Essential Eight maturity uplift to protect and mitigate against cyber threats.



Category 3: Organisational compliance

Failure to comply with the law, policies, processes and procedures

Risk context

Compliance with policies and procedures ensures the lawful and appropriate discharge of powers. We need to maintain current, coherent and enforceable policies and robust business processes to ensure that we continue to perform our functions reliably and transparently to meet government and community expectations.

We are responsible for exercising powers and making decisions on behalf of the government and community in a timely manner and with confidence.

Failure to comply with our legislative obligations, accountabilities and internal policies may undermine public trust, expose us to legal challenges, and create operational inefficiencies or ineffectiveness.

Risk mitigations / controls

Promoting awareness of the importance of compliance and our legal obligations.

Training on legal obligations made available through the annual Legal Training Week and the new Legal Edge series of seminars for all staff.

Monitoring and reporting of external and internal scrutiny recommendations.

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

Effectively managing contracts to support delivery of efficient, effective and lawful outcomes.



Category 4: Stakeholder engagement

Failure to effectively engage with, build and maintain relationships with key stakeholders

Risk context

Open and ongoing engagement with internal and external stakeholders is critical to building our reputation as a trusted partner and ensuring that our decision-making and advice to government is evidence-based, and our regulatory and policy development approaches are fit for purpose. Failure to effectively engage with stakeholders can contribute to reduced cooperation and collaboration, slower responses to threats, and missed opportunities for innovation and improvement.

We need to value and invest in our internal relationships to ensure a coordinated engagement approach across government, industry, community, internationally and academia to enhance our effectiveness and success.

Failure to foster a culture of consultation and collaboration can limit our influence, access to information, how we leverage expertise, and our ability to work effectively with whole-of-government, community and industry.

Risk mitigations / controls

Implementing the Collaboration at our Core Transformation Action Plan pillar.

Enterprise governance committees support accountable and consistent enterprise level-decision-making against priorities.

Communicating effectively with stakeholders through consistent engagement strategies, clear points of contact, accountability and service standards.

Building a strong reputation for positive engagement through consistency as a reliable delivery partner and a trusted and effective source of data and intelligence.



Category 5: Planning and alignment

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

Risk context

Effective governance and planning enable us to identify current and future threats and opportunities accurately and align our resources accordingly. By ensuring that our resources, systems and capabilities – including technology and data – are integrated and forward-looking, we can deliver our priorities more efficiently and leverage opportunities. We must plan now to ensure more robust and resilient systems to meet future challenges. This includes designing and managing systems and frameworks that avoid complexity or duplication, planning for and maintaining critical equipment and physical infrastructure, and ensuring we make effective use of data, assets and intelligence. Data and technology must be fit for purpose to support data-driven decision-making.

Failure to undertake adequate planning and funding of capabilities will limit our ability to respond to threats and opportunities, and can cause misalignment between resourcing and our effectiveness in delivering government priorities.

Risk mitigations / controls

Uplifting policy capability across the department to ensure departmental efforts are aligned to the national priorities of government.

Delivering an annual business planning cycle including mandatory reporting and monitoring.

Taking a risk-informed and strategy-led approach to allocation of resources and strategic decision making.

Enterprise Governance Committees support effective and efficient business planning and delivery of our priorities.

Strategically managing our procurement activities to achieve value for money and support timely and enterprise-focused solutions.

Our regulatory maturity

As a regulator, the department plays a critical role in safeguarding and advancing Australia's national interests through the effective administration of complex laws across border security, migration, critical infrastructure, cyber, transport security, trade compliance and other regulatory systems. The Minister for Home Affairs' *Ministerial Statement of Expectations* and our *Regulator Statement of Intent* (pages 27–31 of the 2024–25 Home Affairs Corporate Plan) reinforce the Australian Government's regulatory agenda, in line with the Department of Finance's *Resource Management Guide – Regulator Performance* (RMG 128).

In 2025–26, the department will invest in our regulatory maturity to ensure our design and administration of regulation supports productivity, economic prosperity and where practicable reduces regulatory burden. We strive to harness the benefits of technological advancements while maintaining our dedicated focus on community safety and the integrity of our programs and policies.

We will continue to ensure our regulatory posture and approach aligns with the 3 principles of regulator best practice outlined in RMG 128:

- *Continuous improvement and building trust* – We are driving reforms that uplift capability, improve consistency, and ensure that our regulatory culture supports trust and confidence in the department's regulatory and enforcement responsibilities.
- *Risk-based and data-driven regulation* – We are investing in digital capability and analytics to ensure proportionate regulation, targeted interventions and evidence-based decision-making are at the core of our policies and programs.
- *Collaboration and engagement* – We are committed to transparent, timely and proactive engagement with the regulated communities, to foster shared responsibility for compliance and regulatory outcomes.

During 2025–26, the department will (through our dedicated Regulator Network) continue to focus on uplifting enterprise-wide regulatory capability and maturity, improve stewardship, and seek to embed a consistent and strategic regulatory posture. The department will also contribute to whole-of-Government outcomes through participation in the Regulatory Leadership Cohort. We aim to develop a shared understanding of best practice for regulatory staff across common functions, identify appropriate regulatory training and career development pathways for staff and enhancing performance monitoring and evaluation across regulatory programs (as reflected within the Performance Framework of this Plan).

By investing in our regulatory maturity, the department continues to ensure that the regulations we administer continue to protect Australia's interests, and promote national resilience and productivity.

OUR PERFORMANCE

The department remains committed to strengthening the quality of the performance information it collects and provides to the Australian Parliament and the broader community. We seek to make continuous improvements to our performance reporting processes to ensure we provide meaningful insight into both what we deliver and the impact that it has.

2025–29 Performance Framework

The 2025–29 Performance Framework (Performance Framework) sets out the department’s strategic priorities that support the delivery of our purpose and align to the outcome and program structure contained within the *Department of Home Affairs 2025–26 Portfolio Budget Statements*.

The Performance Framework includes the performance measures and targets that will be used to assess our performance, and 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 annually to ensure its currency, and to ensure that future recommendations from audit reports and other scrutiny activities 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 2025–26, the department’s performance against an individual target will be assessed based on the result achieved for the target compared to the benchmark result that is set for the target. The performance rating for each target will be reported as ‘met’, ‘substantially met’, or ‘not met’.

When expressed as a percentage of the benchmark for the target, a result of 97.5% or higher will be assessed as met, a result between 92.5% and lower than 97.5% will be assessed as substantially met, and a result lower than 92.5% will be assessed as not met.

The performance of each measure will be assessed by considering the contribution of the individual targets that comprise the measure. The performance rating for the measure will be reported as ‘met’, ‘substantially met’, or ‘not met’ by calculating the average variance of the targets from their benchmark levels. When the average variance is subtracted from 100% results of 97.5% or higher will be assessed as ‘met’, results between 92.5% and lower than 97.5% will be assessed as ‘substantially met’, and results lower than 92.5% will be assessed as ‘not met’.

Targets within a measure are equally weighted in terms of their contribution to the performance rating of the measure. An example is represented in the table below.

Table 1: Hypothetical example showing how performance measures are assessed

TARGET ASSESSMENT					MEASURE ASSESSMENT			
Target number	Target benchmark	Target result	Target performance (result against benchmark)	Target performance rating	Target contribution to measure (weighting)	Target variance (between target benchmark and result)	Measure result	Measure performance rating
1	80%	75%	93.75%	Substantially met	25%	–5%		
2	100%	100%	100%	Met	25%	0%		
3	95%	91%	95.79%	Substantially met	25%	–4%		
4	90%	90%	100%	Met	25%	0%		
Measure 1.1 overall					100%	–2.25%	97.75	Met

Cross activity performance measure

PERFORMANCE TARGET			2025–26 to 2028–29																					
1	80% of policy advice provided to government was assessed by stakeholders as being of high quality.																							
KEY DEFINITIONS			METHOD FOR CALCULATION																					
<p>Policy advice: Advice provided to Home Affairs portfolio ministers on topics including (but not limited to) the following:</p> <table><tr><th>OUTCOME 1</th><th>OUTCOME 2</th><th>OUTCOME 3</th></tr><tr><td>National resilience policy</td><td>Migration policy advice to Government, including planning for the permanent migration program</td><td>Advice on regulating prohibited imports (new or existing)</td></tr><tr><td>AI Security Policy</td><td>Protection Visa Policy</td><td>Advice to support whole-of-government negotiations of free trade agreements</td></tr><tr><td>Technology Security Policy</td><td>Humanitarian Visa Policy</td><td>Emerging policy/regulatory matters led by other departments, e.g. objectionable goods, sanctions and firearms</td></tr><tr><td>Hate Crime</td><td>Language Services Policy</td><td>Advice on customs duties</td></tr><tr><td>Law Enforcement Policy</td><td>Settlement Policy</td><td>Advice about obligations under the Customs Act for the importation and exportation of goods</td></tr><tr><td>Electronic Surveillance</td><td>Citizenship Policy</td><td></td></tr></table> <p>Stakeholders: Persons independent to the department who are provided with a randomised sample of policy advices.</p> <p>High quality: Stakeholders will be provided with criteria for informed, influential and impactful policy advice.</p>			OUTCOME 1	OUTCOME 2	OUTCOME 3	National resilience policy	Migration policy advice to Government, including planning for the permanent migration program	Advice on regulating prohibited imports (new or existing)	AI Security Policy	Protection Visa Policy	Advice to support whole-of-government negotiations of free trade agreements	Technology Security Policy	Humanitarian Visa Policy	Emerging policy/regulatory matters led by other departments, e.g. objectionable goods, sanctions and firearms	Hate Crime	Language Services Policy	Advice on customs duties	Law Enforcement Policy	Settlement Policy	Advice about obligations under the Customs Act for the importation and exportation of goods	Electronic Surveillance	Citizenship Policy		Number of policy advices assessed as positive by stakeholders, compared to the total number of policy advices assessed.
OUTCOME 1	OUTCOME 2	OUTCOME 3																						
National resilience policy	Migration policy advice to Government, including planning for the permanent migration program	Advice on regulating prohibited imports (new or existing)																						
AI Security Policy	Protection Visa Policy	Advice to support whole-of-government negotiations of free trade agreements																						
Technology Security Policy	Humanitarian Visa Policy	Emerging policy/regulatory matters led by other departments, e.g. objectionable goods, sanctions and firearms																						
Hate Crime	Language Services Policy	Advice on customs duties																						
Law Enforcement Policy	Settlement Policy	Advice about obligations under the Customs Act for the importation and exportation of goods																						
Electronic Surveillance	Citizenship Policy																							
RATIONALE																								
<p>This target is an <i>effectiveness</i> measure of the department’s policy advice to government, primarily through ministerial submissions and aligns to the department’s substantial policy responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 80% target has been identified as an appropriate benchmark in 2025–26 taking into account variances in time allocated to draft policy advice that may affect quality.</p> <p><i>This target updates Target 1 from the 2024–25 Corporate Plan: 80% of stakeholders who assessed policy advice provided to government were satisfied the advice was of high quality.</i></p>																								
DATA SOURCE																								
Responses to an annual stakeholder survey.																								

OUTCOME 1

1

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

Operating environment and regulatory landscape

Like our international partners, Australia faces threats from organised crime, terrorists, and foreign actors who seek to diminish the foundations of our democratic institutions through interference and espionage, malicious cyber actors and an information environment made increasingly fraught and unpredictable by technologies such as AI. These technologies, online influences and an increasingly connected and relied-upon digital world, are having an unprecedented effect on social cohesion.

As reliance on digital systems grows, so do Australia's cyber, infrastructure and digital security vulnerabilities. Increasing sophistication in technology demands stronger protections to combat the threat of large scale and high impact cyber attacks, which may simultaneously target essential services and critical infrastructure, including health care, supply chains and energy infrastructure. The increasing frequency and severity of natural hazards and geopolitical developments significantly 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 prevalence of fragile states, ungoverned spaces and international conflict will heighten the risks of terrorism and violent extremism globally. A growing number of Australians are being radicalised to violence, and radicalised to violence more quickly. More Australians are embracing a diverse range of extreme ideologies and a willingness to use violence to advance their cause. Australia must remain alert to the dynamics that contribute to violent extremism and terrorism within Australia and in our region. Effective prevention is our best defence. Violent extremism, the use of digital platforms to radicalise and stir unrest within diaspora communities and the prevalence of disenfranchised or socially-isolated youth continues to increase. This is a persistent global challenge. Issue-driven extremism and anti-government sentiment continues to endanger the safety of parliamentarians and senior office holders, highlighting the need for vigilance and robust protective measures.

Espionage and foreign interference present a constant risk to Australia as government, academia, media, industries, and communities are targeted through sophisticated and sustained efforts to undermine national security. The nature and scale of the threats are complex, and undermine Australian sovereignty, values and national interests.

Organised crime groups are becoming increasingly sophisticated, engaging with technologies to evade detection, expand their outreach across typically jurisdictional boundaries and target the most vulnerable in our communities. Our law enforcement policies, legislation and the operational activities of our partner agencies need to keep pace with these advancements to protect community safety and ensure that adversaries are unable to exploit our systems, infrastructure and resources.

Throughout this challenging landscape, the department continues to develop and implement national security policies, regulations and frameworks that proactively address emerging and existing security threats.

Regulating and overseeing critical infrastructure and systems of national significance, promoting public awareness through education and outreach and strengthening national resilience will best position the department to safeguard Australia's domestic and international interests in years to come.

Critical infrastructure protection

Priority

Support Australian industry and government in safeguarding critical infrastructure assets and coordinate the protection of our national critical infrastructure and systems of national significance in key sectors of the Australian economy, through background checking and regulatory, policy and industry engagement including education pathways.

Key Activity: Transport security

Measure: Capability building, engagement and regulatory activities support regulated entities to understand and comply with transport security obligations.	
PERFORMANCE TARGET 2025–26 to 2028–29	
2	75% of surveyed representatives of transport security stakeholder forums (who responded to the survey) 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	METHOD FOR CALCULATION
<p>Transport security stakeholder forums:</p> <ul style="list-style-type: none">• Air Cargo Security Industry Advisory Forum• Aviation Security Advisory Forum• Maritime Industry Security Consultative Forum• Regional Aviation Security Advisory Forum• Strategic Aviation Security Meeting. <p>Air Cargo Security Industry Advisory Forum: Comprises representatives from the air cargo industry including port authorities, cargo terminal operators and industry bodies.</p> <p>Aviation Security Advisory Forum: Made up of representatives from the designated airports and major Australian carriers.</p> <p>Maritime Industry Security Consultative Forum: Comprises representatives from the maritime industry, including port authorities and industry bodies.</p> <p>Regional Aviation Security Advisory Forum: Comprises all regional aviation stakeholders.</p> <p>Strategic Aviation Security Meeting: Made up of senior representatives from the designated airports and major Australian carriers.</p>	<p>Number of survey representatives who provided a positive survey response compared to the number of survey responses.</p> <p>All Strategic Aviation Security Meeting members and industry co-chairs of the four forums who held a co-chair position for at least six months during 2025–26 will receive an annual stakeholder survey.</p>

RATIONALE

This target is an *effectiveness* measure of the department's industry engagement in relation to transport security and aligns to the department's responsibilities in providing information to stakeholders to safeguard critical infrastructure assets that Australians rely on.

The 75% target was identified as an appropriate benchmark taking into account that not all stakeholders will agree with the outcomes of policy development settings.

This target is consistent with Target 2 from the 2024–25 Corporate Plan: 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.

DATA SOURCE

Responses to an annual stakeholder survey.

PERFORMANCE TARGET

2025–26 to 2028–29

3

75% of surveyed interlocutors participating in the Transport Security International Capability Building Program (who responded to the survey), 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: Transport security policy agencies and regulators, and airport operators in locations where the department delivers substantial capability 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.

Last Ports of Call: An airport from where an aircraft immediately departs 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 capability-building activities.

METHOD FOR CALCULATION

Number of surveyed interlocutors who provide a positive 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 capability-building program and aligns to the department's responsibilities in mitigating incoming national security risk to Australia through capability building.

The 75% target was identified as an appropriate benchmark for performance taking into account that the department does not have powers to compel a port in another country to introduce or adjust security measures and partner countries may be unwilling to put in place mitigation plans or measures to reduce security risks.

This target is consistent with Target 3 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 1.5: 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.

DATA SOURCE

Responses to an annual stakeholder survey.

PERFORMANCE TARGET		2025–26 to 2028–29
4	<p>100% of transport security non-compliance is corrected by industry or is the subject of follow-up regulatory inspection and/or enforcement action within:</p> <ul style="list-style-type: none"> • 30 calendar days if assessed as high risk non-compliance; and • 90 calendar days for all other non-compliance. 	
	<p>KEY DEFINITIONS</p> <p>Non-compliance: A breach of ATSA or MTOFSA identified by an Aviation Security Inspector or Maritime Security Inspector from 1 July 2025.</p> <p>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.</p> <p>Follow-up inspection: Regulatory assurance activities undertaken to assess:</p> <ul style="list-style-type: none"> • the compliance status of a regulated entity • the adequacy or performance of interim measures or corrective actions taken by a regulated entity in response to an identified security vulnerability or breach of the <i>Aviation Transport Security Act 2004 (ATSA)</i> or <i>Maritime Transport and Offshore Facilities Security Act 2003 (MTOFSA)</i>. <p>Inspections may be completed in-the-field or through desk based review of evidence.</p> <p>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.</p> <p>Assessed as high risk: A breach that if left unaddressed is assessed by an Aviation Security Inspector or Maritime Security Inspector as significantly increasing the likelihood or consequence of unlawful interference.</p> <p>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.</p>	<p>METHOD FOR CALCULATION</p> <p>Number of non-compliances actioned within agreed timeframes, compared to the total number of non-compliances.</p>

RATIONALE

This target is an *effectiveness* measure related to the department's transport security regulatory role as outlined in the Administrative Arrangement Order and reflects the criticality of protecting Australia's domestic and international aviation and maritime transport industries and recognises the department's obligation to enforce Commonwealth legislative requirements.

The 100% target has been identified as an appropriate benchmark in 2025–26 as it is consistent with the Cyber and Infrastructure Security Centre's Compliance and Enforcement Strategy.

The 30 and 90 calendar day timeframes takes into account the significant time it can take industry to investigate non-compliance, determine root causes, and implement systemic fixes or for the department to gather sufficient evidence upon which to exercise enforcement powers.

The supporting performance information for this target will include the number of entities returned to a state of compliance or who have had the renewal of their designation refused.

This target is consistent with Target 4 from the 2024–25 Corporate Plan: 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.

This target amends the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 1.1, which was: 100% of instances of non-compliance identified through the Transport Security National Compliance Plan are subject to compliance activity or enforcement action:

- for high-risk non-compliance – within 30 calendar days
- for other non-compliance – within 90 calendar days.

DATA SOURCE

Internal regulatory management system.

PERFORMANCE TARGET

2025–26 to 2028–29

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 are unable to be assessed within the statutory consideration period or the negotiated timeframe.

KEY DEFINITIONS

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

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.*

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

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

Statutory consideration period: Defined in the 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.

METHOD FOR CALCULATION

Number of applications finalised within the period compared to the total number of applications finalised within the reporting period.

RATIONALE

This target is an *effectiveness* measure related to the department's transport security regulatory role as outlined in the Administrative Arrangement Order and demonstrates how the department is delivering on its legislative obligations to consider applications within statutory consideration periods or negotiated timeframes.

The 95% target has been identified as an appropriate benchmark in 2025–26 taking into account delays in industry responses, which can impact finalisation timeframes. The responsiveness of industry is outside the department's control.

This target is consistent with Target 5 from the 2024–25 Corporate Plan: 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.

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 TARGET2025–26 to 2028–29	
6	75% of surveyed industry participants for the Critical Infrastructure Advisory Council (who responded to the survey) agree that the forum provides information to assist the broader Trusted Information Sharing Network to: <ul style="list-style-type: none">• better understand critical infrastructure security policy• meet their obligations under the Security of Critical Infrastructure Act 2018 (SOCI Act).
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>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.</p> <p>CIAC comprises:</p> <ul style="list-style-type: none">• TISN sector group chairs (industry representatives)• TISN secretariats• Australian Government, state and territory government representatives. <p>Trusted Information Sharing Network (TISN): TISN is industry's 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.</p>	<p>Number of surveyed industry participants who provide 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.</p>
RATIONALE	
<p>This target is an <i>effectiveness</i> measure of the department's industry engagement with critical infrastructure asset owners and aligns to the department's role in delivering the <i>Security of Critical Infrastructure Act 2018</i> (SOCI Act) and its critical infrastructure protection and coordination responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 75% target has been identified as an appropriate benchmark in 2025–26 taking into account that not all stakeholders will agree with the outcomes of policy development and settings.</p> <p><i>This target is consistent with Target 6 from the 2024–25 Corporate Plan: 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 (SOCI Act).</i></p>	
DATA SOURCE	
Responses to an annual stakeholder survey.	

PERFORMANCE TARGET

2025–26 to 2028–29

7

- The department administers *Security of Critical Infrastructure Act 2018* (SOCI Act) provisions which it has functional responsibility for in a timely manner:
- 100% of instances of identified non-compliance with obligations in the SOCI Act are subject to a compliance action within 90 calendar days
 - 100% of telecommunications sector notifications of change are responded to by the department within 22 business days.

KEY DEFINITIONS

Non-compliance: Instances of material failures by reporting entities for critical infrastructure assets to meet the requirements of the obligations in the SOCI Act when made aware of required corrective action.

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 range 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.

METHOD FOR CALCULATION

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

RATIONALE

This target is an *effectiveness* measure aligned to the department's role in reviewing and actioning incidents of potential non-compliance with SOCI Act obligations and its critical infrastructure protection and coordination responsibilities as outlined in the Administrative Arrangement Order.

The 100% target has been identified as an appropriate benchmark in 2025–26 as it is consistent with CISC's Compliance and Enforcement Strategy.

The 90 calendar day target to respond to non-compliance with obligations under the SOCI Act has been identified as an appropriate benchmark in 2025–26 taking into account the significant time it can take industry to investigate non-compliance, and devise and implement rectification plans, and for the department to gather sufficient evidence upon which to exercise enforcement powers.

The 22 business day target to respond to telecommunications sector notifications, has been identified as an appropriate benchmark in 2025–26 as it aligns to the legislative response times outlined in the SOCI Act.

This target updates the following targets from the 2024–25 Corporate Plan:

- Target 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
- Target 8: 100% of instances of identified non-compliance with obligations in the SOCI Act are subject to a compliance action within 90 days.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET

2025–26 to 2028–29

8

75% of AusCheck background checks are completed within:

- 20 business days for applicants with no disclosable court outcomes
- 40 business days for applicants with disclosable court outcomes.

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 (including the Naval Shipbuilding Identity Assurance Program), Major National Events, Global Entry Program 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 2025–26, 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

This target is an *effectiveness* measure of the department's success in timely service delivery to assist in mitigating personnel security risk and aligns to the department's role in delivering the *AusCheck Act 2007*.

The 20 and 40 business day and 75% target has been identified as an appropriate benchmark in 2025–26 taking into account variances that arise as a result of complex cases that require additional engagement across Government and allows for non disclosable court outcomes tthe required time to process the applications.

This target updates Target 9 and 10 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 1.2, which were:

- 75% of AusCheck background checks for applicants with no disclosable court outcomes are completed within 20 business days
- 75% of AusCheck background checks for applicants with disclosable court outcomes are completed within 40 business days.

DATA SOURCE

Internal databases.

Cooperation

Significant contributors



Communities

- National Intelligence Community



Advisory groups

- Critical Infrastructure Advisory Committee
- Resilience Expert Advisory Group



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

Support Australia in being a cyber-safe community and protect Australia’s economic prosperity and national interests by partnering with industry, governments and international allies to implement and maintain appropriate cyber security safeguards, protect critical technologies and promote safe cyber security practices for all Australians.

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 2025–26 to 2028–29	
9	<p>100% of department-led activities are on track for completion within their required timeframes for:</p> <ul style="list-style-type: none">• Horizon 1 of the <i>2023–2030 Australian Cyber Security Strategy Action Plan</i>• Delivery and release of the Horizon 2 implementation plan for the 2023–2030 Australian Cyber Security Strategy.
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Cyber Security Strategy 2023–2030 Horizon 1 Action Plan: The <i>2023–2030 Australian Cyber Security Action Plan</i> (the Action Plan) supplements the Strategy, and details the key initiatives that will commence over the next 2 years to put us on a path to achieving our vision.</p> <p>To implement the measures put forth in the Strategy, the Action Plan has been developed to detail the key initiatives that will commence across government over the next 2 years.</p> <p>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 cyber-citizens through deep partnerships across industry and government.</p> <p>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.</p> <p>Horizon 1 timeframe: End of calendar year 2023 to end of calendar year 2025.</p> <p>On track for completion: Complete milestones for each department-led activity scheduled for completion in 2025–26.</p>	<p>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.</p>

RATIONALE

This target is an *output* measure of the department’s progress in progressing initiatives that harden Australia’s cyber security resilience and protect vulnerable citizens and industry and aligns to the departments Cyber security policy and co-ordination responsibilities as outlined in the Administrative Arrangements Order.

The 100% target was identified as an appropriate benchmark in 2025–26 as Horizon 1 is due to be completed at the end of the 2025 calendar year.

This target updates Target 12 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 1.3, which was: 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.

DATA SOURCE

Internal databases.

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

PERFORMANCE TARGET

2025–26 to 2028–29

10

Complete 100% of scheduled activities required to deliver assurance of annual Protective Security Policy Framework (PSPF) compliance reporting.

KEY DEFINITIONS

Complete: The Government Security Committee endorses and the Protective Security Board notes, the PSPF entity self-assessment reporting data for 2024–25 and a forward work program for PSPF Assurance.

Scheduled activities: The analysis of PSPF entity self-assessment reporting data for 2024–25 and the establishment of a one-year pilot program for assurance of entity self-assessments.

Assurance Framework: A structured means of objective examination of evidence 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: The PSPF sets out Australian Government policy across six security domains and prescribes what Australian Government entities must do to protect their people, information and resources, both domestically and internationally.

METHOD FOR CALCULATION

Number of scheduled activities completed, compared to the number of scheduled activities for 2025–26.

RATIONALE

This target is an output measure demonstrating establishment of a PSPF assurance capability that will support continuous improvement in protective security practices across the Commonwealth and aligns to the department’s protective security policy and coordination responsibilities as outlined in the Administrative Arrangement Order.

The 100% target has been identified as an appropriate benchmark in 2025–26 noting there are minimal external factors that will affect completion of the actions to establish the PSPF assurance capability.

This target updates Target 14 from the 2024–25 Corporate Plan: 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.

DATA SOURCE

Internal databases.

Key Activity: Cyber security engagement and coordination

Measure: Effective delivery of exercises and consequence management coordination supports cyber security incident preparedness and response.	
PERFORMANCE TARGET2025–26 to 2028–29	
11	90% of surveyed participants (who responded to the survey) indicated that department-led cyber preparedness exercises provided meaningful preparedness insights.
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>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.</p> <p>Exercise: Cyber security consequence management exercises test whole-of-government coordination and consequence management activities in the event of a cyber security incident.</p> <p>Preparedness insights: Relates to the themes and issues explored throughout discussions during the delivery under the NOCS exercise program.</p>	Number of surveyed participants who provided a positive survey response, compared to the number of survey responses.
RATIONALE	
<p>This target is an <i>effectiveness</i> measure of the department’s delivery of cyber security consequence management exercises and aligns to the department’s cyber security policy and coordination responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 90% target has been identified as an appropriate benchmark in 2025–26 taking into account that participants will have a varied understanding of government or sectoral incident response arrangements affecting their assessment of the meaningfulness of insights.</p> <p><i>This target updates Target 17 from the 2024–25 Corporate Plan: 90% of surveyed participants in a cyber security consequence management exercise indicated the exercise supported preparedness to respond to a cyber security incident.</i></p>	
DATA SOURCE	
Responses to participant surveys provided after each exercise.	

PERFORMANCE TARGET		2025–26 to 2028–29
12	80% of stakeholders involved in Tier 2–3 cyber incidents (who responded to the survey) were satisfied that the department’s consequence management coordination effectively supported awareness and response.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>Stakeholders: Key stakeholders will be representatives of organisations which have a leading role in managing the coordinated response to an incident, such as those representing the entity primarily impacted by the incident. Key stakeholders may also be identified within organisations which perform a key role in the incident response or consequence management arrangements.</p> <p>Tier 2–3 cyber incidents: Tier 2–3 cyber incidents are defined by AUSCYBERPLAN.</p> <p>Consequence management coordination: Consequence management refers to activities focused on managing the impacts of the cyber incident, including cyber, digital and information consequences, as well as the broader consequences affecting the Australian community and/or Australian interests domestically and overseas (such as government or industry services).</p>		Number of surveyed stakeholders who provided a positive survey response, compared to the total number of survey responses received.
RATIONALE		
<p>This target is an <i>effectiveness</i> measure to demonstrate the department’s delivery of coordination and consequence management that support organisations affected by significant cyber security incidents and is aligned to the department’s cyber security policy and co-ordination responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 80% target has been identified as an appropriate benchmark in 2025–26 taking into account that some stakeholders may have limited awareness of cyber responsibilities.</p> <p><i>This target has been introduced from 2025–26.</i></p>		
DATA SOURCE		
Responses to stakeholder surveys.		

Cooperation

Significant contributors



Communities

- 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

Navigate the complex threat environment and safeguard the Australian community through the implementation of the new Australian Government Counter Terrorism and Violent Extremism Strategy and the delivery of government, state and territory counter-terrorism and counter violent extremism capability uplift programs.

Provide national coordination efforts in preventing and responding to terrorism incidents, and 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.

Key Activity: Counter terrorism

Measure: Counter terrorism capability programs and national coordination contributes to the management of terrorist threats.	
PERFORMANCE TARGET 2025–26 to 2028–29	
13	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.
RATIONALE	
<p>This target is an <i>effectiveness</i> measure of the department's ability to manage risks related to potential national security risks to protect community safety and aligns to the department's national security policy and operations responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 100% target has been identified as an appropriate benchmark in 2025–26 taking into account the total number of anticipated persons of interests and community safety risks.</p> <p><i>This target is consistent with Target 19 from the 2024–25 Corporate Plan: 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.</i></p>	
DATA SOURCE	
Internal (classified) database.	

PERFORMANCE TARGET		2025–26 to 2028–29
14	85% of surveyed participants in scheduled Australia-New Zealand Counter-Terrorism Committee (ANZCTC) training (who responded to the survey) indicated the training delivered was aligned to, and supported, the expected capability uplift.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>ANZCTC: A high-level body comprising representatives from the Australian Government, Australian state and territory governments, and the New Zealand Government. The objectives of the ANZCTC include contributing to the security of Australia and New Zealand through coordinating an effective nation-wide counter-terrorism capability and policy enhancement.</p> <p>Capability uplift: As recognised by each participant via a self-assessment survey response, enhancement and uplift of skills that provide effective prevention, disruption or response to terrorist threats and incidents.</p>		Number of surveyed participants who provided a positive survey response, compared to the number of survey responses.
RATIONALE		
<p>This target is an <i>effectiveness</i> measure to demonstrate that the department’s delivery of ANZCTC training supports capability uplift and aligns to the department’s National security policy and operations responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 85% target was identified as an appropriate benchmark for 2025–26 taking into account that some courses are pre-requisites for attending further courses, participants are nominated by jurisdictions and training is generally provided by jurisdictional experts, which may result in differences in delivery approaches.</p> <p>The supporting performance information for this target will include information on the broader capability outcomes.</p> <p><i>This target is consistent with Target 18 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 1.4: 85% of surveyed participants in scheduled ANZCTC training indicated the training delivered was aligned to, and supported, the expected capability uplift.</i></p>		
DATA SOURCE		
Responses to a survey provided at the end of each training.		

PERFORMANCE TARGET		2025–26 to 2028–29
15	85% of department-led activities under the ‘Safer Australia – Australia’s Counter Terrorism and Violent Extremism Strategy 2025’ are on track for completion within their required timeframes.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>Department-led activities: Deliverables which the department has accountability for implementing, noting other government agencies are responsible for deliverables within the Strategy.</p> <p>Safer Australia – Australia’s Counter Terrorism and Violent Extremism Strategy 2025: Safer Australia – Australia’s Counter Terrorism and Violent Extremism Strategy 2025 (the Strategy) outlines what the Australian Government is doing to safeguard Australians and Australian interests from terrorism and violent extremism.</p> <p>On track for completion: 2025–26 milestones are completed as planned.</p>		Number of department-led activities that are on-track for completion within their required timeframes, compared to the number of department-led activities under the Safer Australia – Australia’s Counter Terrorism and Violent Extremism Strategy 2025.
RATIONALE		
<p>This target is an output measure to demonstrate the department’s delivery of department’s progress in progressing initiatives that support Australia’s ability to respond to the evolving threats of terrorism and violent extremism and aligns to the department’s national security policy and operations responsibilities as outlined in the Administrative Arrangements Order.</p> <p>The 85% target was identified as an appropriate benchmark for 2025–26 taking into account the complexities involved with key operational components to be implemented by states and territories with bespoke funding agreements, under processes that align with their governance structures.</p> <p><i>This target has been introduced from 2025–26.</i></p>		
DATA SOURCE		
Internal databases and internal action plans.		

Key Activity: Counter violent extremism

Measure: Counter violent extremism through the delivery of training, capability and awareness programs.	
PERFORMANCE TARGET2025–26 to 2028–29	
16	85% of surveyed participants (who responded to the survey) are satisfied that the department’s counter violent extremism (CVE) training improved their CVE intervention capability and awareness.
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Violent extremism: A violent extremist is someone who believes their fringe ideological goals can only be achieved through the use of violence.</p> <p>CVE training: Training provided to CVE practitioners to support better identification of indicators of violent extremism and use of tools to assist assessments of the risk of individuals who display violent extremist indicators, and what kinds of interventions may be effective for particular individuals.</p> <p>Intervention capability: Programs and services that prevent or disengage an individual from becoming or remaining a violent extremist.</p>	Number of surveyed participants who provided a positive survey response, compared to the number of survey responses.
RATIONALE	
<p>This target is an <i>effectiveness</i> measure of the department’s delivery of CVE training to uplift practitioners’ capability to identify indicators of violent extremism and aligns to the department’s national security policy and operations responsibilities as outlined in the Administrative Arrangements Order.</p> <p>The 85% target has been identified as an appropriate benchmark in 2025–26 and takes into account the possibility that participants may have a greater level of understanding and capability relating to CVE intervention and identifying indicators of violent extremism prior to undertaking the training program.</p> <p><i>This target is consistent with Target 20 from the 2024–25 Corporate Plan: 85% of surveyed participants are satisfied that the department’s counter violent extremism (CVE) training improved their CVE intervention capability and awareness.</i></p>	
DATA SOURCE	
Responses to surveys.	

PERFORMANCE TARGET		2025–26 to 2028–29
17	75% of surveyed states and territories' counter violent extremism (CVE) coordinators (who responded to the survey) are satisfied with the guidance provided by the department to establish the new National Support and Intervention Program (NSIP).	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>CVE coordinator: The experienced representative within each organisation within a state or territory that delivers on the NSIP locally.</p> <p>NSIP: A new nationally coordinated, locally-delivered countering violent extremism program. The NSIP works to disengage people from violent extremism, by connecting them with support services. States and territories are responsible for delivering CVE services under the nationally coordinated NSIP.</p>		<p>Number of surveyed coordinators who provided a positive survey response, compared to the number of survey responses.</p> <p>All state and territory CVE coordinators who held a coordinator position for at least 6 months during 2025–26 will receive an annual stakeholder survey.</p>
RATIONALE		
<p>This target is an effectiveness measure of the department's guidance to support the effective establishment of a nationally coordinated intervention program and aligns to the department's national security policy and operations responsibilities as outlined in the Administrative Arrangements Order.</p> <p>The 75% target has been identified as an appropriate benchmark in 2025–26 taking into account that 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 to a nationally consistent program.</p> <p><i>This target updates Target 21 from the 2024–25 Corporate Plan: 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.</i></p>		
DATA SOURCE		
Responses to an annual stakeholder survey.		

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, and community and multicultural services departments

Counter foreign interference

Priority

Combat the threat of foreign interference and protect Australia’s national interests, through national leadership and policy advice. Continue to work with high-risk industries, sectors and diaspora communities to build awareness, education and capability to mitigate foreign interference risks.

Key Activity: Counter foreign interference

Measure: Counter foreign interference threats through capability and awareness activities and targeted initiatives.	
PERFORMANCE TARGET	2025–26 to 2028–29
18	80% of surveyed entities who have implemented the Counter Foreign Interference (CFI) eLearning module (who responded to the survey) indicate the training has uplifted their staff understanding of foreign interference risks.
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Surveyed entities: The survey will be issued to the training coordinator for each entity, which has implemented the CFI eLearning module. Entities include organisations from all levels of government, the education and research sector and industry.</p> <p>Implemented: Entities who have subscribed and implemented the CFI eLearning module content on the learning management system for staff accessibility.</p> <p>CFI eLearning module: Online learning available to government, education and research and industry sectors through a Sharable Content Reference Model.</p> <p>Foreign interference risks: Actions by foreign entities that are covert, clandestine, deceptive or corrupt that are contrary to the interest of Australia’s Sovereignty.</p>	Number of surveyed entities who provided a positive survey response, compared to the total number of survey responses.
RATIONALE	
<p>This target is an <i>effectiveness</i> measure to demonstrate the department’s delivery of support all levels of government, the education and research sector and industry to better understand, manage and prevent foreign interference risks and aligns to the department’s national security policy and operations responsibilities as outlined in the Administrative Arrangements Order.</p> <p>The 80% target has been identified as an appropriate benchmark in 2025–26 taking into account that, once the entity is subscribed, controls around the implementation, delivery and quality assurance of the module are outside the department’s control.</p> <p>The supporting performance information for this target will include information on entity uptake of eLearning and any shared user statistics.</p> <p><i>This target has been introduced from 2025–26.</i></p>	
DATA SOURCE	
Responses to stakeholder survey.	

PERFORMANCE TARGET		2025–26 to 2028–29
19	Launch the Counter Foreign Interference (CFI) Community Support Hub website, including a CFI web form, by 30 June 2026.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>CFI Community Support Hub: A public facing countering foreign interference support hub website, targeted at providing foreign interference information and support to diaspora communities.</p> <p>Web form: The web form will be a page on the CFI Community Support Hub website through which the community can contact the department with inquiries or to seek additional information, resources and support related to CFI concerns.</p>		The website is publically launched, with the web form, by 30 June 2026.
RATIONALE		
<p>This target is an <i>output</i> measure to demonstrate the department’s delivery of outreach and engagement with diaspora communities to support their awareness and understanding of foreign interference and aligns to the department’s national security policy and operations responsibilities as outlined in the Administrative Arrangements Order.</p> <p>The target was selected to represent the completion of a key aspect of the Community Support Hub, which will improve the quality of reporting of allegations to the National Security Hotline and support existing social cohesion and inclusion outcomes.</p> <p><i>This target has been introduced from 2025–26.</i></p>		
DATA SOURCE		
Community Support Hub website.		

PERFORMANCE TARGET		2025–26 to 2028–29
20	80% of surveyed university sector participants in Counter Foreign Interference (CFI) webinars (who responded to the survey) 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
<p>University sector participants: All universities involved in a range of work led by the department or by engaging with the CFI Coordination Centre Partnerships Officers.</p> <p>CFI Webinar series for University Practitioners: A webinar hosted by the department on contemporary foreign interference threats facing Australian university stakeholders.</p> <p>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.</p>		Number of surveyed participants who provided a positive survey response, compared to the number of survey responses.
RATIONALE		
<p>This target is an <i>effectiveness</i> measure of the department’s delivery of CFI outreach within the university sector to build awareness of foreign interference risk and mitigations and aligns to the department’s national security policy and operations responsibilities as outlined in the Administrative Arrangements Order.</p> <p>The 80% target has been identified as an appropriate benchmark in 2025–26 taking into account that some participants may have a mature understanding of foreign interference risks and mitigations prior to participating in the webinars.</p> <p><i>This target updates Target 23 from the 2024–25 Corporate Plan: 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.</i></p>		
DATA SOURCE		
Responses to a survey provided to participants at the end of the webinar.		

PERFORMANCE TARGET		2025–26 to 2028–29
21	80% of surveyed industry participants (who responded to the survey) identified that TechFIT improved organisational awareness of foreign interference risks.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>Industry participants: Industry representatives operating in critical technology fields.</p> <p>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, and sabotage by state and non-state actors. TechFIT will comprise industry participants and Australian Government representatives.</p>		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		
<p>This target is an <i>effectiveness</i> measure of the department’s delivery of industry engagement in relation to technology security and foreign interference risks. The target also contributes to the Cyber Security priority within the 2025–26 Performance Framework, as strengthened engagement with the technology sector will harden Australia’s cyber and technology security settings. The target aligns to the department’s substantial national security and cyber security policy and coordination responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 80% target has been identified as an appropriate benchmark in 2025–26 taking into account that some participants may have mature risk assessment and mitigation capabilities relating to foreign interference prior to engaging through TechFIT.</p> <p><i>This target is consistent with Target 25 from the 2024–25 Corporate Plan: 80% of surveyed industry participants identified that TechFIT improved organisational awareness of foreign interference risks.</i></p>		
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 ministers' departments in states and territories
- Office of National Intelligence

OUTCOME 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.

Operating Environment and Regulatory Landscape

Australia is home to the world's oldest continuous culture and is recognised as one of the most multicultural nations. More than half of Australia's population are either born overseas or has at least one parent overseas, with Australians from more than 300 ancestries. The department's immigration, citizenship, multicultural affairs, and humanitarian and settlement programs are fundamental to Australia's prosperity and unity. However, they continue to be challenged by global instability, domestic infrastructure and housing pressures, and rising public expectations.

Multicultural affairs and social cohesion challenges are complex and layered, and are more than ever impacted by an increasing number of interdependent influences. Social cohesion continues to decline with the ongoing effects of economic uncertainty, heightened financial stressors, geopolitical tension and intensifying global conflicts fragmenting communities. Compounded by discrimination, a lack of a sense of belonging or national pride and misinformation and disinformation result in disproportionate effects on diaspora communities.

Australia is facing growing economic and demographic challenges, where productivity growth and workforce participation remain stagnant, labour shortages persist and the ageing population grows. This has and will continue to result in an increased reliance on attracting skilled migrants to Australia, amid intense global competition. The integrity of Australia's migration system is continuously tested by malicious actors, including visa applicants and facilitators who target Australian systems in attempts to gain access to the benefits of the Australian way of life and certain pockets of our labour market. Public confidence in our migration system continues to be challenged by non-compliance, instances of worker exploitation and community safety concerns.

Australia's citizenship program continues to be impacted by multifaceted and competing challenges – particularly increasing demands for citizenship acquisition, service delivery expectations compounded with improved technologies, changes in global migration patterns, international mobility trends and public expectations as they relate to integration, shared values and equity.

Geopolitical conflicts, climate change and economic/political instability continue to displace populations at a scale and scope previously unseen, adding urgency and complexity to Australia's humanitarian and settlement responses. Durable solutions, including resettlement options for refugees, continue to be impacted by international relations and competing international interests. As Australia continues to see an influx of refugees from diverse countries of origin, additional pressure is put on our settlement programs, requiring the department to tailor them to the needs of those who settle in Australia to ensure they are able to participate fully in the nation's economic, democratic and social life.

The department will continue its focus on building international relationships that support global humanitarian outcomes, investing in and delivering enhancements to visa and citizenship processing, and it will work with community to improve social cohesion, integration and settlement outcomes. The department will seek to deepen its ties with community groups, particularly diaspora communities, industry, advocacy groups and key scrutiny bodies to deliver immigration and citizenship outcomes that are in line with national interests.

Migration and citizenship reform and delivery

Priority

Deliver migration and citizenship programs, policies and systems that align with national interests, optimise economic prosperity and contribute to community cohesion and support sustainable population planning to uplift the skills and capability of Australia’s community and workforce.

Key Activity: Migration and citizenship delivery

Measure: Delivery of the Migration and Citizenship Programs contributes to economic prosperity and aligns to national interests.	
PERFORMANCE TARGET2025–26 to 2028–29	
22	The Migration Program is delivered consistent with planning levels set by government.
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Migration Program: Refers to the Australian Government’s permanent Migration Program. The Program comprises of 3 streams of permanent visas: Skill, Family, and Special Eligibility. Each of these streams includes the following visa categories:</p> <ul style="list-style-type: none">• 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. <p>Delivered: The total number of permanent visas granted within the three streams: skilled, Family and Special Eligibility, to fulfil places for the migration program.</p> <p>Consistent: The Migration Program is delivered within an error margin of +/- 0.1% of the Migration Program planning levels.</p> <p>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.</p> <p>Set by government: The agreed number of places for each visa category, which are set each year (1 July – 30 June) through the government budget process.</p>	Number of Migration Program places delivered, compared to the planning level.

RATIONALE

This target is an *effectiveness* measure of the department's ability to deliver the 2025–26 Migration Program in line with clear objective and directions set by Government and aligns to the department's immigration and migration responsibilities as outlined in the Administrative Arrangement Order.

The target and associated error margin of +/- 0.1% has been identified as an appropriate benchmark in 2025–26 as it aligns with the expectations of Government.

This target is consistent with Target 27 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 2.1: The Migration Program is delivered consistent with planning levels set by government.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET

2025–26 to 2028–29

23

Median visa processing times across four of the six key demand driven programs improve or are maintained.

KEY DEFINITIONS

Demand-driven programs:

- Second Stage Skilled (Permanent)
 - Subclass 887, 888, 890, 891, 892 and 893
- Second Stage Partner
- Skilled (Temporary)
- Student
- Visitor
- Working Holiday Maker.

METHOD FOR CALCULATION

Median processing times across each of the identified 6 key demand-driven programs, compared to median processing times for these programs in 2024–25.

RATIONALE

This target is a *proxy* measure to demonstrate effectiveness of the department's visa processing of demand driven programs. Processing times for non demand-driven programs are influenced by factors beyond the department's control, such as application rates and Government decisions on caps and ceilings and are not reflected within this target. The target aligns to the department's immigration and migration responsibilities as outlined in the Administrative Arrangement Order.

The historical benchmark (processing times improve or are maintained) has been identified as an appropriate benchmark in 2025–26 taking into consideration the constant fluctuations in visa application volumes across all categories.

This target is consistent with Target 28 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 2.2: Median visa processing times across four of the six key demand driven programs improve or are maintained.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET		2025–26 to 2028–29
24	Average number of finalisations per Full Time Equivalent (FTE) visa processing officers increases or is maintained across both permanent and temporary visa caseloads.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>Finalisations: Visa applications that are granted, refused or withdrawn.</p> <p>FTE: Full time equivalent officers in visa delivery teams directly involved in visa processing.</p> <p>Permanent visa caseloads: Refers to the following visa categories: Family, Other Permanent, Skilled, Special Eligibility, Resident Return/Australian Declaratory Visa.</p> <p>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.</p>		Average number of finalisations per FTE across both permanent and temporary visa caseloads in 2025–26, compared to the average number of finalisations per FTE in 2024–25.
RATIONALE		
<p>This target is an <i>efficiency</i> measure for visa processing across both permanent and temporary visa caseloads, and assesses the rate of inputs to outputs (using FTE) and aligns to the department's immigration and migration responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The historical benchmark (finalisations per FTE increases or is maintained) has been identified as an appropriate benchmark in 2025–26 taking into account the maintenance of capability, systems and/or efficiencies and appropriate training, despite rising or falling demand.</p> <p><i>This target updates Target 29 from the 2024–25 Corporate Plan: Average number of finalisations per Full Time Equivalent (FTE) visa processing officers increases across both permanent and temporary visa caseloads.</i></p>		
DATA SOURCE		
Internal databases.		

25

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

KEY DEFINITIONS

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.

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

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.

Predetermined error rate benchmark: Control effectiveness threshold determined for each program, evaluated through a 3-level rating scale: controls are effective / controls are partially effective / controls are ineffective.

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 and demonstrates the department’s efforts to ensure visa and citizenship programs are delivered lawfully. The target aligns to the department’s citizenship responsibilities as outlined in the Administrative Arrangement Order.

The target has been identified as an appropriate benchmark in 2025–26 taking into account pre-determined error rate benchmarks that consider risk, opportunities, costs, volumes and resources.

The supporting performance information for this target will describe errors, and actions taken to address errors.

This target is consistent with Target 30 from the 2024–25 Corporate Plan: Error rates for visa and citizenship decisions subject to quality management activities do not exceed the pre-determined error rate benchmarks.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET

2025–26 to 2028–29

26

Reduce the on-hand citizenship caseload to 80,000

KEY DEFINITIONS

On-hand Caseload: Citizenship applications that were not finalised by 30 June 2026.

Citizenship Applications: All applications received including citizenship by conferral, citizenship by descent and evidence of citizenship.

Finalise: Finalisations (decision) are recorded when an application is Approved, Refused, determined to be Invalid, or Withdrawn.

METHOD FOR CALCULATION

The total number of on-hand citizenship applications by 30 June 2026 is less than or equal to 80,000.

RATIONALE

This target is an *output* to demonstrate delivery of the department's citizenship application processing and the department's commitment to processing the citizenship caseload within the financial year. The target aligns to the department's citizenship responsibilities as outlined in the Administrative Arrangement Order.

The 80,000 target has been identified as an appropriate benchmark in 2025–26 as it reflects the goal to finalise both on-hand and new citizenship applications. The performance benchmark involves an uplift in delivery of decisions to over 300,000 per annum, which pending application volume, will reduce the on-hand applications from 160,118 at 30 June 2025 to less than or equal to 80,000 as at 30 June 2026.

This target updates Target 31 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 2.5: 90% of citizenship by conferral applications are finalised within agreed target timeframes from lodgement to decision².

DATA SOURCE

Internal databases.

² Processing timeframes for conferral, descent and evidence caseloads are available on the department's website and updated monthly.

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
- Ministerial Advisory Council on Skilled Migration (MACSM)
- MACSM Expert Sub-Committee
- 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 (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 and humanitarian settlement support programs to enable migrants and refugees to participate and contribute socially, economically and politically within the Australian community.

Key Activity: Humanitarian Program

Measure: Delivery of Australia's Humanitarian Program reflects government priorities and Australia's international protection obligations.	
PERFORMANCE TARGET2025–26 to 2028–29	
27	The Humanitarian Program is delivered consistent with the planning levels and onshore/offshore composition ratio set by the government.
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Humanitarian Program: Refers to the government's permanent Humanitarian Program. The Program comprises of offshore Humanitarian visas and onshore Protection visas. The offshore and onshore composition includes the following visa categories:</p> <ul style="list-style-type: none">• Offshore: Refugee category (subclasses 200, 201, 203, 204) visas; Global Special Humanitarian (subclass 202) visas• Onshore: Protection (subclass 866) visas. <p>Planning levels: The agreed number of visas places that may be granted delivered under the Humanitarian Program categories as set by the Australian Government through the Australian Government's Budget process.</p> <p>Composition ratio set by government: The number of visas granted under the Humanitarian Program by the location of the applicant (either in Australia, or offshore).</p> <p>Consistent: The Humanitarian Program is delivered within an error margin of +/- 0.1% of the Humanitarian Program planning ceiling levels.</p>	<p>Number of Humanitarian Program places delivered and composition ratio, compared to the planning levels and composition ratio set by the government.</p>
RATIONALE	
<p>This target is an <i>effectiveness</i> measure of the department's ability to deliver the 2025–26 humanitarian program in line with humanitarian needs and the clear objective and directions set by Government. The target aligns to the department's humanitarian responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The target and associated error margin of +/- 0.1% has been identified as an appropriate benchmark in 2025–26 as it aligns with the expectations of Government.</p> <p><i>This target updates Target 32 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 2.3, which was: The Humanitarian Program is delivered within the planning ceiling and the onshore/offshore composition set by the government.</i></p>	
DATA SOURCE	
Internal databases.	

PERFORMANCE TARGET		2025–26 to 2028–29
28 Deliver at least 30,000 Protection (subclass 866) visa finalisations.		
KEY DEFINITIONS		METHOD FOR CALCULATION
Finalisation: Visa applications that are granted, refused or withdrawn.		Number of Protection visa applications finalised in 2025–26.
RATIONALE <p>This target (combined with Target 29) is an <i>effectiveness</i> measure of the department's processing of Protection visa applications to decrease the time non-meritorious applicants remain in Australia. The target aligns to the department's humanitarian responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The target has been identified as an appropriate benchmark in 2025–26 taking into account performance during 2024–25 and available protection visa processing resources.</p> <p><i>This target is consistent with Target 33 from the 2024–25 Corporate Plan: Deliver at least 30,000 Protection (subclass 866) visa finalisations during the 2024–25 program year.</i></p>		
DATA SOURCE <p>Internal databases</p>		

PERFORMANCE TARGET		2025–26 to 2028–29
29 At least 50% of refused Protection visa applications finalised under the real time processing model are finalised within 90 days from the date of application.		
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>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 Review Tribunal remits for the purposes of reporting on this target.</p> <p>Date of application: The date that the visa application was lodged. A tribunal remittal does not affect this date.</p>		Number of refused Protection visa applications finalised under the real time processing model within 90 days, compared to the number of refused Protection visa applications finalised under the real time processing model in 2025–26.
<p>RATIONALE</p> <p>This target (combined with Target 28) is an <i>effectiveness</i> measure of the department’s processing of Protection visa applications to decrease the time non-meritorious applicants remain in Australia. The target aligns to the department’s humanitarian responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 50% and the 90 day targets have been identified as appropriate benchmarks in 2025–26 taking into account variances in the complexity of cases, including access to settled country of origin information and required assessments to ensure decisions are both lawful and efficiently made.</p> <p><i>This target is consistent with Target 34 from the 2024–25 Corporate Plan: 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.</i></p>		
<p>DATA SOURCE</p> <p>Internal databases.</p>		

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 TARGET2025–26 to 2028–29	
30	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
<p>HSP: 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.</p> <p>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.</p> <p>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.</p>	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	
<p>This target is an <i>effectiveness</i> measure of the department’s delivery of settlement support service and assesses if these services are assisting new arrivals to build the skills and knowledge they need to become self-reliant and active members of the Australian community. The target aligns to the department’s humanitarian settlement responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 85% target has been identified as an appropriate benchmark in 2025–26 taking into account 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.</p> <p><i>This target is consistent with Target 35 from the 2024–25 Corporate Plan: 85% of humanitarian entrants exiting the Humanitarian Settlement Program (HSP) have the skills and knowledge to use services in Australia.</i></p>	
DATA SOURCE	
Internal databases.	

PERFORMANCE TARGET		2025–26 to 2028–29
31	80% of Settlement Engagement and Transition Support (SETS) clients assessed rated 3 or above (5-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
	<p>SETS: The program focuses on building independence, self-agency, self-efficacy and personal wellbeing.</p> <p>Clients assessed: Each program provider assesses 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.</p> <p>Individual goals: Measured by the most applicable of a client's changed behaviours, changed knowledge, changed skills, empowerment and engagement with relevant support services.</p>	<p>Number of clients assessed that rated 3 or above, compared to the number of clients assessed.</p>
RATIONALE <p>This target is an <i>effectiveness</i> measures the department's delivery of the SETS program and assesses the effectiveness of the program in equipping humanitarian entrants, other vulnerable migrants with the knowledge and tools to improve their social and economic participation. The target aligns to the department's humanitarian settlement responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 80% target has been identified as an appropriate benchmark in 2025–26 taking into account that not all clients will have the same needs, capacities and understanding of integration outcomes.</p> <p><i>This target is consistent with Target 36 from the 2024–25 Corporate Plan: 80% of Settlement Engagement and Transition Support (SETS) clients assessed rated 3 or above (5-point rating scale) as a measure of the achievement of a client's individual goals required to support their independence, participation and wellbeing.</i></p>		
DATA SOURCE <p>Data Exchange (DEX) information sourced through the Department of Social Services.</p>		

PERFORMANCE TARGET

2025–26 to 2028–29

32

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 from the service provider within 10 business days.

KEY DEFINITIONS

Assisted Passage: The Assisted Passage program supports the delivery of Australia's Offshore Humanitarian Program and provides health screening, travel and medical 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 immigration medical examinations – *Equal to or greater than 99.5%*
- KPI-02: Travel Timeliness – *Equal to or greater than 99.5%*
- KPI-03: Engagement of Medical and Non-Medical Escorts – *Equal to 100%*
- KPI-04: Offer and Encourage attendance at Departure Health Checks – *Equal to or greater than 99.5%*
- KPI-05: Achieving value for money – *Greater than 99.5%*

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 10 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.

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 target aligns to the department's humanitarian responsibilities as outlined in the Administrative Arrangement Order.

The 100% target has been identified as an appropriate benchmark in 2025–26 as it reflects the department's focus on maintaining service provider compliance with the Assisted Passage contract in order to meet the intended outcomes of the services.

The 10 business day target has been identified as an appropriate benchmark in 2025–26 taking into account the time it can take for the department to gather sufficient information to inform an appropriate remediation action plan request or to apply an abatement that would be non-contestable.

This target is consistent with Target 37 from the 2024–25 Corporate Plan: 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.

DATA SOURCE

Service provider reporting and internal databases.

PERFORMANCE TARGET

2025–26 to 2028–29

33

85% of enrolled students who responded to the annual Adult Migrant English Program (AMEP) client survey identified that they had improved across a minimum of 3 English language skills categories.

KEY DEFINITIONS

Enrolled students: A person that has completed all eligibility checks, enrolled such that initial assessments are complete and is eligible to undertake classes.

METHOD FOR CALCULATION

Number of enrolled students who provided a positive survey response, compared to the survey responses.

RATIONALE

The target (combined with Target 34) is an *effectiveness* measure of the delivery of the AMEP program and assesses the effectiveness of the program in building participants English language proficiency to improve their social and economic participation. The target aligns to the department's adult migrant education responsibilities as outlined in the Administrative Arrangement Order.

The 85% target has been identified as an appropriate benchmark in 2025–26 taking into account that not all clients will have the same needs, capacities and English proficiency prior to commencing the AMEP program. The target also considers survey results over the past 3 years of the satisfaction survey.

This target is consistent with Target 38 from the 2024–25 Corporate Plan: 85% of enrolled students who responded to the annual AMEP client survey identified that they had improved across a minimum of 3 English language skills categories.

DATA SOURCE

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

PERFORMANCE TARGET

2025–26 to 2028–29

34

85% of enrolled students who responded to the annual Adult Migrant English Program (AMEP) client survey identified that they learn English for their needs including work, study and community participation.

KEY DEFINITIONS

Enrolled students: A person that has completed all eligibility checks, enrolled such that initial assessments are complete and is eligible to undertake classes.

METHOD FOR CALCULATION

Number of enrolled students who provided a positive survey response, compared to the number of survey responses.

RATIONALE

The target (combined with Target 33) is an *effectiveness* measure of the delivery of the AMEP program and assesses the effectiveness of the program in ensuring that participants English language progression aligns to their specific needs, and/or reason for accessing the AMEP. The target aligns to the department's adult migrant education responsibilities as outlined in the Administrative Arrangement Order.

The 85% target has been identified as an appropriate benchmark in 2025–26 taking into account that not all clients will have the same needs, capacities and English proficiency prior to commencing the AMEP program.

This target is consistent with Target 39 from the 2024–25 Corporate Plan: 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.

DATA SOURCE

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

PERFORMANCE TARGET

2025–26 to 2028–29

35

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

KEY DEFINITIONS

Timely:

- 90% of phone calls are answered within 120 seconds
- 90% of all booking requests are assigned within one day.

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.

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

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.

METHOD FOR CALCULATION

This target comprises 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 by an operator within 120 seconds, compared to the total number of phone calls answered.
- d) Number of online booking requests assigned within 24 hours, 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 aligns to the department's ethnic and multicultural affairs responsibilities as outlined in the Administrative Arrangement Order.

The target has been identified as an appropriate benchmark in 2025–26 taking into account both historical data and current industry standards and factors outside of the department's control, including annual increases in service demand and the ongoing prevalence of less common languages where there are limited interpreter options and availability.

This target updates Target 40 from the 2024–25 Corporate Plan: TIS National (Translating and Interpreting Services) are provided in a timely and reliable manner.

The target benchmark for the timeliness of phone call answering has been increased to within 120 seconds (from within 60 seconds in 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
- 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
- Humanitarian Settlement Program Providers
- Multicultural Youth Advocacy Network Australia
- NAATI – interpreters, translators
- Refugee Health Network of Australia
- Scanlon Foundation
- Settlement Council of Australia
- Settlement grants providers, including Settlement Engagement and Transition Support 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. Support a commitment to equity, inclusion and shared values and create a sense of belonging in ethnically and culturally diverse communities.

Key Activity: Multicultural affairs engagement and grant delivery

Measure: Community engagement and multicultural grants programs support government in responding to community needs.	
PERFORMANCE TARGET2025–26 to 2028–29	
36100% of grant programs are delivered within budget and in a timely manner.	
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Grant programs: Programs directly administered, and financially delegated by the department.</p> <p>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.</p> <p>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 signed by the department and Community Grants Hub, and/or in project change requests.</p>	Number of grant programs delivered within budget and in a timely manner, compared to the number of grant programs scheduled for delivery in 2025–26.
RATIONALE	
<p>This target is an <i>output</i> measure of the department’s delivery of grants to support multicultural communities in Australia. The target aligns to the department’s multicultural affairs responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 100% target has been identified as an appropriate benchmark in 2025–26 as it is consistent with the requirements for Commonwealth Grant Programs, including the spending requirement defined in the <i>Commonwealth Grant Rules and Guidelines/Principles</i> and aligns to the expectations of the public and government that the department enacts the spending activities announced through Budget processes in a timely manner.</p> <p><i>This target is consistent with Target 41 from the 2024–25 Corporate Plan: 100% of grant programs are delivered within budget and in a timely manner.</i></p>	
DATA SOURCE	
Internal databases.	

PERFORMANCE TARGET		2025–26 to 2028–29
37	80% of surveyed community stakeholders (who responded to the survey) indicated that engagement with the Community Liaison Officer (CLO) Network has helped them feel supported and included in the Australian community.	
	KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Community stakeholders: Members of communities who speak to the department on behalf of their communities. These will 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.</p> <p>Community Liaison Officer (CLO) 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.</p>		Number of surveyed stakeholders who provided positive responses, compared to the number of survey responses.
RATIONALE <p>This target is an <i>effectiveness</i> measure of the department’s delivery of community engagement through the CLO network and supports positive outcomes for multicultural communities. The target aligns to the department’s multicultural affairs responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 80% target has been identified as an appropriate benchmark in 2025–26 taking into account that some stakeholders may not be able to distinguish between the CLO Network and policies or programs of the government and therefore express dissatisfaction about other matters through the survey.</p> <p><i>This target is consistent with Target 42 from the 2024–25 Corporate Plan: 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.</i></p>		
DATA SOURCE <p>Responses to an annual stakeholder survey.</p>		

Cooperation

Significant contributors



Advisory groups

- Australian Multicultural Council



Communities

- Culturally and linguistically diverse communities
- Peak bodies



Government

- | | |
|---|--|
| <ul style="list-style-type: none">• Attorney-General's department• Australian Bureau of Statistics• Australian Electoral Commission• Australian Federal Police• Australian Human Rights Commission• Australian Taxation Office• Department of Agriculture, Fisheries and Forestry• Department of Communities and Justice• Department of Education• Department of Employment and Workplace Relations• Department of Health | <ul style="list-style-type: none">• 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 |
|---|--|

Immigration compliance and integrity

Priority

Contribute to community safety and strengthen and protect the integrity of Australia’s visa and migration programs through the delivery of effective immigration compliance, visa cancellation and enforcement functions and maintain a safe, secure and sustainable onshore immigration detention network.

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 2025–26 to 2028–29	
<div><div>38</div><div>The median Bridging Visa E (BVE) application processing time is:<ul style="list-style-type: none">8 business days or less for all online applications10 business days or less for paper applications.</div></div>	
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Processing time: The time from valid lodgement 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.</p> <p>Online application: Applications submitted through ImmiAccount.</p> <p>Paper application: Applications submitted by sending the approved form to an immigration office or in person.</p> <p>National Allocation Model (NAM): NAM enables a Collective Case Management platform promoting a nationally consistent approach and centralised model to incorporate risk-based triaging and allocation of BVE applications.</p>	<p>This target comprises two components:</p> <ol style="list-style-type: none">Median application processing time for online applications processed in 2025–26.Median application processing time for paper applications processed in 2025–26.
RATIONALE	
<p>This target is an <i>effectiveness</i> measure of the department’s processing of BVE applications under the NAM to ensure that individuals are able to remain in Australia lawfully while making arrangements to leave. The target aligns to the department’s entry, stay and departure arrangements for non-citizens responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 8 and 10 business day targets have been identified as an appropriate benchmark in 2025–26 taking into account overall BVE lodgements finalised by officers during 2024–25, and the staff available to process applications using the supported Collective Case Management platform in 2025–26.</p> <p><i>This target updates Target 51 from the 2024–25 Corporate Plan: 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.</i></p>	
DATA SOURCE	
Internal databases.	

39

90% of submissions for ministerial intervention consideration are provided to Home Affairs Portfolio ministers within 20 business days of receiving all required information such as Medical results and Character checks.

KEY DEFINITIONS

Ministerial intervention: The *Migration Act 1958* provides portfolio Ministers with non-delegable and non-compellable public interest powers which allow them to make decisions regarding:

- The grant of visa to a person in immigration detention (s195A(2))
- A person residing in a specified place in the community in a residence determination, instead of held immigration detention (s197AB(1))
- Substitution of certain ART decisions (s351(1))
- Substitution of ART protection visa decisions (s501J(1)).

All required information: Documents such as onshore and offshore police checks and documentation related to the outcome of the medical examination and testing conducted by the contracted health service provider.

Medical results: Relates to provision of health checks from an individual subject of an ongoing Ministerial Intervention request to the department, or, the provision of health information by contracted health service providers for an individual in immigration detention subject of an ongoing Ministerial Intervention process.

Character checks: Relates to provision of character checks from an individual subject of an ongoing Ministerial Intervention request to the department.

METHOD FOR CALCULATION

Number of submissions provided to Home Affairs Portfolio Ministers within 20 business days of receiving all required information such as Medical results and Character checks, compared to the total number of submissions received.

RATIONALE

This target is an *effectiveness* measure to demonstrate the timeliness in progressing Ministerial Intervention requests to enhance community safety in line with the department's responsibilities under the Administrative Arrangement Order to manage the entry, stay and departure arrangements for non-citizens.

The 90% and 20 day target has been identified as an appropriate benchmark in 2025–26 taking into account a number of variables that can influence the timeliness of submissions being referred, including the complexity of individual cases and the gathering of appropriate information to inform decision making.

This target has been introduced from 2025–26.

DATA SOURCE

Internal databases, Integrated Client Services Environment, and Parliamentary Document Management System.

PERFORMANCE TARGET		2025–26 to 2028–29
<div>40</div> <div>The department delivers at least 32,000 character and cancellation considerations.</div>		
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>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 include visa cancellations, revocations and s501 refusals.</p>		<p>Number of character and cancellation considerations delivered in 2025–26.</p>
RATIONALE		
<p>This target is an <i>effectiveness</i> measure of the department’s processing of character and cancellation considerations applications to enhance community safety and maintain the integrity of the migration program and protection of the Australian community. The target aligns to the department’s responsibilities under the Administrative Arrangement Order to manage the entry, stay and departure arrangements for non-citizens. The target does not report on voluntary cancellations.</p> <p>The target of 32,000 target has been identified as an appropriate benchmark in 2025–26 taking into account historical data and performance results in 2024–25 and current policy settings against existing resourcing and processing tools.</p> <p>The supporting performance information for this target will include information regarding the outcomes of character and cancellation considerations.</p> <p><i>This target updates Target 52 from the 2024–25 Corporate Plan: The department delivers at least 28,400 character and cancellation considerations.</i></p>		
DATA SOURCE		
Internal databases.		

Key Activity: Immigration compliance operations

Measure: Immigration compliance advice and referrals contributes to community safety.	
PERFORMANCE TARGET2025–26 to 2028–29	
41	80% of initial BVR grant cases are reviewed by the Community Protection Board (the Board) within 90 business days of being referred.
42	90% of Chair-endorsed Community Protection Board individual recommendations are provided to the Bridging (Removal Pending) visa delegate for their consideration within 7 business days where a change in conditions has been suggested.
KEY DEFINITIONS	
METHOD FOR CALCULATION	
<p>BVR: Bridging (Removal Pending) (subclass 070) visa granted to a non-citizen who cannot be removed in the foreseeable future and therefore meets the NZYQ test.</p> <p>Initial BVR Case: The first Bridging Visa R (Removal Pending) that is granted to a non-citizen who cannot be removed in the foreseeable future and therefore meets the NZYQ test.</p> <p>Reviewed: Refers to the Board reviewing what level of risk a BVR holder may pose to the Australian community and whether it is reasonably necessary to recommend imposition of a discretionary visa condition, in accordance with the Bridging (Removal Pending) Visa regulations. The outcome of the Board’s review and its recommendations on individual cases are recorded.</p> <p>Referred: A referral of a case is defined as a Bridging Visa R (Removal Pending), which is initially granted to an individual non-citizen who meets the NZYQ test.</p> <p>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.</p> <p>Bridging (Removal Pending) visa delegate: This refers to the holder of a position authorised by the Minister to make Bridging (Removal Pending) visa decisions.</p> <p>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.</p>	
<p>Target 41</p> <p>Number of initial BVR cases that are reviewed within 90 business days, compared to the number of reviewed cases in 2025–26.</p> <p>Target 42</p> <p>Number of individual recommendations provided to a Bridging (Removal Pending) visa delegate within 7 business days, compared to the number of individual recommendations provided in 2025–26.</p>	

RATIONALE

These targets are *effectiveness* measures demonstrating the timelines of the department's facilitation of information and recommendations that impact the management of non-citizens who may pose risks to the safety and security of the Australian community. The target aligns to the department's responsibilities under the Administrative Arrangement Order to manage the entry, stay and departure arrangements for non-citizens.

The 80%, 90% and 90 and 7 business day targets has been identified as an appropriate benchmark in 2025–26 taking into account the complexity and size of the Community Protection Boards recommendations and subsequent submission to a Bridging (Removal Pending) visa delegate and to ensure that decision to impose changed conditions uphold legal challenges.

These targets update the following targets from the 2024–25 Corporate Plan:

- *Target 53: 100% of cases referred to the Community Protection Board (the Board) are scheduled for the Board's consideration within 90 days.*
- *Target 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.*

DATA SOURCE

Internal databases.

PERFORMANCE TARGET

2025–26 to 2028–29

43

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

Report of Crime: Formal referral document containing information on an alleged breach of a BVR condition.

Operation AEGIS: ABF-led operation, supported by the Australian Federal Police (AFP), to manage compliance of the NZYQ-BVR cohort.

Accepted: Written confirmation of acceptance.

Partner agency: Generally the AFP but potentially another law enforcement agency.

METHOD FOR CALCULATION

Number of referred reports of crime accepted, compared to the number of referred reports of crime in 2025–26.

RATIONALE

This target is an *effectiveness* measure of Operation AEGIS activities that support an enforcement response or investigations by a partner agency and aligns to the department's responsibilities under the Administrative Arrangement Order to manage the entry, stay and departure arrangements for non-citizens.

The 95% target has been identified as an appropriate benchmark in 2025–26 taking into account the individual authorities of partner agencies that may influence decisions to undertake further investigations.

The supporting performance information will include information on the results of Operation AEGIS activities following criminal investigation by the police.

This target is consistent with Target 55 from the 2024–25 Corporate Plan: 95% of Reports of Crime referred by the department through Operation AEGIS are accepted for further investigation or action by a partner agency.

DATA SOURCE

Internal databases.

Key Activity: Onshore detention

Measure: Effectively maintain a safe, secure and sustainable immigration detention network.	
PERFORMANCE TARGET2025–26 to 2028–29	
44	The number of critical incidents per 1000 detainees in the immigration detention network remains comparable or decreases.
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Critical incidents: All critical incidents as per Incident Reporting Guidelines,² including:</p> <ul style="list-style-type: none">• 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. <p>Immigration detention network: Immigration detention facilities (including immigration detention centres and alternative places of detention).</p> <p>Comparable: Comparable to the number of critical incidents per 1000 detainees in the immigration detention network (IDN) in 2024–25.</p>	<p>Number of critical incidents per 1000 detainees in 2025–26, compared to the number of critical incidents per 1000 detainees in 2024–25.</p>
RATIONALE	
<p>This target is an <i>effectiveness</i> measure of the department’s activities to ensure the safety and security of immigration detention facilities and aligns to the department’s responsibilities under the Administrative Arrangement Order to manage the entry, stay and departure arrangements for non-citizens.</p> <p>The historical target (comparable or decrease) has been identified as an appropriate benchmark in 2025–26 taking into account the constantly changing nature of the IDN cohort and incident trends. The benchmark will be reviewed in 2026–27, following implementation of new incident management arrangements under current service provider contracts.</p> <p><i>This target is consistent with Target 57 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 3.5: The number of critical incidents per 1000 detainees in the immigration detention network remains comparable or decreases.</i></p>	
DATA SOURCE	
Internal databases	

2 Incident Reporting guidelines as at 1 July 2025.

PERFORMANCE TARGET		2025–26 to 2028–29
45	Maintain capacity to appropriately accommodate 1000 detainees within immigration detention network facilities at all times.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>Capacity: All available funded places in immigration detention facilities.</p> <p>Appropriately accommodate: Accommodation that takes into account all relevant considerations as guided by operational policy, which may include:</p> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> – any other relevant circumstances pertaining to the detainee • the risk profile of the detainee • the risk profile of the immigration detention facility • available services and facilities at the immigration detention facility. <p>Immigration detention facilities: Immigration detention centres and alternative places of detention.</p>		Number of detainees appropriately accommodated in immigration detention facilities, calculated daily. ³
RATIONALE		
<p>This target is an <i>effectiveness</i> measure of the department's operational responsiveness to ensure the safety and security of detainees in the IDN and aligns to the department's responsibilities under the Administrative Arrangement Order to manage the entry, stay and departure arrangements for non-citizens.</p> <p>The 1000 target has been identified as an appropriate benchmark in 2025–26 taking into account the agreed funding capacity for accommodation of detainees by government while also being responsive, should operational requirements exceed 1000 detainees.</p> <p>The supporting performance information for this target will include how the department uses the national detention placement model to appropriately accommodate detainees within the IDN.</p> <p><i>This target amends Target 58 from the 2024–25 Corporate Plan: Maintain capacity to accommodate 1000 detainees in appropriate placements within immigration detention network facilities at all times.</i></p>		
DATA SOURCE		
Internal databases.		

3 Calculations are not undertaken on weekends, public holidays and on the first day of each month.

PERFORMANCE TARGET		2025–26 to 2028–29
46	90% of high risk detention-related recommendations identified through internal and external scrutiny are completed on or before 30 June 2026.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>High-risk: Recommendations that are assessed as high risk and agreed by the Chief Audit Executive.</p> <p>Detention-related recommendations: Recommendations accepted by the department.</p> <p>Internal scrutiny: Line 3 Assurance activities undertaken by the department or its service providers, as defined in the department's assurance framework.</p> <p>External scrutiny: Activities undertaken by external scrutiny bodies such as the Commonwealth Ombudsman, Australian Human Rights Commission or coroner's courts.</p> <p>Completed: The Chief Audit Executive has approved closure, following an independent assessment of closure evidence by the department's internal audit function.</p>		Number of recommendations completed, compared to the number of recommendations due for completion on or before 30 June 2026.
RATIONALE		
<p>This target is an <i>effectiveness</i> measure of the department's response to recommendations which enhance safety and security within the immigration detention network (IDN) and aligns to the department's responsibilities under the Administrative Arrangement Order to manage the entry, stay and departure arrangements for non-citizens.</p> <p>The 90% target has been identified as an appropriate benchmark in 2025–26 taking into account the complexities of some recommendations, funding requirements and the necessary time required to action high-risk recommendations with the service provider.</p> <p>The supporting performance information for this target will include information on the average length of time recommendations remain opened and, work being conducted regarding the sustainability of implementations.</p> <p><i>This target updates Target 59 from the 2024–25 Corporate Plan: 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.</i></p>		
DATA SOURCE		
Internal databases		

Key Activity: Visa and migration systems integrity

Measure: Regulation of Registered Migration Agents and implementation of migrant worker exploitation reforms supports the integrity of the visa and migration system	
PERFORMANCE TARGET2025–26 to 2028–29	
47	The median time taken to finalise Registered Migration Agent (RMA) investigations that result in regulatory outcomes was less than 210 days.
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Median time: The median time taken to finalise an investigation, counting from the date an investigation is commenced to the date that it is finalised.</p> <p>Commenced: An investigation is taken to have commenced when it is allocated to an Office of the Migration Agents Registration Authority (OMARA) Investigations Officer.</p> <p>Finalised: A finalised investigation 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.</p> <p>Investigation: Where allegations raised regarding the conduct of a RMA or former RMA proceed to investigation, following a triage and assessment process. An investigation may involve more than one allegation, referral or complaint.</p> <p>Regulatory outcomes for investigations:</p> <ul style="list-style-type: none">• sanction/disciplinary decisions• issuing a suspected breach notice• conduct addressed directly with the agent; and• a finding of ‘no breach’ of the OMARA Code of Conduct.	<p>The median times taken to finalise investigations that result in regulatory outcomes, compared to the benchmark of 210 days.</p>
RATIONALE	
<p>This target is an <i>effectiveness</i> measure of the department’s role as a regulator, demonstrating performance against the core functions under s316 of the <i>Migration Act 1958</i> and aligns to the department’s immigration and migration responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 210 day target has been identified as an appropriate benchmark in 2025–26 taking into account legislative procedural fairness processes and requests from RMAs for extensions of time to meet information requirements, which can impact overall processing times.</p> <p>The supporting performance information for this target will include information on the department’s complaints investigations strategy and efforts.</p> <p><i>This target updates the following targets from the 2024–25 Corporate Plan:</i></p> <ul style="list-style-type: none">• Target 46: 50% of all investigations (commenced after 1 July 2024) will be finalised within 180 days• Target 47: Reduce the legacy caseload of investigations into Registered Migration Agents by 50%• Target 48: 75% of all early resolution matters will be finalised in 90 days.	
DATA SOURCE	
Internal regulatory management systems.	

PERFORMANCE TARGET		2025–26 to 2028–29
48	75% of all initial and repeat applications to become a Registered Migration Agent (RMA) are assessed within eight weeks of lodgement.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>Applications: Applications to become (initial application) or continue (repeat application) to be an RMA submitted prior to eight weeks before the end of the reporting period.</p> <p>Initial application: The applicant has not previously been registered at sometime within the period of three years before making the application.</p> <p>Repeat application: The applicant has previously been registered at sometime within the period of three years before making the application.</p> <p>Assessed: An application status of ‘approved’, ‘refused’ or ‘withdrawn’.</p> <p>Lodgement: The date that the applicant has paid for and submitted the application for registration through the Agent Portal.</p>		<p>Number of initial and repeat applications assessed within eight weeks, compared to the number of initial and repeat applications lodged.</p> <p>This target will only report on applications received after 1 July 2025.</p>
RATIONALE		
<p>This target is an <i>effectiveness</i> measure of the department’s role as a regulator, demonstrating performance against one of its key functions under s316 of the <i>Migration Act 1958</i> and aligns to the department’s immigration and migration responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 75% target has been identified as an appropriate benchmark in 2025–26 taking into account procedural fairness processes which can impact overall processing times.</p> <p><i>This target updates Target 49 from the 2024–25 Corporate Plan: 95% of all initial and repeat applications to become a Registered Migration Agent are assessed within eight weeks of lodgement.</i></p>		
DATA SOURCE		
Internal regulatory management systems.		

Key Activity: Regional processing

Measures: International capability and engagement activities and contract management supports offshore regional processing.	
PERFORMANCE TARGET	2025–26 to 2028–29
49	100% of Quality Failures identified through monthly performance management reporting for Nauru facility and health contracts are subject to an abatement within two months, and have Action Plans implemented by the service provider within agreed timeframes.
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Quality Failure: A failure by the Service Provider to satisfy or comply with an applicable KPI in accordance with, and to the standard specified in, the Performance Management Framework.</p> <p>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.</p> <p>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.</p> <p>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, designed to prevent a Quality Failure from reoccurring.</p> <p>Implemented: An action plan is successfully implemented when a service provider has provided sufficient evidence to address the issues identified in the Quality Failure.</p> <p>Agreed timeframes: A specified period of time agreed by the department and the service provider.</p>	<p>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 2025–26.</p>
RATIONALE	
<p>This target is an <i>effectiveness</i> measure of the department's activities to support the Government of Nauru in delivering regional processing, through contract management activities and aligns to the department's responsibilities under the Administrative Arrangement Order to manage the entry, stay and departure arrangements for non-citizens.</p> <p>The 100% target was identified as an appropriate benchmark for 2025–26 as it is consistent with the compliance requirements of the service provider contracts and aligns to the expectations of the public and government for the department's accountability of public spending.</p> <p><i>This target updates Target 80 from the 2024–25 Corporate Plan: 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.</i></p>	
DATA SOURCE	
Service provider reporting and internal databases.	

PERFORMANCE TARGET		2025–26 to 2028–29
50	Deliver 100% of required monthly reporting and quality review activities required under Enduring Capability subsidiary arrangements with Nauru.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>Agreed delivery expectations: Refers to the Enduring Capability (EC) government priority, and as per the Memorandum of Understanding (MoU) between the Republic of Nauru and Australian Government.</p> <p>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.</p> <p>Memorandum of Understanding (MoU): A signed agreement between the Republic of Nauru and Australia which puts EC into effect.</p>		Number of planned capability uplift initiatives delivered in full, compared to the number of planned capability uplift initiatives scheduled for completion by 30 June 2026.
RATIONALE		
<p>This target is an <i>output</i> measure of the department’s delivery of assurance activities that support the establishment of an enduring offshore regional processing and aligns to the department’s responsibilities under the Administrative Arrangement Order to manage the entry, stay and departure arrangements for non-citizens.</p> <p>The 100% target has been identified as an appropriate benchmark in 2025–26 as it aligns to the Government’s expectations to deliver a fully effective and operational regional processing capability that is considered a strong deterrence measure as the third pillar of the Operation Sovereign Borders (OSB) construct.</p> <p><i>This target updates Target 81 from the 2024–25 Corporate Plan: Deliver 100% of planned capability uplift initiatives to support the Government of Nauru with regional processing operations in line with agreed delivery expectations.</i></p> <p><i>This target replaces the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 2.4, which was: Reduce the transitory person caseload.</i></p>		
DATA SOURCE		
Internal databases.		

PERFORMANCE TARGET		2025–26 to 2028–29
51	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 <i>Countering Irregular Migration Strategy</i> .		Number of planned activities delivered, compared to the number of planned activities for 2025–26.
RATIONALE		
<p>This target is an <i>output</i> measure of the department's progress towards shaping an enduring regional processing capability and efforts to strengthen regional partnerships with countries and multilateral groupings that help to deter irregular migration. This target aligns to the department's responsibilities under the Administrative Arrangement Order to manage the entry, stay and departure arrangements for non-citizens.</p> <p>The 70% has been identified as an appropriate benchmark in 2025–26 taking into account the geopolitical environment and complexity of relationships associated with irregular migration.</p> <p><i>This target is consistent with Target 82 from the 2024–25 Corporate Plan: Deliver 70% of planned activities to support countering irregular migration and strengthen Australia's regional processing enduring capability.</i></p>		
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
- Government of Nauru
- 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

Social cohesion

Priority

Strengthen social cohesion by fostering belonging and national pride, and enhancing trust in democratic institutions. Through inclusive policy, community engagement, grants and other programs that support economic prosperity, the department supports a cohesive, resilient, and harmonious Australia grounded in the shared values of democracy, freedom, equality, and individual responsibility.

The department recognises that our efforts across all Corporate Plan outcomes, contribute to social cohesion within the Australian community. Targets that have a direct impact on social cohesion are outlined below.



Outcome 1

Target 13 – 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.

Target 15 – 85% of department-led activities under the ‘Safer Australia – Australia’s Counter Terrorism and Violent Extremism Strategy 2025’ due for completion in 2025–26 are implemented within agreed timeframes.

Target 16 – 85% of surveyed participants (who responded to the survey) are satisfied that the department’s counter violent extremism (CVE) training improved their CVE intervention capability and awareness.

Target 17 – 75% of states and territories’ counter violent extremism (CVE) coordinators are satisfied with the guidance provided by the department to establish the new National Support and Intervention Program.

Target 18 – 80% of surveyed entities who have implemented the eLearning program (who responded to the survey) indicate the training has uplifted their staff understanding of foreign interference risks.

Target 20 – 80% of surveyed university sector participants in counter foreign interference table top exercises (who responded to the survey) are satisfied that the activity improved their understanding of foreign interference risks and would be useful to inform future mitigations.

Target 21 – 80% of surveyed industry participants (who responded to the survey) identified that TechFIT improved organisational awareness of foreign interference risks.

2

Outcome 2

Target 22 – The Migration Program is delivered consistent with planning levels set by government.

Target 27 – The Humanitarian Program is delivered consistent with planning levels within the planning ceiling and the onshore/offshore composition set by the government.

Target 29 – At least 50% of refused Protection visa applications finalised under the real time processing model are finalised in 90 days or less from the date of application.

Target 30 – 85% of humanitarian entrants exiting the Humanitarian Settlement Program (HSP) have the skills and knowledge to use services in Australia.

Target 31 – 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.

Target 33 – 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.

Target 34 – 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.

Target 36 – 100% of grant programs are delivered within budget and in a timely manner.

Target 37 – 80% of surveyed community stakeholders (who responded to the survey) indicated that engagement with the Community Liaison Officer (CLO) Network has helped them feel supported and included in the Australian community.

Target 39 – 90% of submissions for ministerial intervention consideration are provided to Home Affairs Portfolio Ministers and/or their offices within 20 business days of receiving all required information such as Medical results and Character checks.

Target 40 – The department delivers at least 32,000 character and cancellation considerations.

Target 43 – 95% of Reports of Crime referred by the department through Operation AEGIS are accepted for further investigation or action by a partner agency.

3

Outcome 3

Target 59 – Percentage of air traveller interventions that led to an enforcement result improves or remains consistent with the rolling average over three past financial years.

Target 66 – The ABF effectively supports the Joint Agency Taskforce Operation Sovereign Borders (JATF OSB) mission to deny an irregular maritime pathway to settlement in Australia.

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.

Operating Environment and Regulatory Landscape

Australia's border environment is dynamic and complex, a continuum that extends across pre-border, at border and post border environments. The border is critical to our national security and economic prosperity and requires a balance between strong border protection and the seamless facilitation of legitimate travel and trade.

Over the next 4 years, volumes of travel and trade will continue to grow, particularly as Western Sydney International Airport opens in 2026 and the department prepares for the 2032 Brisbane Olympics. A prosperous Australia relies on the effective facilitation of trade and travellers. Quickly and efficiently processing people and goods at the border is key to Australia's economic success.

Safeguarding the integrity of the Australian border requires effective customs compliance and enforcement activities across the border continuum. Our adversaries are becoming increasingly sophisticated, professional, and well resourced. They are employing advanced technologies, refining their tactics and demonstrating greater coordination and strategic planning. To counter these evolving threats the ABF will continue to invest in officer capability, tradecraft and safety. Having partnerships with international counterparts and industry is essential as we continue to focus on mitigating and managing risk offshore.

Australia's maritime domain is significant and covers approximately 10% of the Earth's surface and 34,000 kilometres of coastline. We undertake maritime surveillance, patrol and response operations to identify and disrupt civil maritime security threats early. We will continue to invest in our civil maritime security capability with a strong focus on disrupting people-smuggling ventures and illegal foreign fishing, particularly in Australia's north across the Kimberley Marine Park.

Rapid and continual changes in intelligence, technology and data affect how we deliver our policies and border services to improve the seamless facilitation of legitimate trade and maintain the integrity of Australia's border. Operating early in the border continuum, in partnership with industry and international border agencies is essential to mitigating border threats and risks.

The department will continue to focus and respond to government priorities and we will adapt and pivot as we tackle new and emerging threats. We remain committed to safeguarding our nation's security, facilitating legitimate travel and trade, and protecting the Australian community, while fostering an organisational culture of integrity, respect, professionalism, accountability, collaboration and continuous improvement.

Border management

Priority

Maintain the integrity and security of Australia’s border, migration and visa programs, and minimise harm to the Australian community through targeted operations to elicit voluntary compliance and to deter, detect and respond to the movement of illegitimate goods and people. Contribute to Australia’s economic prosperity through the facilitation of legitimate trade and travel, the collection of revenue and to and the administration of the *Customs Act 1901*.

Key Activity: Border Services

Measures: Delivery of facilitation and regulatory activities supports the movement of legitimate trade.	
PERFORMANCE TARGET	2025–26 to 2028–29
52	Clearance rates for air and sea cargo are maintained, compared to a rolling average of clearance rates over the past five financial years.
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>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.</p> <p>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.</p> <p>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.</p> <p>Air cargo: Items intended to be brought into Australia from a place outside Australia that are carried on board an aircraft.</p> <p>Clearance (sea 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 progressive discharge reports for sea cargo.</p> <ul style="list-style-type: none">• 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. <p>Sea cargo: Items intended to be brought into Australia from a place outside Australia that are carried on board a commercial sea-going vessel.</p>	<p>This target comprises of two components:</p> <ol style="list-style-type: none">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. <p>These figures are compared to the rolling average of clearance rates for both air and sea cargo over the past five financial years.</p>

RATIONALE

This target is an *effectiveness* measure that assesses the department's facilitation of legitimate trade to support the flow of goods across Australia's physical Border and aligns to the department's customs and border control responsibilities as outlined in the Administrative Arrangement Order. A proportion of the cleared cargo is automated and is therefore not subject to ABF officers physically clearing consignments.

The historical target (maintained, compared to a rolling five-year average) has been identified as an appropriate benchmark in 2025–26 taking into account seasonal fluctuations in cargo volumes and trends in consignment characteristics, driven by external factors. Comparison to a five-year rolling average takes into account both natural year-to-year variations and one-off events, such as COVID–19.

This target is consistent with Target 60 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 3.2: 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.

DATA SOURCE

Internal databases.

53

95% of Australian Trusted Traders (ATT) 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: 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, which 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, allowing for faster access to market.

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

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.

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 be successfully implemented within a defined timeframe.

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).

METHOD FOR CALCULATION

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 2025–26.

RATIONALE

This target is an *effectiveness* measure of the department's regulatory activities in ensuring Trusted Traders maintain a satisfactory level of international supply chain security and trade compliance and aligns to the department's customs and border control responsibilities as outlined in the Administrative Arrangement Order.

The 95% target has been identified as an appropriate benchmark in 2025–26 reflecting the importance of compliance and implementation of assurance activities for Trusted Traders in line with World Customs Organization standards and takes into account available compliance resources.

The supporting performance information for this target will include information on the number of non-compliant ATTs, and those who are not eligible for a Formal Improvement Plan.

This target updates the following targets from the 2024–25 Corporate Plan:

- Target 61: 100% of Australian Trusted Traders (ATTs) who fail a compliance activity have remediation action initiated within 30 days
- Target 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.

This target amends the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 3.1, which was: 100% of Australian Trusted Traders (ATTs) who fail a compliance activity have remediation action initiated within 30 days.

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 2025–26 to 2028–29

54 Average clearance time for all air travellers is maintained or improved, compared to a rolling average clearance time over two past financial years.

KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Clearance time: The time taken between commencement of processing of one traveller (or group) to the commencement of the processing of the next traveller through automated passport control (primary line module, kiosk, SmartGate or a departure gate).</p> <p>Processed: Border clearance through immigration formalities.</p> <p>All air travellers: All inbound and outbound passengers and crew processed through the border, regardless of country or nationality.</p> <p>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.</p>	<p>Average clearance time for travellers, compared to the average clearance time for travellers over the past two financial years.</p>

RATIONALE

This target is an *effectiveness* measure of the facilitation of travellers across the border including efforts to enhance the international passenger experience and aligns to the department’s border security and border control responsibilities as outlined in the Administrative Arrangement Order.

The historical target (maintained or improved, compared to a rolling two-year average) has been identified as an appropriate benchmark in 2025–26 taking into account the seasonal fluctuations in traveller volumes and trends in traveller characteristics. Comparison to a two-year rolling average takes into account both natural year-to-year variations and one-off events, such as COVID–19.

This target is consistent with Target 63 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 3.2: Average clearance time for all air travellers is maintained or improved, compared to a rolling average clearance time over two past financial years.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET		2025–26 to 2028–29
<div>55</div> <div>Percentage of eligible air travellers processed through the border using SmartGate technology remains consistent with the previous financial year.</div>		
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>All air travellers: All inbound and outbound passengers and crew processed through the border, regardless of country or nationality.</p> <p>Eligible air travellers: All travellers with passports compatible with SmartGate technology.</p> <p>Processed: Border clearance through immigration formalities.</p> <p>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.</p> <p>Using SmartGate technology: Using SmartGates for a fully automated clearance process, with no intervention or involvement by a primary officer or gate controller.</p>		<p>Percentage of eligible air travellers processed using SmartGates, compared to the percentage of eligible air travellers processed using SmartGates in 2024–25.</p>
RATIONALE		
<p>This target is an <i>effectiveness</i> measure 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. The target aligns to the department's border security and border control responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The historical target (remains consistent with the previous year) has been identified as an appropriate benchmark in 2025–26 as it takes into account the department's ongoing focus in increasing the size of the eligible cohort and the challenges posed by physical infrastructure limitations in airports.</p> <p><i>This target is consistent with Target 64 from the 2024–25 Corporate Plan: Percentage of eligible air travellers processed through the border using SmartGate technology remains consistent with the previous financial year.</i></p>		
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	
2025–26 to 2028–29	
56 Percentage of air and sea cargo examined by ABF officers that leads to an enforcement result remains consistent with previous financial year.	
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Cargo: Air cargo and sea cargo.</p> <p>Consignment (air cargo): Counted as Unit Load Devices (ULDs) which are items intended to be brought into Australia from a place outside Australia that are carried on board an aircraft.</p> <p>Consignment (sea cargo): One or more packages, intended to be brought into Australia from a place outside Australia that are carried on board a commercial sea going vessel.</p> <p>Examined: An ABF officer has opened the container or consignment or taken further physical intervention.</p> <p>Inspected: An article or consignment has been non-intrusively screened through ABF managed and owned X-ray equipment located at an ABF site.</p> <p>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.</p>	<p>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 2024–25.</p>
RATIONALE	
<p>This target is an <i>effectiveness</i> measure to demonstrate delivery of border services and assesses the effectiveness of the department in interdicting prohibited goods from harming the Australian community and aligns to the department's border security and border control responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The historical target (remains consistent with the previous year) has been identified as an appropriate benchmark in 2025–26 taking into account the seasonal fluctuations in cargo volumes and dynamic trends in criminal methodologies.</p> <p>The supporting performance information for this target will include information on successful seizure and/or enforcement results for illicit tobacco, vaping products and e–cigarettes.</p> <p><i>This target is consistent with Target 65 from the 2024–25 Corporate Plan: Percentage of air and sea cargo examined by ABF officers that leads to an enforcement result remains consistent with previous financial year.</i></p>	
DATA SOURCE	
Internal databases.	

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

PERFORMANCE TARGET 2025–26 to 2028–29

57 Maintain the number of sea cargo inspections and examinations and air cargo examinations nationally.

KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Cargo: Air cargo and sea cargo.</p> <p>Consignment (air cargo): Counted as Unit Load Devices (ULDs) which are items intended to be brought into Australia from a place outside Australia that are carried on board an aircraft.</p> <p>Consignment (sea cargo): One or more packages, intended to be brought into Australia from a place outside Australia that are carried on board a commercial sea going vessel.</p> <p>Examined: An ABF officer has opened the container or consignment or taken further physical intervention action to investigate.</p> <p>Inspected: An article or consignment has been non-intrusively screened through ABF managed and owned X-ray equipment located at an ABF site. 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.</p>	<p>This target comprises two components:</p> <p>a. Number of air cargo consignments examined.</p> <p>b. Number of sea cargo consignments inspected and examined.</p> <p>These figures are compared to the number of cargo consignments examined in 2024–25.</p>

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 and aligns to the department's border security and customs responsibilities as outlined in the Administrative Arrangement Order.

The historical target (maintain versus the previous year) has been identified as an appropriate benchmark in 2025–26 taking into account seasonal fluctuations in cargo volumes and trends in consignment characteristics.

This target is consistent with Target 66 from the 2024–25 Corporate Plan: Maintain the number of sea cargo inspections and examinations and air cargo examinations nationally.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET		2025–26 to 2028–29
58	The annual revenue leakage value of the Compliance Monitoring Program (CMP) sample is less than 5%.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>Revenue leakage: Difference between what was reported and what was paid to the government.</p> <p>Compliance Monitoring Program: The CMP comprises a random stratified sample of lines from Full Import Declarations (FIDs). The sample lines are randomly selected through use of profiles, specifically designed for the CMP, that operate within the Integrated Cargo System (ICS). This statistically valid sample provides a measure for estimating revenue leakage with a 95% confidence interval.</p> <p>CMP sample import value: Total value of revenue collected from 6000 import lines included in the CMP sample in the financial year.</p> <p>Total import value: Total value of revenue collected from imports in the financial year.</p>		Analysis of a sample of 6,000 import lines assessed through the CMP.
RATIONALE		
<p>This target is a <i>proxy</i> to demonstrate the effectiveness of the ABF's activities in detecting, deterring and disrupting attempted revenue evasion pre, at and post border and aligns to the department's border security and customs responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The less than 5% target has been identified as an appropriate benchmark in 2025–26 taking into account the materiality level for a system in which most importers are compliant.</p> <p>The supporting performance information for this target will include information on additional revenue leakage and compliance activities including those related to tobacco.</p> <p><i>This target updates Target 67 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 3.3, which was: The annual revenue leakage result is less than 5% of total import value.</i></p>		
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

2025–26 to 2028–29

59

Percentage of air traveller interventions that led to an enforcement result improves or remains consistent with the rolling average over past three 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 issued 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 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 and aligns to the department's border security and border control responsibilities as outlined in the Administrative Arrangement Order.

The historical target (improves or remains consistent, compared to a rolling three-year average) has been identified as an appropriate benchmark in 2025–26 taking into account the seasonal fluctuations in traveller volumes and dynamic trends in the methodologies of illegitimate travellers. Comparison to a three-year rolling average takes into account both natural year-to-year variations and one-off events, such as COVID–19.

The supporting performance information for this target will include information on successful seizure and/or enforcement results for illicit tobacco, vaping products and e–cigarettes.

This target is consistent with Target 68 from the 2024–25 Corporate Plan: Percentage of air traveller interventions that led to an enforcement result improves or remains consistent with the rolling average over three past financial years.

DATA SOURCE

Internal databases.

Key Activity: Border modernisation and regulatory advice

Measures: Delivery of program and reform activities supports trade and travel modernisation.	
PERFORMANCE TARGET2025–26 to 2028–29	
60	100% of key department-led milestones for design phases of the standalone facilities at Western Sydney Airport (WSA) scheduled are completed.
KEY DEFINITIONS	METHOD FOR CALCULATION
Key department-led milestones: As at 1 July 2025, these relate to the detailed design of the Joint Cargo Examination Facility.	Number of department-led milestones completed, compared to the number of department-led milestones scheduled for completion by 30 June 2026.
RATIONALE	
<p>This target is an <i>output</i> measure of the department’s contribution to the overall progression of the WSA precinct development and contributes to ensuring fit-for-purpose facilities to conduct border clearance and facilitation activities. The target aligns to the department’s border security and control and customs responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 100% target has been identified as an appropriate benchmark in 2025–26 as it aligns to government expectations and takes into account the WSA precinct development schedule.</p> <p><i>This target is consistent with Target 69 from the 2024–25 Corporate Plan: 100% of key department-led milestones for design phases of the standalone facilities at Western Sydney Airport scheduled are completed.</i></p>	
DATA SOURCE	
Internal databases.	

61

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

KEY DEFINITIONS

Completion of Department-led milestones: As at 1 July 2025, these include:

- Streamlining the Cargo Intervention Model (SCIM)
- Digital Trade Accelerator Projects (DTAP)
- Regulatory Reform projects covering
 - Border Controls
 - Fit and Proper Person
 - Border Intermediaries
 - Future Cargo Reporting Model.

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 2026.

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 target aligns to the department's border security and customs responsibilities as outlined in the Administrative Arrangement Order.

The 80% target has been identified as an appropriate benchmark in 2025–26 aligns to the agreed roadmap for delivery of the Simplified Trade System, and takes into account circumstances outside of the control of the department including the passage of legislation and commitments of trial and pilot participants.

This target is consistent with Target 70 from the 2024–25 Corporate Plan: 80% of department-led milestones to deliver reforms under the Simplified Trade System scheduled are completed in full.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET		2025–26 to 2028–29
62	90% of redline drawback claims are finalised within 30 days of receipt of all required information.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>Redline: Claims meeting a profile match requiring officer verification.</p> <p>Drawbacks: Duty drawbacks allow 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.</p> <p>Finalised: Once paid, a drawback claim is finalised upon a status of PAID in ICS.</p> <p>Required information: Sufficient evidence to substantiate a drawback claim, including evidence establishing that duty was paid on the imported goods.</p>		Number of redline drawback claims finalised on time, compared to the number of drawback claims received in 2025–26.
RATIONALE		
<p>This target is an <i>effectiveness</i> measure assessing the department's delivery of duty drawback processing in order to provide a seamless trade experience for legitimate industry and aligns to the department's customs responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 30 day target has been identified as an appropriate benchmark in 2025–26 as it aligns to the service standard (days) set through internal policy and is communicated to industry.</p> <p>The 90% target has been identified as an appropriate benchmark in 2025–26 taking into account complex claims that are high risk and high value, (for example alcohol and tobacco) that can present challenges in achieving a timely resolution.</p> <p>The supporting performance information for this target will include information on the broader impacts of the duty drawback scheme as it relates to the trade experience.</p> <p><i>This target updates Target 72 from the 2024–25 Corporate Plan: 90% of drawback claims are finalised in a timely manner.</i></p>		
DATA SOURCE		
Internal databases.		

PERFORMANCE TARGET

2025–26 to 2028–29

63

85% of advice is provided to industry on tariff classification, valuation and rules of origin within 30 days⁴ of receipt of all information.

KEY DEFINITIONS

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

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.

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.

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.

METHOD FOR CALCULATION

Number of advices provided to industry on time, compared to the number of requests for advice from industry in 2025–26.

RATIONALE

This target is an *effectiveness* measure assesses the department's delivery of duty drawback processing in order to provide a seamless trade experience for legitimate industry and aligns to the department's customs responsibilities as outlined in the Administrative Arrangement Order.

The 85% target has been identified as an appropriate benchmark in 2025–26 taking into account the significant variation and complexity in tariff classification, valuation and rules of origin matters.

The 30 day target has been identified as an appropriate benchmark in 2025–26 as it aligns to the service standard (days) set through internal policy and is communicated to industry.

This target is consistent with Target 73 from the 2024–25 Corporate Plan: 85% of advice is provided to industry on tariff classification, valuation and rules of origin in a timely manner.

DATA SOURCE

Internal databases.

⁴ Within 30 days of receipt of all information, excludes advices relating to the China–Australia Free Trade Agreement (ChAFTA) which are to be provided within 60 days of receipt of all information.

Cooperation

Significant contributors



Academia

- Charles Sturt University – Centre for Customs and Excise Studies



Advisory groups

- International Forwarders and Customs Brokers Association of Australia
- Settlement Advisory Council
- Refugee sector advocates



Industry

- Cruise Lines International Association
- 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

Civil maritime security

Priority

Deter, detect and respond to civil maritime threats to protect the integrity and sustainability of Australia’s maritime domain through the delivery of surveillance activities.

Key Activity: Civil maritime security capability

Measure: Maintain and sustain surveillance and response capability to counter civil maritime threats.	
PERFORMANCE TARGET	2025–26 to 2028–29
64	90% of planned ABF surveillance flying hours are flown.
KEY DEFINITIONS	METHOD FOR CALCULATION
<p>Aerial surveillance: Refers to 15,000 flying hours per annum.</p> <p>Planned flying hours: Refers to the monthly rate of effort (ROE).</p> <p>Actual flying hours: Refers to the number of hours flown in delivering aerial surveillance services.</p>	Actual surveillance flying hours flown, compared with the planned surveillance flying hours.
RATIONALE	
<p>This target is a proxy measure to demonstrate the effectiveness of the ABF’s delivery of aerial surveillance within the Australian Maritime Domain to detect, deter and combat civil maritime threats, by demonstrating aircraft availability and aligns to the department’s border security responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 90% target has been identified as an appropriate benchmark in 2025–26 taking into account the current composition and capabilities available to the ABF and unscheduled maintenance and unforeseen events.</p> <p>The supporting performance information for this target will include information on the department’s contract management activities.</p> <p><i>This target updates Target 74 from the 2024–25 Corporate Plan: 100% of monthly planned aerial surveillance (fixed wing and rotary wing) aircraft are made available.</i></p> <p><i>This target was updated from 2024–25 where the department reported on available hours.</i></p>	
DATA SOURCE	
Internal databases.	

PERFORMANCE TARGET		2025–26 to 2028–29
65 90% of planned ABF Vessel Availability Days for vessels in the ABF Blue Water Fleet are achieved.		
KEY DEFINITIONS		METHOD FOR CALCULATION
ABF Blue Water Fleet: CAPE CLASS vessels, BAY CLASS vessels, ABFC THAIYAK, ABFC OCEAN SHIELD. Vessel Availability Day: Any day, or part thereof, that an asset is materially ready for force assignment.		Number of Vessel Availability Days achieved compared to the annual target of planned ABF Vessel Availability Days across the ABF Blue Water Fleet, which is set at 2940 days.
RATIONALE		
<p>This target is a proxy measure to demonstrate effectiveness of the ABF’s delivery of maritime patrol activities within the Australian Maritime Domain to detect, deter and combat civil maritime threats, by demonstrating vessel availability and aligns to the department’s border security responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 90% target has been identified as an appropriate benchmark in 2025–26 taking into account unscheduled maintenance, unforeseen events (such as crew availability), and unforeseen delays to bunkering.</p> <p>The 2940 day target has been identified as an appropriate benchmark in 2025–26 taking into account the current composition of the ABF Blue Water Fleet and the exact annual Vessel Availability Days that are expected for each specific vessel type.</p> <p><i>This target updates Target 76 from the 2024–25 Corporate Plan: 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.</i></p> <p><i>This was updated from 2024–25 where the department reported on operational availability of each individual vessel.</i></p>		
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) and managing regional processing capabilities to deter potential unauthorised maritime arrivals and prevent their settlement in Australia.

Key Activity: Support for Joint Agency Taskforce Operation Sovereign Borders

Measure: Deterrence messaging, engagement and operational activity contributes to the OSB mission.	
PERFORMANCE TARGET2025–26 to 2028–29	
66	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
<p>Successful venture: A maritime people smuggling venture that is not disrupted, turned back, returned, or transferred to a regional processing country.</p> <p>This definition aligns with 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, to protect the integrity of the Australian border and prevent the loss of lives at sea.</p> <p>Returned: A venture that is returned to its country of origin.</p> <p>Turned back: A venture that is turned back to its country of departure.</p> <p>Disrupted: A venture that is disrupted before it departs for Australia.</p>	Number of successful maritime people smuggling ventures.
RATIONALE	
<p>This target is a proxy measure to demonstrate the effectiveness of the department’s support for JATF OSB through delivering maritime patrol and surveillance activities and coordination of the policy, strategy and operational priorities of OSB. This target aligns to the department’s border security responsibilities as outlined in the Administrative Arrangement Order.</p> <p><i>This target is consistent with Target 78 from the 2024–25 Corporate Plan and the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 3.4: The ABF effectively supports the Joint Agency Taskforce Operation Sovereign Borders (JATF OSB) mission to maintain zero successful maritime people smuggling ventures.</i></p>	
DATA SOURCE	
Internal databases.	

PERFORMANCE TARGET		2025–26 to 2028–29
67	80% of ABF-led high risk recommendations identified in Post Activity Reports are actioned within 3 months.	
KEY DEFINITIONS		METHOD FOR CALCULATION
<p>High-risk: Recommendations agreed by Deputy Commander JATF OSB as risks likely to impede the achievement of Target 66 if not treated.</p> <p>Post-activity reports (PAR): Reports undertaken to assess effectiveness and capture insights from operational activity under OSB.</p> <p>Actioned: Recommendations are considered actioned once all identified requirements within them, that are the responsibility of ABF, have been completed and any remaining requirements, which are not the responsibility of ABF, have been transferred to an appropriate work area for implementation.</p> <p>As a result, some recommendations counted as ‘actioned’ in target reporting remain open as they continue to be implemented over the longer term by agencies other than the ABF.</p>		Number of recommendations actioned within three months, compared to the number of recommendations identified in 2025–26.
RATIONALE		
<p>This target is an <i>effectiveness</i> measure of activities to continually improve and reduce risks the delivery of OSB operations and aligns to the department’s border security responsibilities as outlined in the Administrative Arrangement Order.</p> <p>The 80% target has been identified as an appropriate benchmark in 2025–26 taking into account that some recommendations may not be able to be actioned in three months for logistical, legislative, or financial reasons associated with the complex multi-jurisdictional environment JATF OSB operates in.</p> <p><i>This target is consistent with Target 79 from the 2024–25 Corporate Plan: 80% of ABF-led high risk recommendations identified in Post Activity Reports are actioned within three months.</i></p>		
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

