



Australian Government
Department of Home Affairs

CORPORATE PLAN

2026–2027

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' 2026–27 Corporate Plan (the Plan). This Plan sets out our strategic direction and reflects our ongoing commitment to delivering outcomes that contribute to a prosperous, secure and united Australia.

It outlines the environment in which we operate, our responsibilities, what we will deliver and how we will measure our performance. It also provides clear direction for our people over the next 4 years as we strengthen our focus on supporting Government priorities and community outcomes.

Australia's operating environment remains complex, dynamic and increasingly interconnected. The functions we are responsible for are more closely linked than ever before. Cyber and national security threats can affect trust, safety and social cohesion, while border management, immigration, citizenship and multicultural affairs are deeply connected to Australia's prosperity, security and sense of unity. We have strengthened the integration of our capabilities through ongoing organisational reform and the realignment of our functions, positioning us to respond with greater agility, make better use of our resources and focus our efforts on the work that matters most to deliver more effective outcomes.

We remain focused on 3 core outcomes that guide our work:

- safeguarding Australia's domestic interests from national security and cyber threats
- supporting a united and prosperous Australia through effective immigration and citizenship policy, programs and assurance
- strengthening trade, travel and border outcomes through modern, effective customs, immigration, maritime and enforcement activities.

These outcomes reflect the expectations of Government and the community, and shape how we prioritise and deliver our work.

Delivering these outcomes requires discipline as well as ambition. We have worked to ensure we enter this planning period with a sustainable financial footing, enabling us to direct resources to our highest priorities while continuing to invest in our people, systems and capability.

This includes strengthening our digital and data foundations and leveraging innovation, including the responsible use of artificial intelligence, to improve service delivery, risk management and decision-making.

Central to our success are our people and the partnerships we rely on every day. We will continue to invest in our workforce, ensuring our people are equipped, supported and empowered to deliver in a complex environment. We will also strengthen collaboration across government, with industry and with the community to achieve shared outcomes and respond to emerging challenges.

We are committed to delivering with integrity and professionalism. Together, these efforts strengthen our position to deliver on our enduring purpose of helping build a prosperous, secure and united Australia, and our 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 2026–27 Corporate Plan, which covers the periods of 2026–27 to 2029–30, 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 letters of each word being capitalized and prominent.

Stephanie Foster PSM

Secretary

Department of Home Affairs

ABOUT THE HOME AFFAIRS PORTFOLIO

The Home Affairs Portfolio's (the Portfolio) primary role is to help keep Australia prosperous, secure and united. The Portfolio protects Australia's domestic interests from national security, cyber and border threats, and works with partners to manage diverse and evolving risks from within and outside Australia's border. Through the careful management of migration, citizenship, multicultural affairs and border programs, the Portfolio supports social cohesion, economic prosperity and a community where people feel safe, welcome and able to participate fully in Australian society.

The Portfolio brings together national security, law enforcement, intelligence, emergency management, migration, citizenship and border functions so Australia can respond in a coordinated way to the issues that shape its security, cohesion and prosperity. This includes protecting the community, democratic institutions, businesses and critical infrastructure from cyber criminals, terrorism, foreign interference and espionage. It also includes supporting productivity and economic resilience by facilitating legitimate trade and travel, promoting Australia as a competitive destination for migrants, tourists and students, and helping bring in the skills Australia needs for the future. Our portfolio includes:



Department of Home Affairs, including Australian Border Force (ABF)

Lead policy, program delivery and operations to safeguard Australia's interests 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
- 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)

Defend and protect Australia and Australia's future from domestic and global security threats by:

- enforcing Commonwealth criminal law
- combating complex, transnational, serious and organised crime
- disrupting crime offshore
- supporting regional security as Australia's main international law enforcement representative
- protecting high office holders and Commonwealth infrastructure, places and property
- advancing Australia's interests under the AUKUS alliance, through the provision of protective security arrangements in conjunction with trilateral partners
- identifying, preventing, disrupting and investigating the exploitation of children (through the work of the Australian Centre to Counter Child Exploitation), as well as other human exploitation, with a focus on protecting and supporting victims and removing them from harm
- delivering community policing services to the Australian Capital Territory, Jervis Bay and Australian External Territories.



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)

Detect, deter and disrupt 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:

- collecting, analysing and communicating intelligence relating to serious and organised crime in Australia, including where it has a transnational dimension
- providing 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 of national significance.



National Emergency Management Agency (NEMA)

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

- develops, leads and coordinates Australia's connected and collaborative approach to emergency management
- provides national leadership in supporting states and territories, and communities, to manage disaster and emergency events across the full emergency management continuum
- supports states and territories, and communities to reduce risk and prepare before an event, respond during an event and recover after an event.

ABOUT THE DEPARTMENT OF HOME AFFAIRS

The Department of Home Affairs (department) helps build a prosperous, secure and united Australia. It does this through policies, programs and regulatory frameworks that support national security and resilience, law enforcement, migration and citizenship, social cohesion, multicultural affairs, and border management and security. Through a coordinated approach, the department seeks to protect Australia's democratic institutions, multicultural identity and strategic stability for current and future generations.

Under the Administrative Arrangements Order issued in May 2025, the department is responsible for:

- contributing to nation building through the delivery of migration, humanitarian and refugee and citizenship programs
- maintaining the integrity of Australia's migration and visa program
- coordination of social cohesion outcomes
- developing and communicating multicultural affairs policy, programs and community engagement
- protecting community safety and Australia's democratic institutions through central coordination and policy development in the areas of counter-terrorism, violent extremism, law enforcement, and foreign interference
- strengthening crisis preparedness and national resilience
- 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 effective facilitation of legitimate trade and travel and the collection of revenue that underpins Australia's economic prosperity
- deterring, detecting and responding to illegal maritime arrivals and protecting Australia's maritime domain through surveillance activities to disrupt and respond to illegal activities in Australian waters
- delivering protective security policy and coordination, including protective services at Commonwealth establishments and Australia's diplomatic and consular premises.

OUR SENIOR LEADERSHIP



Stephanie Foster PSM
Secretary



Charlotte Tressler
Chief Operating Officer



Clare Sharp PSM
Head of Immigration



Hamish Hansford
Head of
National Security



Michael Willard
Deputy Secretary
Immigration Programs



Ciara Spencer
Deputy Secretary
Law Enforcement and
Domestic Security



Michael Thomas
Deputy Secretary
Immigration Compliance



Brendan Dowling
Deputy Secretary
Counter-Terrorism
Coordinator



Elissa Walker
Deputy Secretary
Technology



Brooke Hartigan
Deputy Secretary
General Counsel



Gavan Reynolds AO
ABF Commissioner



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



Jarrod Howard
Deputy Commissioner
Strategy and Capability



Vanessa Holben PSM
Deputy Commissioner
Regional Operations

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 REGULATORY LANDSCAPE

The department operates in a complex regulatory environment shaped by evolving national security and border threats, cyber risks, migration pressures, and the need to support secure, efficient trade and travel. These conditions require regulation that protects Australia's security and community safety while supporting economic activity, productivity and public confidence.

The department continues to strengthening its regulatory posture to ensure it remains integrated, risk-based and proportionate. Our regulatory activity will be guided by policy intent, balancing opportunities to reduce unnecessary burden with the need to maintain strong security and integrity outcomes. This approach is consistent with the Minister for Home Affairs, Ministerial Statement of Expectations.¹

Consistent with principles of regulator best practice, the department will maintain a focus on good governance, integrity and consistency in regulatory and enforcement activities. Data, intelligence and analytics will continue to inform targeted responses to risk, with co-design used where appropriate to improve regulatory design and implementation.

Where practicable, the department will also modernise regulatory systems and processes to improve clarity and accessibility. This includes using data, digital capability, automation and the responsible use of artificial intelligence to streamline processes, improve regulatory intelligence and support timely decision-making, consistent with the department's Regulatory Statement of Intent.²

The department will continue to measure and report on regulatory performance through the Performance Framework, including where regulatory activities contribute to the achievement of its purposes.

¹ <https://www.homeaffairs.gov.au/commitments/files/ministerial-statement-expectations.pdf>

² <https://www.homeaffairs.gov.au/commitments/files/regulatory-statement-of-intent.pdf>

OUR COOPERATION AND PARTNERS

The department recognises that cooperation is central to delivering our outcomes. The department's work is most effective when it is shaped with the communities, organisations and institutions that experience, deliver or are affected by our policies, programs, regulations and services. In 2026–27, we will continue to deepen engagement across Australia and internationally, so our work is informed by practical experience, evidence and the needs of those who rely on or interact with our work.

Our partnerships will support more practical policy and program design by bringing community perspectives together with operational, academic, industry and civil society expertise. This includes working with advisory groups to test proposals early, with states and territories to improve delivery across jurisdictions, and with other government partners to ensure policy, program and service responses are coherent and capable of being implemented.

As a regulator and service provider, the department will also use engagement to support clearer obligations, stronger self-compliance and better service experiences. We will work with regulated entities, industry bodies and service delivery partners to improve education and awareness, identify implementation risks and reduce barriers for people and businesses accessing departmental services.

International partnerships will remain important to responding to shared challenges and strengthening Australia's role as a trusted bilateral and multilateral partner. The department will continue to exchange knowledge and insights with established partners, including Five Eyes and Quad partners, the Pacific nations and across South East Asia, to support policy development, operational cooperation, capability building and coordinated responses to regional and global issues. Across all partnerships, our focus will be on building trust, improving regulatory and service outcomes, and ensuring our work reflects the diversity, aspirations and needs of the Australian community.

ENABLING CAPABILITIES

Workforce capability

The department's workforce is central to delivering its strategic priorities and supporting outcomes for Australia. Our people are guided by the Australian Public Service (APS) Values and bring a strong commitment to public service, working with partners across government, industry and the community to help build a prosperous, secure and united Australia.

The department has a workforce of approximately 15,797³ APS employees, with work delivered across every state and territory and offshore. Our roles span policy, corporate, operational and regulatory streams, requiring a broad mix of professional disciplines, specialist expertise, technical skills and frontline experience to deliver the department's functions.

Over 2026–30, the department will continue to build a capable, engaged and adaptable workforce that can respond to changing priorities and ways of working. This includes supporting flexible work, managing changes in workforce capability, retaining critical knowledge, developing priority skills and attracting and retaining talent in a competitive labour market.

The recently released Workforce Strategy 2025–27 supports a future-ready workforce by providing a structured approach to workforce planning, deployment and capability development. The Strategy focuses on building critical skills, supporting professional development, growing leadership capability and fostering a safe, respectful and inclusive culture that values excellence, integrity, wellbeing, openness and collaboration.

The department will continue to invest in learning, leadership and wellbeing initiatives so employees and managers are supported to perform at their best. This includes helping staff access development opportunities, understand their responsibilities under the employment framework, and contribute to a workplace where people can participate, collaborate and thrive.

³ Workforce data reflects employee information as at 31 July 2026. Variations may occur in reports generated at a later date due to changes in employee status and ongoing data updates.

Our Transformation Agenda

Building on the progress made in 2025–26, including delivery of more than 84 per cent of initiatives under the Transformation Implementation Plan in response to the 2024 Australian Public Service Commission Capability Review of Home Affairs, the department will continue to advance its Transformation Agenda in 2026–27. The three pillars of transformation—Exemplary Leadership, Game-Changing Agenda and Collaboration at our Core—will continue to guide the department’s operations, decision-making and strategic planning, supporting a culture of excellence, innovation, openness and collaboration.

The next phase will focus on consolidating and embedding transformation outcomes into business-as-usual operations, while progressing targeted initiatives that strengthen organisational capability and performance. This includes sustaining leadership development, maturing risk and performance practices, improving strategic decision-making, and maintaining key transformation, communication, innovation and cultural initiatives.

By embedding the pillars of the Transformation Agenda across its operations, the department will continue to build an agile, resilient and high-performing organisation that is well placed to respond to emerging challenges and opportunities, while respecting the statutory and operational independence of each agency within the Portfolio.

Strategic Commissioning Framework

In 2026–27, the department will further embed the APS Strategic Commissioning Framework (Commissioning Framework) by strengthening workforce planning, enhancing oversight of contractor engagement and bringing core work in-house through contractor conversions where practical. The department will also continue to give effect to the Commissioning Framework by ensuring that where external engagements are required, it continues to support knowledge transfer back into the department.

Infrastructure

In 2026–27, departmental capital investment is expected to continue supporting frontline and enabling infrastructure across a range of operational settings. This will include work related to airport and border precincts, maritime and surveillance capability, critical infrastructure, and protective security systems.

ICT infrastructure uplift will also remain an area of focus, including network modernisation, server and platform refresh activity, and connectivity improvements. Combined, these activities will support organisational resilience, security and service delivery. Investment planning will continue to be informed by the department's *Digital Investment Plan*, which provides a framework for considering proposals and supporting alignment with broader departmental priorities.

Technology

The department's Technology Strategy will support future business needs by strengthening digital, data, cyber and artificial intelligence (AI) capabilities in response to growing cyber threats, rising digital service expectations, fiscal pressure, and increasing information and usage volumes. This includes modernising and securing critical visa, trade and border systems that support Australia's productivity, national security, and economic prosperity, and increasing adoption of AI to improve efficiency and service delivery.

The newly established Technology Group brings together technology, systems, data, and AI functions to provide a more integrated approach to securing, modernising, and governing critical technology and data assets. In the short to medium term, the department will focus on system resilience, cyber security, connectivity, data capability, core platform performance, and practical AI uses that can enhance workforce productivity, improve regulatory and service processes, and support better use of information. Investment will be guided by our 10-year Digital Investment Plan, supported by implementation of modern defensible architecture.

The department's approach aligns with whole-of-government technology priorities, including responsible AI adoption, stronger cyber resilience, secure digital services, and better use of data. The *AI Plan for the Australian Public Service 2025* and related policies will guide implementation of the department's *AI Strategy 2026–29*. This will take a phased but forward-leaning approach, continuing with strong governance, assurance, and capability foundations and moving to accelerated adoption of safe, high-value AI uses that improve productivity and strengthen policy, operational and regulatory outcomes enabled by training and staff support.

The department will also pursue opportunities to improve technology capability through cooperation, co-investment and shared services where this supports interoperability, efficiency, and consistent security outcomes. This includes working across government on common digital, data, cyber and AI priorities, and identifying opportunities to scale AI tools and platforms across the department where they are safe, and meet standards and community expectations.

Enterprise risk management

Making good decisions and engaging constructively with uncertainty is part of our everyday work. As our operating environment changes, the department recognises that understanding and managing risk is essential to delivering our strategic priorities and supporting a prosperous, secure and resilient Australia. This includes responding to advances in AI, emerging security threats and changing operational demands.

Our approach to risk management is centred on helping us deal with uncertainty, respond to challenges, and aims to assist us in making informed decisions with confidence in fast-moving and high-risk settings. It is part of our core business and is built into our culture, strategy and day-to-day operations. It is aligned to the requirements set out in the *Public Governance, Performance and Accountability Act 2013*, *ISO 31000:2018* and the *Commonwealth Risk Management Policy*.

The *Risk Management Policy* makes clear that managing risk is everyone's responsibility. A dedicated Chief Risk Officer and a centralised Enterprise Risk team help the organisation by providing policy oversight and management of our key enterprise (inward facing) risks and are focused on building a positive risk culture. Business areas remain responsible for managing the risks closest to their work.

Our policy makes it clear that the department does not view risk only as something to avoid. In many cases, taking considered risks is necessary to deliver our objectives, improve how we work and support innovation. Our Risk Management Policy sets out our risk appetite and tolerances, which help our staff make sound decisions that balance opportunity with the need to reduce harm.

In 2026–27, the department will continue to strengthen its risk culture by encouraging open and constructive conversations, supporting staff to raise issues early and make informed decisions. We are also focused on improving how emerging risks are identified, discussed and managed across the organisation.

The department’s governance arrangements provide the structure through which priorities, risks and obligations are brought together, tested and managed. They support a system of oversight and control by giving the Accountable Authority and senior leaders visibility of how the department is performing, where pressures are emerging, and whether the right controls are in place to support lawful, effective and accountable delivery. Our 2026–27 governance framework includes the following governance committees:

 Executive Board	 Senior Leadership Team
 Quarterly Strategic Meeting	 Enterprise Management Committee
 High-Risk High-Value Oversight Committee	 Capability, Investment, and Digital Committee
 Independent Audit Risk Committee	 Leadership and Development Council

Enterprise risks

The department defines its 5 enterprise risks as those that are within our control, relate to how we operate and are internally focused. These risks can be influenced by organisational controls.



Category 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 which 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 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

Embedding exemplary leadership practices to foster a safe, inclusive and high performing workforce.

Provision of employment conditions that enable the department to attract, retain and shape the workforce required to deliver its outcomes.

Providing effective oversight and assurance on key people management, culture, workforce capability and work health and safety actions through enterprise governance committees.

Ongoing implementation of the Workforce Strategy 2025–26, ABF Strategic Workforce Plan, and the Inclusion, Equity and Diversity Strategy 2024–29.

Shaping the culture, capabilities and behaviours we need to succeed through our Transformation Agenda.

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

Supporting workforce capability uplift, including in responsible use of artificial intelligence, and continued investment in formal and informal learning and development.

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

Addressing findings identified in the WHS Audit 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. Ensuring that our technology systems, operational technologies and data are cyber secure, privacy focused, resilient, and fit-for-purpose is critical. 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 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 technology systems may limit the ability to identify and respond to fraud.

Risk mitigations / controls

A focus on ethical leadership and decision-making through ongoing implementation of the Integrity Culture Strategy.

Embedding an AI Strategy to support secure and ethical use of AI in line with the APS AI Plan.

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

Undertaking pre-employment suitability screening and ensuring ongoing suitability of staff to meet the changing operating environment.

Implement the Fraud and Corruption Control Plan to prevent, detect and respond to fraud and corruption risks.

Undertaking improvement activities for Essential Eight maturity uplift to ensure the department's technology systems and operational technologies are cyber secure, resilient and fit for purpose.



Category 3: Organisational compliance

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

Risk context

We have a broad legal framework that we rely on to deliver our operational and strategic priorities. 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 expectations from the government and community.

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

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.

Undertaking thorough organisational due diligence processes to ensure organisational changes are lawfully implemented and appropriately documented.

Ensuring appropriate and lawful information handling, including supporting safe and responsible use of AI.



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

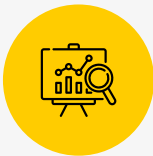
Implementing the *Collaboration at our Core* Transformation Agenda pillar.

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

Utilising engagement networks and internal collaboration to ensure consistent and coherent engagement approaches.

Consulting with and engaging staff in business changes.

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

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

Supporting effective and efficient business planning and the delivery of our priorities through enterprise governance committees.

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

Undertaking regular forecasting to support effective planning and use of public resources.

OUR PERFORMANCE

Approach to performance

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

2026–30 Performance Framework

The 2026–30 Performance Framework (Performance Framework) sets out the department’s strategic priorities that support the delivery of our purpose and align with the outcomes and program structure contained within our 2026–27 portfolio Budget Statements.

The Performance Framework includes the performance measures and targets that will be used to assess our performance. The methodologies published within the Performance Framework articulate the qualitative and/or quantitative assessments that provide an unbiased basis for measuring performance.

As required under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and related Rule, the Performance Framework will be acquitted in the corresponding Annual Report.

Performance measurement

During 2026–27, the department’s performance against each target will be assessed by comparing the result achieved with the target’s benchmark. Performance will be rated as ‘met’ where the result achieves 97.5% or more of the benchmark, ‘substantially met’, where the result achieves between 92.5% to less than 97.5% of the benchmark or ‘not met’ where the result is below 92.5% of the benchmark.

The performance of each measure will be determined by the combined performance of its underlying targets. Targets within a measure are equally weighted, and the measure rating will be based on the average variance of the targets from their benchmark levels.

The same performance thresholds used to assess individual targets will apply when assessing measure performance as ‘met’, ‘substantially met’ or ‘not met’.

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			2026–27 to 2029–30
1	80% of assessments relating to the quality of policy advice indicate that the department's advice is high quality.		
KEY DEFINITIONS			METHOD FOR CALCULATION
Policy advice provided to Home Affairs portfolio ministers on topics including (but not limited to) the following:			This target comprises of 3 components: a) Number of positive responses provided via structured interviews of ministerial stakeholders, compared to the number of survey responses provided, with responses from the Minister for Home Affairs (or their delegate) weighted at 50%. b) Number of positive survey responses from a survey of external SES stakeholders from central agencies, compared to the number of survey responses. c) Number of positive panel assessment responses provided by a panel of internal independent stakeholders panel, compared to the number of panel assessment responses.
OUTCOME 1	OUTCOME 2	OUTCOME 3	
Intelligence and Surveillance Policy	Citizenship Policy	Civil Maritime Policy	
Law Enforcement Policy	Permanent and Family Visa Policy	Customs Policy	
Counter-Terrorism and Counter Violent Extremism Policy	Skilled and Temporary Visa Policy	Trade Policy	
Technology Security Policy	Humanitarian and Protection Visa Policy	Prohibited Goods Policy, including illicit tobacco and e-cigarettes	
Critical Infrastructure Policy	Migration Reform Policy	Traveller Policy	
	Multicultural Policy		
	Social Cohesion Policy		
For the purposes of this performance measure, policy advice is defined as the information, analysis, assessment, and recommendations provided to decision-makers to inform, shape or guide decisions about policy interventions. This includes materials such as Ministerial Submissions, Ministerial Briefs, Cabinet Submissions and New Policy Proposals. Stakeholders: Persons internal or external to the department with an interest in and requisite expertise to assess the quality of the department's policy advice. High quality: Stakeholders will be provided with criteria for informed, influential, and impactful policy advice.			
RATIONALE			
This target is an <i>effectiveness</i> measure of the department's policy advice to government and aligns with the department's substantial policy responsibilities as outlined in the Administrative Arrangements Order. The 80% target has been identified as an appropriate benchmark in 2026–27. It sets a clear expectation that the department consistently delivers high-quality policy advice while recognising that variabilities in policy complexity and timeframes may at times affect quality. <i>This target updates Target 1 from the 2025–26 Corporate Plan: 80% of policy advice provided to government was assessed by stakeholders as being of high quality.</i>			
DATA SOURCE			
Responses to ministerial, external, and internal independent stakeholder surveys.			

OUTCOME 1

1



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

Operating environment

Over the next four years, Australia's national security environment will be shaped by strategic and geopolitical competition, technological disruption and the deepening connection between physical and digital systems. These conditions will make the environment more complex, contested and fast moving, with hostile actors seeking to exploit technology, test institutional resilience and blur the boundaries between security, economic and social pressures. Australia will need to remain alert to how quickly threats can emerge, converge and move across jurisdictions, sectors and communities.

Artificial intelligence, encrypted communications, autonomous systems and other accessible technologies will increase the sophistication, scale and speed of threats facing Australia. Digital platforms will continue to be exploited for cyber-attacks, disinformation, covert influence and grievance-based narratives that erode trust in democratic institutions and can contribute to radicalisation to violence. The same technologies will also create opportunities to improve detection, analysis and preparedness, reinforcing the need for trusted information, public awareness and resilient institutions.

The Bondi terrorist attack in December 2025 reinforced the enduring nature of terrorism and violent extremism in Australia, and the importance of community resilience and nationally coordinated responses. Shifting patterns of radicalisation, the domestic effects of international conflict, social cohesion pressures and the spread of hate-based and grievance-driven narratives will continue to shape the threat environment, including risks to public officials, democratic processes, places of worship, culturally diverse communities and nationally significant institutions. These pressures will require sustained attention to early intervention, social cohesion and trusted partnerships across governments, law enforcement, intelligence partners, industry and communities.

As Australia's economy becomes more digitally connected, vulnerabilities across critical infrastructure, essential services and nationally significant systems will become more consequential when disrupted. Cyber-attacks on government, critical infrastructure operators and industry are likely to grow in frequency and sophistication, with the potential to disrupt services, undermine confidence and create cascading impacts across supply chains and communities. Climate-related disasters, geopolitical instability and global economic volatility will add further pressure to national resilience settings, particularly where disruption in one sector can quickly affect others.

Cyber security and critical infrastructure resilience will remain national priorities as digital interconnectivity deepens. The strategic environment will require stronger coordination, information sharing and readiness across government, industry and the community, with particular attention to sectors and systems where disruption would have the greatest national impact.

Espionage and foreign interference will remain persistent threats to Australia's sovereignty, democratic institutions, economy and communities. Foreign actors are likely to continue using economic relationships, digital platforms, covert influence and access to sensitive information to pursue strategic advantage, with higher-risk sectors continuing to require close attention.

Transport security will remain an important part of Australia's national security environment across aviation, maritime and other key transport sectors. Passenger and cargo volumes will continue to grow, new airport infrastructure will be developed and come online, and transport systems will become more interconnected with digital, logistics and supply chain systems. These trends will require ongoing monitoring of evolving threats and a focus on areas of highest risk, supported by close partnership with industry and technology that enhances screening, detection and response.

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 2026–27 to 2029–30	
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
Transport security stakeholder forums: • Air Cargo Security Industry Advisory Forum • Aviation Security Advisory Forum • Maritime Industry Security Consultative Forum • Regional Aviation Security Advisory Forum • Strategic Aviation Security Meeting. Air Cargo Security Industry Advisory Forum: Comprises representatives from the air cargo industry including cargo terminal operators, airlines, regulated agents, and industry bodies. Aviation Security Advisory Forum: Made up of representatives from the designated airports and major Australian carriers. Maritime Industry Security Consultative Forum: Comprises representatives from the maritime industry, including port authorities and industry bodies. Regional Aviation Security Advisory Forum: Comprises all regional aviation stakeholders. Strategic Aviation Security Meeting: Made up of senior representatives from the designated airports and major Australian carriers.	Number of positive survey responses compared to the number of survey responses. ⁴

4 All Strategic Aviation Security Meeting members and industry co-chairs of the 4 forums who held a co-chair position for at least 6 months during 2026–27 will receive the annual stakeholder survey.

RATIONALE

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

The 75% target has been identified as an appropriate benchmark in 2026–27, 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 2025–26 Corporate Plan: 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.

DATA SOURCE

Responses to an annual stakeholder survey.

PERFORMANCE TARGET

2026–27 to 2029–30

3

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 calendar days if assessed as high-risk non-compliance; and
- 90 calendar days for all other non-compliance.

KEY DEFINITIONS

Non-compliance: A breach of *Aviation Transport Security Act 2004* (ATSA) or *Maritime Transport and Offshore Facilities Security Act 2003* (MTOFSA) identified by an Aviation Security Inspector or Maritime Security Inspector from 1 July 2026.

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.

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

- 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 ATSA or MTOFSA.

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

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.

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.

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

METHOD FOR CALCULATION

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

RATIONALE

This target is an *effectiveness* measure related to the department's transport security regulatory role as outlined in the Administrative Arrangements 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 2026–27, as it is consistent with the Cyber and Infrastructure Security Centre's Compliance and Enforcement Strategy.

The 30 and 90 calendar day timeframes take 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 that have been revoked or removed from the relevant regulated scheme.

This target is consistent with Target 4 from the 2025–26 Corporate Plan and the planned performance result published in the Department of Home Affairs 2026–27 Portfolio Budget Statements for Program 1.1: 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 calendar days if assessed as high-risk non-compliance; and
- 90 calendar days for all other non-compliance.

DATA SOURCE

Internal regulatory management system.

PERFORMANCE TARGET

2026–27 to 2029–30

4

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.

Agreed time period: The statutory consideration period or the negotiated timeframe.

METHOD FOR CALCULATION

Number of applications finalised within the agreed time 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 Arrangements 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 2026–27, 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 2025–26 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 TARGET 2026–27 to 2029–30	
5 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: • better understand critical infrastructure security policy • meet their obligations under the <i>Security of Critical Infrastructure Act 2018 (SOCI Act)</i>.	
KEY DEFINITIONS	METHOD FOR CALCULATION
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 Strategy. CIAC comprises: • TISN sector group chairs, co-chairs, deputy chairs, or industry participants (industry representatives) • Australian Government, and state and territory government representatives. 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.	Number of positive survey responses compared to the number of survey responses. Australian Government and state and territory government representatives will not participate in this survey.
RATIONALE	
This target is an <i>effectiveness</i> measure of the department’s industry engagement with critical infrastructure asset owners and aligns with the department’s role in delivering the SOCI Act and its critical infrastructure protection and coordination responsibilities as outlined in the Administrative Arrangements Order. The 75% target has been identified as an appropriate benchmark in 2026–27, taking into account that not all stakeholders will agree with the outcomes of policy development and settings. <i>This target is consistent with Target 6 from the 2025–26 Corporate Plan: 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:</i> • <i>better understand critical infrastructure security policy</i> • <i>meet their obligations under the Security of Critical Infrastructure Act 2018 (SOCI Act).</i>	
DATA SOURCE	
Responses to an annual stakeholder survey.	

6

The department administers *Security of Critical Infrastructure Act 2018* (SOCI Act) provisions which it has functional responsibility in accordance with agreed timeframes:

- 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.

Identified non-compliance: Non-compliance or breach of legislation identified during an audit activity, compliance action (including any incidents/investigation) and/or self-reported by a regulated entity. It is only considered identified non-compliance when a delegate under the SOCI Act signs a minute and/or decision record to that effect.

Compliance action: The appropriate compliance action is determined by the Critical Infrastructure Security Centre's (CISC) Compliance and Enforcement Strategy 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.

Notifications: Responsible entities of critical assets are required to notify the department of a proposed change to their networks when the implementation of the proposed change is likely to have a material adverse effect on the responsible entity's ability to meet its security obligations under the SOCI Act.

Response timeframes: The 22 business day timeframe for the department to issue a response to the notifying responsible entity starts when a notification is sent to the Telco Security Team's mailbox. The notification process is considered complete when the department's response is sent to the responsible entity.

Responsible entities have 44 business days to respond to a SOCI Act subsection 30EC(4) notice (a request for further information from the department).

Further information that is provided by a Responsible Entity in response to a SOCI Act subsection 30EC(4) notice counts as a new submission and therefore, a new 22 day business response period commences for the department.

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

METHOD FOR CALCULATION

This target comprises of 2 components:

- a) Number of instances of identified non-compliance are subject to a compliance action within 90 calendar days, compared to the number of instances of identified non-compliance; and
- b) Number of notifications of change responded to within 22 business days, compared to the number of notifications of change. Notifications of change received on or after 29 May 2027 will be considered in the reporting for the following financial year, unless responded to during the current financial year reporting period.

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 Arrangements Order.

The 100% target has been identified as an appropriate benchmark in 2026–27, 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 2026–27, 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 2026–27, as it aligns with the legislative response times outlined in the SOCI Act.

This target is consistent with Target 7 from the 2025–26 Corporate Plan: 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.*

DATA SOURCE

Internal databases.

PERFORMANCE TARGET

2026–27 to 2029–30

7

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. This does not include background checks facilitated under the firearms scheme.

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.

Lodged: An application is lodged when the complete application is provided by the relevant issuing body or registered entity, following identity verification by, and able to be submitted to checking partners.

External checking partners: ASIO and 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 2026–27, 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 with 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 2026–27, 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 the required time to process the applications.

This target is consistent with Target 8 from the 2025–26 Corporate Plan and the planned performance result published in the Department of Home Affairs 2026–27 Portfolio Budget Statements for Program 1.2: 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.

DATA SOURCE

Internal databases.

Protective security

Priority

Deliver protective security policy and coordination across the Commonwealth through the Protective Security Policy Framework (PSPF) and the Framework for the Security of Protected Persons (FSPP). Partner with entities across government to protect our people, information and resources and support continuous improvement in protective security practices.

Key Activity: Coordinate and administer protective security frameworks.

Measure: Coordinate and administer whole-of-government protective security frameworks to support the protection of high office holders, federal parliamentarians and Commonwealth entities.	
PERFORMANCE TARGET 2026–27 to 2029–30	
8 Complete 100% of scheduled activities required to administer the Protective Security Policy Framework (PSPF) and deliver assurance of compliance reporting.	
KEY DEFINITIONS	METHOD FOR CALCULATION
Complete: The PSPF entity self-assessment reporting data for 2025–26 and PSPF Assurance findings are provided to the Government Security Committee and the Protective Security Board for consideration. Scheduled activities: Analysis of PSPF entity self-assessment reporting data for 2025–26 and the delivery of the second year of the assurance of PSPF reporting. Protective Security Policy Framework: The PSPF sets out Australian Government policy across 6 security domains and prescribes what Australian Government entities must do to protect their people, information and resources, both domestically and internationally. 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.	Number of scheduled activities completed, compared to the number of scheduled activities for 2026–27.
RATIONALE	
This target is an <i>output</i> measure demonstrating administration of a PSPF assurance capability that will support continuous improvement in protective security practices across the Commonwealth and aligns with the department's protective security policy and coordination responsibilities as outlined in the Administrative Arrangements Order. The 100% target has been identified as an appropriate benchmark in 2026–27, noting there are minimal external factors that will affect completion of the actions to administer the PSPF and deliver assurance of compliance reporting. <i>This target updates Target 10 from the 2025–26 Corporate Plan: Complete 100% of scheduled activities required to deliver assurance of annual Protective Security Policy Framework (PSPF) compliance reporting.</i>	
DATA SOURCE	
Internal databases.	

PERFORMANCE TARGET

2026–27 to 2029–30

9

100% of eligible officials are contacted within 10 business days of appointment or eligibility to offer security site assessments at residences and/or offices, and draft assessment reports for those officials are provided within 20 business days of the security assessment being completed.

KEY DEFINITIONS

Eligible officials: High Office Holders and Parliamentarians and Commonwealth Officials assessed by the Security Coordination Committee (SCC) to require enhanced protection measures.

Contacted: PSCC provides written advice outlining those security supports and services available to the individuals.

Appointment: Where an individual is appointed as a High Office Holder.

Eligibility: When SCC endorse a recommendation for an individual to receive enhanced protection measures.

Offer: The department offers a security site assessment of the residence and/or office of High Office Holders, and those parliamentarians and Commonwealth Officials assessed by the Security Coordination Committee (SCC) to require enhanced protection measures.

Security site assessments: A physical inspection of a residence and/or office to identify security vulnerabilities and inform recommended security treatments commensurate with threat advice.

Assessment report: A written report outlining identified security vulnerabilities and recommended security treatments.

Provided: Written report is sent (usually via email) to the individual or their nominated point of contact.

Completed: The security site assessment has been conducted at the residence and/or office, and the physical inspection has been finalised.

METHOD FOR CALCULATION

Number of offers for security support made within 10 business days and assessment reports provided to eligible officials within 20 business days, compared to the number of offers for security support made in 2026–27.

RATIONALE

This target is a *proxy* measure to demonstrate the *effectiveness* of the Framework for the Security of Protected Persons (FSPP), which is a principles-based framework to guide protective security agencies to make robust, consistent and agile decisions commensurate to the threat.

Timely contact with eligible officials and provision of draft assessment reports demonstrate the department's effectiveness in identifying and addressing security vulnerabilities through activities within its remit and control. This aligns with the department's protective security policy and coordination responsibilities, as outlined in the Administrative Arrangements Order.

The 100% target has been identified as an appropriate benchmark in 2026–27, reflecting the department's commitment to supporting the safety and security of eligible officials through timely consideration of their security needs.

The 10 and 20 business day targets have been identified as appropriate benchmarks in 2026–27, taking into account the coordination required before contacting eligible officials, and the time required to undertake analysis and review processes before providing draft assessment reports.

This target has been introduced from 2026–27.

DATA SOURCE

Internal databases.

Cyber security

Priority

Develop and maintain cyber security through national coordination, allowing Australia to be resilient against—and enabled to respond to—cyber threats. Partner with industry, across government and internationally, to implement and maintain appropriate cyber security safeguards to protect critical technologies and promote safe cyber security practices for all Australians through the delivery of the *2023–2030 Australian Cyber Security Strategy*.

Key Activity: Cyber security strategy and policy

Measure: Progress in delivering the <i>Cyber Security Strategy 2023–2030</i> contributes to Australia’s cyber security resilience.	
PERFORMANCE TARGET 2026–27 to 2029–30	
10	100% of department-led initiatives under the <i>Cyber Security Strategy 2023–2030</i> Horizon 2 Action Plan are on track for completion within their required timeframes for Horizon 2.
KEY DEFINITIONS	METHOD FOR CALCULATION
Department-led initiatives: The initiatives that the department leads or co-leads are detailed in the <i>Cyber Security Strategy 2023–2030</i> Horizon 2 Action Plan. Cyber Security Strategy 2023–2030 Horizon 2 Action Plan: The 2023–2030 Australian Cyber Security Horizon 2 Action Plan (the Horizon 2 Action Plan) supplements the Strategy and details the key initiatives from 2026 to 2028 that will strengthen cyber maturity across the Australian economy, society, and digital infrastructure. Horizon 2 timeframe: 1 January 2026 to 31 December 2028. On track for completion: Complete milestones for each department-led initiative scheduled for completion in 2026–27.	Number of department-led initiatives that are on track, compared to the number of department-led initiatives under the <i>Cyber Security Strategy 2023–2030</i> Horizon 2 Action Plan.

RATIONALE

This target is an *output* measure of the department's delivery of initiatives that harden Australia's cyber security resilience and protect vulnerable citizens and industry. It aligns with the department's cyber security policy and co-ordination responsibilities as outlined in the Administrative Arrangements Order.

The 100% target has been identified as an appropriate benchmark for 2026–27, reflecting the department's commitment to completing all in-year deliverables of the Strategy. This supports the department's role through delivery of the next horizon by strengthening cyber maturity across the Australian economy, society and digital infrastructure to build a resilient national cyber ecosystem.

This target updates Target 9 from the 2025–26 Corporate Plan: 100% of department-led activities are on track for completion within their required timeframes for:

- *Horizon 1 of the 2023–2030 Australian Cyber Security Strategy Action Plan*
- *Delivery and release of the Horizon 2 implementation plan for the 2023–2030 Australian Cyber Security Strategy.*

This target amends the planned performance result published in the Department of Home Affairs 2026–27 Portfolio Budget Statements for Program 1.3, which was: 75% of department-led activities are on track for completion within their required timeframes for delivery and release of the Horizon 2 Implementation Plan for the 2023–2030 Australian Cyber Security Strategy.

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 TARGET 2026–27 to 2029–30

11

90% of surveyed participants (who responded to the survey) indicated that department-led cyber preparedness exercises provided meaningful preparedness insights.

KEY DEFINITIONS

Participants: Participants attend the exercise virtually or in person, either observing and/or providing input to the processes and responses of the activity and scenario. Participants can be government, industry, peak body representatives or others with a role in preparing for and/or responding to cyber security incidents.

Exercise: Cyber security consequence management exercises test whole-of-government coordination and consequence management activities in the event of a cyber security incident.

Preparedness insights: Relates to the themes and issues explored throughout discussions during the delivery of the exercise.

METHOD FOR CALCULATION

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

RATIONALE

This target is an *effectiveness* measure of the department’s delivery of cyber security consequence management exercises and cyber security awareness raising activities and aligns to the department’s cyber security policy and coordination responsibilities as outlined in the Administrative Arrangements Order.

The 90% target has been identified as an appropriate benchmark in 2026–27, 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.

This target is consistent with Target 11 from the 2025–26 Corporate Plan: 90% of surveyed participants (who responded to the survey) indicated that department-led cyber preparedness exercises provided meaningful preparedness insights.

DATA SOURCE

Responses to participant surveys provided after each exercise.

PERFORMANCE TARGET		2026–27 to 2029–30
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
Stakeholders: Key stakeholders for response are 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 are representatives of organisations which require situational awareness of an incident and have a key role in the response or consequence management arrangements due to the incident’s impact. Tier 2–3 cyber incidents: Tier 2–3 cyber incidents are defined by AUSCYBERPLAN. 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).		Number of surveyed participants who provided a positive survey response, compared to the number of survey responses.
RATIONALE		
This target is an <i>effectiveness</i> measure to demonstrate the department’s delivery of coordination and consequence management that supports 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 Arrangements Order. The 80% target has been identified as an appropriate benchmark in 2026–27, taking into account that some stakeholders may have limited awareness of cyber responsibilities. The supporting performance information for this target will include information on the department’s coordination of consequence management for Tier 1 cyber incidents. <i>This target is consistent with Target 12 from the 2025–26 Corporate Plan: 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.</i>		
DATA SOURCE		
Responses to stakeholder surveys.		

Counter-terrorism and counter violent extremism

Priority

Contribute to community safety 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 leadership across whole of the Australian Government to coordinate the Commonwealth's management of terrorist threats.

Coordinate national efforts, through the Australia-New Zealand Counter-Terrorism Committee, to bring together federal, state, territory, and New Zealand representatives to develop strategies, share intelligence, and build national counter-terrorism capabilities to prevent and respond to terrorism across Australia and New Zealand.

Implement and maintain measures and programs to counter violent extremism and youth radicalisation.

Key Activity: Counter-terrorism

Measure: Counter-terrorism capability programs and national coordination contributes to the management of terrorist threats.	
PERFORMANCE TARGET2026–27 to 2029–30	
13	100% of known persons of counter-terrorism interest offshore or foreign fighters seeking to return/travel to Australia in 2026–27 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 risks.	Number of known persons of counter-terrorism interest offshore or foreign fighters seeking to return/travel to Australia in 2026–27 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	
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 with the department’s national security policy and operations responsibilities as outlined in the Administrative Arrangements Order. The 100% target has been identified as an appropriate benchmark in 2026–27 , taking into account the total number of anticipated persons of interests and community safety risks. <i>This target is consistent with Target 13 from the 2025–26 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>	
DATA SOURCE	
Internal (classified) database.	

PERFORMANCE TARGET

2026–27 to 2029–30

14

85% of surveyed participants in scheduled Australia-New Zealand Counter-Terrorism Committee (ANZCTC) training conducted in 2026–27 (who responded to the survey) indicated the training delivered was aligned to, and supported, the expected capability uplift.

KEY DEFINITIONS

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.

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.

METHOD FOR CALCULATION

Number of surveyed participants who provided a positive survey response, compared to the number of survey responses, for ANZCTC training conducted in 2026–27.

RATIONALE

This target is an *effectiveness* measure to demonstrate that the department’s delivery of ANZCTC training supports capability uplift and aligns with the department’s National security policy and operations responsibilities as outlined in the Administrative Arrangements Order.

The 85% target has been identified as an appropriate benchmark for 2026–27, 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.

The supporting performance information for this target will include information on the broader capability outcomes.

This target is consistent with Target 14 from the 2025–26 Corporate Plan and the planned performance results published in the Department of Home Affairs 2026–27 Portfolio Budget Statements for Program 1.4: 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.

DATA SOURCE

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

PERFORMANCE TARGET		2026–27 to 2029–30
15	100% of department-led deliverables under the ‘Safer Australia — Australia’s Counter Terrorism and Violent Extremism Strategy 2025’ are completed within agreed timeframes.	
KEY DEFINITIONS		METHOD FOR CALCULATION
Department-led deliverables: Outputs which the department has accountability for producing, noting other government agencies are responsible for some deliverables within the Strategy. 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. Agreed timeframes: Completed within pre-set timeframes for deliverables or as agreed with relevant delivery partners.		Number of department-led deliverables due for completion in 2026–27 that are completed within agreed timeframes, compared to the number of department-led deliverables under the Safer Australia — Australia’s Counter Terrorism and Violent Extremism Strategy 2025 due for completion in 2026–27.
RATIONALE		
This target is an <i>output</i> measure to demonstrate the department’s delivery of the department’s progress in progressing initiatives that support Australia’s ability to respond to the evolving threats of terrorism and violent extremism and aligns with the department’s national security policy and operations responsibilities as outlined in the Administrative Arrangements Order. A 100% target has been identified as an appropriate benchmark for 2026–27, reflecting the department’s commitment to completing all in-year deliverables of the Strategy. This supports the department’s role in maintaining Australia’s capability to safeguard the community and national interests from terrorism and violent extremism. <i>This target updates Target 15 from the 2025–26 Corporate Plan: 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.</i>		
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 TARGET 2026–27 to 2029–30	
16	85% of surveyed practitioners (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
Violent extremism: A violent extremist is someone who believes their fringe ideological goals can only be achieved through the use of violence. CVE training: Training delivered to CVE practitioners to strengthen their ability to identify indicators of violent extremism, apply relevant assessment tools to assess risk, and understand which interventions may be most appropriate for individuals displaying these indicators. Intervention capability: Programs and services designed to prevent individuals from engaging in violent extremism, or to support their disengagement from extremist behaviours.	Number of surveyed participants who provided a positive survey response, compared to the number of survey responses.
RATIONALE	
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 with the department’s national security policy and operations responsibilities as outlined in the Administrative Arrangements Order. The 85% target has been identified as an appropriate benchmark in 2026–27, taking 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. <i>This target is consistent with Target 16 from the 2025–26 Corporate Plan: 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.</i>	
DATA SOURCE	
Responses to a survey provided at the end of each training.	

PERFORMANCE TARGET		2026–27 to 2029–30
17	75% of surveyed states and territories' counter violent extremism (CVE) coordinators (who responded to the survey) are satisfied with the department's coordination of the National Support and Intervention Program (NSIP).	
KEY DEFINITIONS		METHOD FOR CALCULATION
CVE coordinator: A state or territory (or agency) nominated representative that coordinates NSIP related activities at the state or agency level. NSIP: A nationally coordinated, locally delivered program. The NSIP works to disengage people from violent extremism, by connecting them with support services. The department is responsible for national funding, governance, and coordination, while states and territories are responsible for the delivery of CVE services to their communities. CVE services include interventions and the provision on support services, awareness raising activities, capability development, and coordination and consistency activities.		Number of positive survey responses, compared to the number of survey responses. ⁵
RATIONALE		
This target is an <i>effectiveness</i> measure of the department's guidance to support the effective establishment of a nationally coordinated intervention program and aligns with the department's national security policy and operations responsibilities as outlined in the Administrative Arrangements Order. The 75% target has been identified as an appropriate benchmark in 2026–27, 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. <i>This target updates Target 17 from the 2025–26 Corporate Plan: 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).</i>		
DATA SOURCE		
Responses to bi-annual stakeholder surveys.		

⁵ Survey responses will be limited to CVE coordinators who have held a coordinator position for at least 6 months during 2026–27 unless there are less than 10 responses where the 6 month criteria is met.

Counter foreign interference

Priority

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

Key Activity: Counter foreign interference

Measure: Counter foreign interference threats through capability and awareness activities and targeted initiatives.	
PERFORMANCE TARGET 2026–27 to 2029–30	
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
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. Implemented: Entities who have subscribed and implemented the CFI eLearning module content on the learning management system for staff accessibility. CFI eLearning module: Online learning available to government, education and research and industry sectors through a Sharable Content Reference Model. Foreign interference risks: Actions by foreign entities or their proxies that are covert, clandestine, deceptive, or corrupt that are contrary to the interest of Australia's Sovereignty.	Number of surveyed entities who provided a positive survey response, compared to the total number of survey responses.
RATIONALE	
This target is an <i>effectiveness</i> measure to demonstrate the department's delivery to 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. The 80% target has been identified as an appropriate benchmark in 2026–27, 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. The supporting performance information for this target will include information on entity uptake of eLearning and any shared user statistics. <i>This target is consistent with Target 18 from the 2025–26 Corporate Plan: 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.</i>	
DATA SOURCE	
Responses to bi-annual stakeholder surveys.	

PERFORMANCE TARGET		2026–27 to 2029–30
19	80% of surveyed industry participants (who responded to the survey) identified that Technology Foreign Interference Taskforce (TechFIT) engagements improved organisational awareness of foreign interference risks.	
KEY DEFINITIONS		METHOD FOR CALCULATION
Industry participants: Industry representatives operating in critical technology fields. TechFIT: The Technology Foreign Interference Taskforce (TechFIT) received authority in the 2024–25 Budget to engage Australia’s technology sector to improve protection for Australia’s sensitive and proprietary information against foreign interference and espionage, and sabotage by state and non-state actors. Engagement: TechFIT webinars, masterclasses, or briefings run by the Department of Home Affairs on an as-needed basis with other Australian Government representatives.		Number of positive survey responses, compared to the number of survey responses. ⁶
RATIONALE		
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 2026–27 Performance Framework, as strengthened engagement with the technology sector will harden Australia’s cyber and technology security settings. The target aligns with the department’s substantial national security and cyber security policy and coordination responsibilities as outlined in the Administrative Arrangements Order. The 80% target has been identified as an appropriate benchmark in 2026–27, taking into account that some participants may have mature risk assessment and mitigation capabilities relating to foreign interference prior to engaging through TechFIT. <i>This target updates Target 21 from the 2025–26 Corporate Plan: 80% of surveyed industry participants (who responded to the survey) identified that TechFIT improved organisational awareness of foreign interference risks.</i>		
DATA SOURCE		
Responses to a survey provided at the end of each engagement.		

6 Australian Government representatives will not participate in this survey.

Criminal justice

Priority

Support Australia’s national security and law enforcement agencies to respond to national security threats through sound policy advice. Provide support to the Australian community through crime prevention programs.

Key Activity: Crime prevention

Measure: Delivery of crime prevention grant programs.	
PERFORMANCE TARGET2026–27 to 2029–30	
20	90% of crime prevention grant programs are established within 6 months of initial Minister’s agreement to design the program.
KEY DEFINITIONS	METHOD FOR CALCULATION
Crime prevention grant programs: Funding initiatives that provide financial support to local organisations and authorities to implement projects specifically aimed at reducing crime, addressing underlying drivers of crime, and improving public confidence and perceptions of safety. Established: Key activities required to make the grant opportunity available to potential applications have been completed.	Number of crime prevention grant programs established within 6 months of initial Minister’s agreement to design the program, compared to the number of crime prevention grant programs with initial Minister’s agreement in 2026–27.
RATIONALE	
This target is an <i>output</i> measure of the department’s design and establishment of grants to demonstrate its performance against intended policy outcomes. The 90% target has been identified as an appropriate benchmark for 2026–27, taking into account that establishment of grant programs are subject to compliance with externally owned Commonwealth policies such as the Budget Process Operational Rules, the Commonwealth Grants Rules and Principles 2024, relevant Estimates Memorandum relating to grant administration and the <i>Public Governance, Performance and Accountability Act 2013</i>. <i>This target has been introduced from 2026–27.</i>	
DATA SOURCE	
Internal databases.	

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

Over the next four years, Australia's migration and citizenship system will remain central to economic prosperity, social cohesion and long-term resilience. As one of the world's most multicultural societies, Australia continues to be shaped by migration, with migrants contributing to the workforce, innovation and economic growth.

The environment will be shaped by global instability, shifting migration patterns, demographic change and rising public expectations. Conflict, geopolitical tension, economic uncertainty and displacement are expected to influence migration flows and humanitarian need. Domestically, labour shortages, an ageing population and productivity challenges will maintain demand for a migration system that supports workforce needs and economic growth while sustaining public confidence. Global competition for skilled workers will require Australia to remain attractive to migrants who can support national priorities, essential services and productivity.

Recent reforms are supporting a migration system that is more targeted, sustainable and responsive to Australia's long-term interests. This includes a stronger focus on skills and productivity, sustainable migration outcomes, and pathways that support timely transition and contribution by migrants already living and working in Australia. Improving visa and citizenship processing will remain important to reducing backlogs, meeting stakeholder and Government expectations and supporting effective outcomes. Changing global conditions will continue to create uncertainty in migration trends and require ongoing monitoring and responsive adjustment of settings.

Maintaining confidence in Australia's migration system will require strong integrity, assurance and compliance settings. The department will continue targeted compliance and monitoring, with a focus on people who have no lawful right to remain in Australia and on protecting the integrity of visa pathways, sponsorship arrangements and broader system settings. This will support an orderly, fair and sustainable migration system, while allowing the department to respond to international events and legal developments that may require targeted interventions to support lawful migration outcomes and protect Australia's national interests.

Australia's citizenship, multicultural affairs, humanitarian and settlement programs will continue to support genuine migrants and refugees to participate fully in Australian society and build strong community connections. These programs underpin social cohesion by helping people settle successfully, strengthen their sense of belonging and contribute to Australia's economic, civic and social life.

The department will continue to work with communities, service providers, employers and governments to support integration and participation, with increased focus on client experience and participation outcomes. This includes helping people build the skills, confidence and connections needed to navigate everyday life, engage in employment and contribute meaningfully, while ensuring citizenship and settlement settings reflect shared values and recognise contribution to Australia.

The Immigration Detention Network will remain an area of sustained operational complexity. The composition of the detention population is expected to remain high risk, requiring continued focus on placement, safety, security and service provider performance to maintain a safe and secure network. This will remain important to meeting legal obligations, supporting orderly detention and compliance arrangements, and managing risks to detainees, staff and the community.

Migration and citizenship reform and delivery

Priority

Deliver and reform visa, migration and citizenship programs that align to national interests and optimise economic prosperity. This includes supporting the migration system to be targeted, sustainable and underpinned by integrity.

Key Activity: Migration and citizenship delivery

Measure: Delivery of the Migration and Citizenship Programs contributes to economic prosperity and aligns to national interests.	
PERFORMANCE TARGET 2026–27 to 2029–30	
21	The Migration Program is delivered consistent with planning levels set by government.
KEY DEFINITIONS	METHOD FOR CALCULATION
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: • Skill: Employer Sponsored; Skilled Independent; State/ Territory Nominated; Regional; Talent and Innovation. • Family: Partner, Parent, Child, and Other Family. • 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. Delivered: The total number of provisional/permanent visas granted within the 3 streams: Skilled, Family and Special Eligibility, to fulfil places for the Migration Program (1 July–30 June). Consistent: The Migration Program is delivered within an error margin of +/- 0.1 % of the Migration Program planning levels. 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. 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.	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 2026–27 Migration Program in line with clear objectives and directions set by Government and aligns with the department's immigration and migration responsibilities as outlined in the Administrative Arrangements Order.

The target and associated error margin of $\pm 0.1\%$ has been identified as an appropriate benchmark in 2026–27, as it aligns with the expectations of Government.

This target is consistent with Target 22 from the 2025–26 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

2026–27 to 2029–30

22

Average number of finalisations per Full Time Equivalent (FTE) visa processing officer is maintained or increases across permanent, humanitarian, protection, and temporary visa programs.

KEY DEFINITIONS

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

FTE: Full-time equivalent officers in visa delivery teams directly involved in visa processing.

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

Humanitarian visa program: Refers to the following visa categories: Offshore Humanitarian (subclasses 200, 201, 202, 203, 204)

Protection visa program: Refers to the following visa categories: Onshore Protection (subclass 866).

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

METHOD FOR CALCULATION

Average number of finalisations per FTE across permanent, humanitarian, protection, and temporary visa caseloads in 2026–27, compared to the average number of finalisations per FTE in 2025–26.

RATIONALE

This target is an *efficiency* measure for visa processing across both permanent and temporary visa caseloads and assesses the rate of inputs to outputs (using FTE) and aligns with the department's immigration and migration responsibilities as outlined in the Administrative Arrangements Order.

The benchmark (finalisations per FTE increases or is maintained) has been identified as an appropriate benchmark in 2026–27, taking into account the maintenance of capability, systems and/or efficiencies and appropriate training, despite rising or falling demand.

This target updates Targets 24, 28 and 29 from the 2025–26 Corporate Plan which were:

- Average number of finalisations per Full Time Equivalent (FTE) visa processing officers increases or is maintained across both permanent and temporary visa caseloads.
- Deliver at least 30,000 Protection (subclass 866) visa finalisations.
- 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.

This target amends the planned performance result published in the Department of Home Affairs 2026–27 Portfolio Budget Statements for Program 2.2: Average number of finalisations per Full Time Equivalent (FTE) visa processing officers is maintained or increases across permanent, humanitarian, and temporary visa programs.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET

2026–27 to 2029–30

23

Error rate for visa and citizenship decisions subject to quality management activities does not exceed the pre-determined average error rate benchmark.

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: For the purposes of reporting, 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.
- **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.

Pre-determined 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

Average error rate for visa and citizenship decisions subject to quality management activities, compared to the pre-determined average error rate benchmark.

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 with the department's citizenship responsibilities as outlined in the Administrative Arrangements Order.

The target has been identified as an appropriate benchmark in 2026–27, 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 updates Target 25 from the 2025–26 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.

24

Reduce the on-hand citizenship caseload to 40,000.

KEY DEFINITIONS

On-hand caseload: Citizenship applications that were not finalised by 30 June 2027.

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 2027 is less than or equal to 40,000.

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 with the department’s citizenship responsibilities as outlined in the Administrative Arrangements Order.

The 40,000 target has been identified as an appropriate benchmark in 2026–27, as it reflects the goal to finalise both on-hand and new citizenship applications. The performance benchmark involves maintenance in delivery of decisions of over 300,000 per annum, which pending application volume, will reduce the on-hand applications from approximately 67,000 at 30 June 2026 to less than or equal to 40,000 at 30 June 2027.

This target updates Target 26 from the 2025–26 Corporate Plan: Reduce the on-hand citizenship caseload to 80,000. This target is consistent with the planned performance result published in the Department of Home Affairs 2025–26 Portfolio Budget Statements for Program 2.5: Reduce the on-hand citizenship caseload to 40,000.

DATA SOURCE

Internal databases.

Refugee, humanitarian and settlement services

Priority

Deliver and administer the onshore and offshore components of the Humanitarian Program, humanitarian settlement support programs and translating and interpreting services that enable migrants and refugees to participate and contribute economically and socially 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 TARGET 2026–27 to 2029–30	
25	The Humanitarian Program is delivered consistent with the planning levels and onshore/offshore composition ratio set by the government.
KEY DEFINITIONS	METHOD FOR CALCULATION
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: • Onshore: Protection (subclass 866) visas. • Offshore: Refugee category (subclasses 200, 201, 203, 204) visas; Global Special Humanitarian (subclass 202) visas (including the Community Support Program) Consistent: The Humanitarian Program is delivered within an error margin of +/- 0.1% of the Program planning ceiling levels. Planning levels: The agreed number of places that may be delivered under the Humanitarian Program categories as set by the Australian Government through the Australian Government's Budget process. Composition ratio set by government: The number of places delivered under the Humanitarian Program by the location of the applicant (either in Australia, or offshore).	Number of Humanitarian Program places delivered and composition ratio, compared to the planning levels and composition ratio set by the government.
RATIONALE	
This target is an <i>effectiveness</i> measure of the department's ability to deliver the 2026–27 humanitarian program in line with humanitarian needs and the clear objective and directions set by government. The target aligns with the department's humanitarian responsibilities as outlined in the Administrative Arrangements Order. The target and associated error margin of +/- 0.1% has been identified as an appropriate benchmark in 2026–27, as it aligns with the expectations of government. <i>This target is consistent with Target 27 from the 2025–26 Corporate Plan and updates the planned performance result published in the Department of Home Affairs 2026–27 Portfolio Budget Statements for Program 2.3, which is: The Humanitarian Program is delivered within the planning ceiling and the onshore/offshore composition set by the government.</i>	
DATA SOURCE	
Internal databases.	

26

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

KEY DEFINITIONS

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 Remote Logistics Pty Ltd (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 will provide the department with a Contract Status Review (CSR) report, setting out its performance against each KPI. Upon receipt of a CSR, the department will review the report. Where a KPI is not met, the department will advise of implementation of an abatement or request a remediation action plan from Toll within 10 business days.

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 with the department’s humanitarian responsibilities as outlined in the Administrative Arrangements Order.

The 100% target has been identified as an appropriate benchmark in 2026–27, as it reflects the department’s focus on maintaining service provider compliance with the Assisted Passage contract to meet the intended outcomes of the services.

The 10 business day target has been identified as an appropriate benchmark in 2026–27, 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 32 from the 2025–26 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.

Key Activity: Settlement services

Measure: The management and delivery of settlement and translating and interpreting services support refugees and vulnerable migrants in contributing to and participating in the Australian community.	
PERFORMANCE TARGET	
2026–27 to 2029–30	
27	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

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. Services: HSP orientation outcomes and may include the following topics: Settlement Services, Housing, Health, Managing Money, Feeling at Home in Australia, Transport, Family Functioning, Australian Law, Education; Employment. Use services: Clients are able to apply skills independently, or are able to apply skills but may require some level of assistance to access services.	Number of humanitarian entrants who exited the HSP who have the skills and knowledge to use services, compared to the humanitarian entrants who exited the HSP.⁷
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RATIONALE This target is an <i>effectiveness</i> measure of the department’s delivery of settlement support services 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 with the department’s humanitarian settlement responsibilities as outlined in the Administrative Arrangements Order. The 85% target has been identified as an appropriate benchmark in 2026–27, 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. <i>This target is consistent with Target 30 from the 2025–26 Corporate Plan: 85% of humanitarian entrants exiting the HSP have the skills and knowledge to use services in Australia.</i>	DATA SOURCE Internal databases.
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7 The department receives the survey responses which were collected by third-party service providers, and calculates the result using this data.

PERFORMANCE TARGET

2026–27 to 2029–30

28

80% of Settlement Engagement and Transition Support (SETS) clients assessed demonstrate progress in achieving individual goals and improving their circumstances to support their independence, participation and wellbeing.

KEY DEFINITIONS

SETS: The program focuses on building independence, self-agency, self-efficacy and personal wellbeing.

Clients assessed: Each program provider assesses at least 50% of all their SETS participants through Standard Client Outcomes Reporting (SCORE). A SCORE assessment is recorded at least twice for each client — once towards the beginning of the client's service delivery and once towards the end of service delivery.

Individual goals: The Goals outcome within SCORE represents a client's personal intentions for their development in the program. For target reporting, all Goals domains are captured, including a client's changed behaviours, changed knowledge, changed skills, empowerment, engagement with relevant support services and changed impact of immediate crisis.

Circumstances: The Circumstances outcome within SCORE represents factors and parts of a client's environment. For target reporting, the following relevant Circumstance domains are captured, including improvements in a client's community participation and networks, education and skills training, employment, mental health, wellbeing and self-care, and personal and family safety.

METHOD FOR CALCULATION

Number of clients assessed that recorded an average rating of 3 or above (5-point rating scale) across relevant SCORE domains, compared to the number of clients assessed.⁸

RATIONALE

This target is an *effectiveness* measure of the department's delivery of the SETS program and assesses the effectiveness of the program in equipping humanitarian entrants and other vulnerable migrants with the knowledge and tools to improve their social and economic participation. The target aligns with the department's humanitarian settlement responsibilities as outlined in the Administrative Arrangements Order.

The 80% target has been identified as an appropriate benchmark in 2026–27, taking into account that not all clients will have the same needs, capacities and understanding of integration outcomes. Considering recommendations from the Australian National Audit Office's performance audit of the SETS program in 2025–26, from 2026–27, the scope of the target has been expanded to take into account improvements related to the circumstances of clients and progress against individual goals.

This target updates Target 31 from the 2025–26 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.

DATA SOURCE

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

⁸ The department receives the data which was collected by third-party service providers, and calculates the result using this data.

PERFORMANCE TARGET		2026–27 to 2029–30
29	85% of enrolled students who responded to Adult Migrant English Program (AMEP) client surveys identified that they learn English for their needs including work, study, and community participation.	
KEY DEFINITIONS		METHOD FOR CALCULATION
Enrolled students: A person that has completed all eligibility checks, enrolled such that initial assessments are complete and are enrolled for classes during the period the survey is conducted.		Number of enrolled students who provided a positive survey response, compared to the total number of survey responses for the relevant survey questions.
RATIONALE		
The target is an <i>effectiveness</i> measure of the delivery of the AMEP program and assesses the <i>effectiveness</i> of the program in building participant's English language proficiency to improve their social and economic participation. The target aligns with the department's adult migrant education responsibilities as outlined in the Administrative Arrangements Order. The target reflects that the needs and reasons of clients enrolled in the AMEP vary. The 85% target has been identified as an appropriate benchmark in 2026–27, taking into account that not all clients will have the same capacities and English proficiency prior to commencing the AMEP program. The target also reflects consistent survey results over the past 5 years of the satisfaction survey. <i>This target is consistent with Target 34 from the 2025–26 Corporate Plan: 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.</i>		
DATA SOURCE		
Client responses to AMEP client surveys administered by the AMEP Quality Assurance Provider.		

30

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

KEY DEFINITIONS

Timely:

- 90% of all immediate phone calls are assigned to an interpreter within 3 minutes.
- 90% of all booking requests are assigned to an interpreter within one day.

Reliable:

- 90% of all assigned interpreting services are assigned to a National Accreditation Authority for Translators and Interpreters (NAATI) credentialed practitioner.
- 80% of all requested interpreting services are provided.

Phone call: For non-English speakers and Agency clients. TIS National provides either operator-assisted or automated access to immediate phone interpreters in more than 160 languages.

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

NAATI: National Accreditation Authority for Translators and Interpreters is Australia's national standards and certifying authority for translators and interpreters.

METHOD FOR CALCULATION

This target comprises of 4 components:

- a) Number of Interpreting Services requests assigned to a NAATI credentialed 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 assigned to an interpreter within 3 minutes, compared to the total number of interpreting calls assigned.
- 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. This target measures effective interpreting service delivery to meet community demand. The target aligns with the department's ethnic and multicultural affairs responsibilities as outlined in the Administrative Arrangements Order.

The target has been identified as an appropriate benchmark in 2026–27, 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 includes updates to the benchmark for timeliness of immediate phone services from the previous measure of 90% of calls being answered within 120 seconds.

This target is consistent with Target 35 from the 2025–26 Corporate Plan: The Translating and Interpreting Services (TIS National) are provided in a timely and reliable manner.

DATA SOURCE

Internal databases.

Multicultural affairs

Priority

Ensure the policy settings for a modern multicultural Australia are fit-for-purpose and deliver practical support through community engagement and grants programs.

Key Activity: Multicultural affairs engagement and grant delivery

Measure: Community engagement and multicultural grants programs support government in responding to community needs.	
PERFORMANCE TARGET 2026–27 to 2029–30	
31 90% of grant program delivery is completed in accordance with agreed timeframes.	
KEY DEFINITIONS	METHOD FOR CALCULATION
Grant program delivery: Processes by which arrangements for Grant programs are administered by the department, aligning to the Design, Select and Establish phases of the grant lifecycle, as described in the Commonwealth Grant Rules and Principles 2024. Activities/Milestones: The processes identified as contributing significantly to the timeliness of delivering grant rounds. For each Multicultural grant round being undertaken in 2026–27, the 3 milestones the department will monitor are: • Having an agreed funding round timeline documented • Ensuring the grant round opens on time once appropriate approvals are in place • Grant round outcome approval sought within the agreed timeframe. Agreed timeframes: Identified activities/milestones are delivered within agreed timeframes, as documented in a Grant Round Timeline or equivalent Grant Strategy.	Number of identified activities/milestones delivered within agreed timeframes, compared to the number of identified activities/milestones scheduled for delivery in 2026–27.
RATIONALE	
This target is an <i>output</i> measure of the department’s delivery of grants to support multicultural communities in Australia. The target aligns with the department’s multicultural affairs responsibilities as outlined in the Administrative Arrangements Order. The 90% target has been identified as an appropriate benchmark in 2026–27, as it provides a realistic measure given the recent, increased volume of multicultural grants being delivered to the community. The previous 100% benchmark was set against a context of a smaller number and lower complexity of multicultural grants; a 90% benchmark provides a realistic measure that reflects operational complexities while maintaining a strong focus on timely and accurate reporting. <i>This target updates Target 36 from the 2025–26 Corporate Plan: 100% of grant programs are delivered within budget and in a timely manner.</i>	
DATA SOURCE	
Internal databases.	

PERFORMANCE TARGET

2026–27 to 2029–30

32

80% of surveyed community stakeholders (who responded to the survey) indicated that engagement with the Community Engagement Network helped address community needs.

KEY DEFINITIONS

Community stakeholders: Community leaders, spokespeople or key representatives who engage with the department on behalf of their cultural, ethnic, faith-based, or non-government organisations.

Engagement: Community engagements are undertaken either in person or via video conference, telephone, or email. These engagements may occur on a one-on-one basis, with a small group from a single organisation, or with multiple stakeholders or organisations at the same time.

Community Engagement Network: The network comprises of departmental Regional Directors and Community Engagement Teams including Community Liaison Officers (CLOs) operating across 4 regions (NSW/ACT, VIC/TAS, QLD/NT, and WA/SA).

Community needs: Refers to needs identified through engagement with community stakeholders, including access to useful information, connection to services, organisations or other stakeholders and opportunities to provide feedback to Government.

METHOD FOR CALCULATION

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

RATIONALE

This target is an *effectiveness* measure of the department's delivery of engagement through the Community Engagement Network and supports positive outcomes for multicultural communities. The target aligns with the department's multicultural affairs responsibilities as outlined in the Administrative Arrangements Order.

The 80% target has been identified as an appropriate benchmark in 2026–27, taking into account that some stakeholders may not be able to distinguish between the role of the Community Engagement Network and policies or programs of the government and therefore express dissatisfaction about other matters through the survey.

This target updates Target 37 from the 2025–26 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.

DATA SOURCE

Responses to bi-annual stakeholder surveys.

Social cohesion

Priority

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

Key Activity: Social cohesion engagement and coordination

Measure: Whole-of-government coordination, research and delivery of targeted programs contributes to a socially cohesive Australia.	
PERFORMANCE TARGET 2026–27 to 2029–30	
33The department contributes to strengthening social cohesion.	
KEY DEFINITIONS	METHOD FOR CALCULATION
Contributes: While social cohesion is a whole-of-government initiative, the Office for Social Cohesion has 3 core functions that contribute to social cohesion: • whole-of-government coordination • delivery of targeted programs to help build a more cohesive society • research programs to inform policy and program development. Social Cohesion: Social cohesion includes the strength of relationships and sense of belonging within a society, where individuals and groups feel connected, valued and supported. These connections help people and communities work together and feel a sense of worth, trust, belonging and acceptance. It is characterised by mutual trust, inclusivity and a shared commitment to social stability and wellbeing.	The performance result will be determined by analysis of the department’s outcomes in the following case studies: a) Deliver targeted social cohesion hubs and programs to support communities. b) Facilitate opportunities for cross sector collaboration to support policy and program development.
RATIONALE	
This case study is a <i>proxy</i> measure to demonstrate the output of the department’s management of its responsibility to promote social cohesion outcomes across government through the Office for Social Cohesion, as outlined in the Administrative Arrangements Order. A case study was identified as an appropriate approach, as it selects a representative sample of the department’s overall performance in social cohesion initiatives and is a meaningful option for explaining the work of the department. This work is aligned with ongoing diagnostic work of the Royal Commission into Antisemitism and Social Cohesion and will strengthen the department’s ability to respond in an agile, informed manner. The supporting performance information for this case study will include information on whole of government coordination through supporting social cohesion working groups, committees and forums. <i>This case study has been introduced as of 2026–27.</i>	
DATA SOURCE	
Internal databases.	

Immigration compliance and integrity

Priority

Harden visa and migration system integrity including through the administration of the Office of Migration Agents Registration Authority.

Contribute to community safety by delivering immigration compliance, including cancellations and maintaining a safe, secure, and sustainable onshore Immigration Detention Network. Maintain the integrity of the immigration system by supporting individuals, who have exhausted all onshore visa options, to remain lawful while they make arrangements to depart.

Maintain and manage regional processing capabilities.

Key Activity: Visa cancellation and refusals

Measure: Cancellation considerations, ministerial intervention processes, and Bridging visa E processing support the integrity of the immigration program and contribute to community safety and immigration status resolution.	
PERFORMANCE TARGET 2026–27 to 2029–30	
34	90% of submissions for ministerial intervention decision 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.
KEY DEFINITIONS	METHOD FOR CALCULATION
Submissions: Relate to submissions where Portfolio Ministers have made a decision to consider intervening and have requested information such as health and character checks. Ministerial intervention: The <i>Migration Act 1958</i> 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 in immigration detention (s197AB(1)) - substitution of certain Administrative Review Tribunal (ART) decisions (s351(1)) - substitution of ART protection visa decisions (s501J(1)).	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.

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. This may also include provision of other documents such as evidence of health insurance; payments or repayment plan of debt to Commonwealth; Australian Values Statement; certified copy of valid passport; or any information requested by a Portfolio Minister.

Medical results: Relates to provision of health checks to the department by the contracted health service provider for an individual subject to 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. This may include provision of onshore and offshore police certificates, Form 80, and Military Discharge certificate, as well as internal checks with law enforcement agencies and security agencies.

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 Arrangements 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 2026–27, taking into account a number of variables that can influence the timeliness of submissions being referred, including the complexity of individual cases, and ensuring currency of case material and liaison with internal and external stakeholders in relation to the progression of a submission.

This target updates Target 39 from the 2025–26 Corporate Plan: 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.

DATA SOURCE

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

PERFORMANCE TARGET

2026–27 to 2029–30

35

The department delivers at least 23,500 Character and General Cancellation Considerations.

KEY DEFINITIONS

Character and general cancellation considerations: Matters which have been considered by a delegate within the department, the ABF or by 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.

Character considerations: This number includes:

- Both adverse and non-adverse character considerations/decisions under section 501 of the *Migration Act 1958*.
- Visa cancellations, refusals, and revocation/non-revocation decisions.

General considerations: This number includes:

- Adverse general cancellations only, including student visa cancellations.
- Decisions not to cancel a visa, where a Notice of Intention to Consider Cancellation has been issued.

METHOD FOR CALCULATION

Number of character and general cancellation considerations delivered in 2026–27.⁹

RATIONALE

This target is an *effectiveness* measure of the department's processing of character and general 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 of 23,500 has been identified as an appropriate benchmark in 2026–27 taking into account historical data and current policy settings against existing resourcing and processing tools.

This target updates Target 40 from the 2025–26 Corporate Plan: The department delivers at least 32,000 character and cancellation considerations.

DATA SOURCE

Internal databases.

⁹ The total number of character and general cancellation considerations decisions delivered does not include considerations that are administrative in nature as they do not reflect performance against program objectives.

PERFORMANCE TARGET

2026–27 to 2029–30

36

The median Bridging Visa E (BVE) application processing time is:

- 15 business days or less for all online applications, and
- 12 business days or less for paper applications.

KEY DEFINITIONS

Processing time: The time from valid lodgement of the BVE application until a decision is made on the application. This includes time to request additional information from applicants to support the decision. Some BVE applicants will be interviewed.

Online application: Applications submitted through ImmiAccount.

Paper application: Applications submitted by sending the approved form to an immigration office or in person.

Valid BVE lodgement: the applicant was not statutorily barred from applying and met all Item 1305 of Schedule 1 criteria of the Migration Regulations 1994. Validity is assessed when the BVE application is allocated to an officer.

Lodgement date: A BVE application is taken to have been made when submitted through ImmiAccount, or for paper applications, when received 'at an office of the department' or in person.

METHOD FOR CALCULATION

This target comprises of 2 components:

- a) Median application processing time for online applications processed in 2026–27.
- b) Median application processing time for paper applications processed in 2026–27.

RATIONALE

This target is an *effectiveness* measure of the department's processing of BVE applications under the National Allocation Model, to ensure that individuals can remain in Australia lawfully while making arrangements to leave. The target aligns with the department's entry, stay and departure arrangements for non-citizens as outlined in the Administrative Arrangements Order.

The 15 and 12 business day targets have been identified as an appropriate benchmark in 2026–27, taking into account overall BVE lodgements finalised by officers during 2025–26, and the number of officers available to process applications.

Timely BVE processing supports community safety by maintaining lawful status and supports a pathway to departure, visibility, immigration oversight and limited access to appropriate services while departure arrangements progress.

This target updates Target 38 from the 2025–26 Corporate Plan: The median Bridging Visa E (BVE) application processing time is:

- 8 business days or less for all online applications
- 10 business days or less for paper applications.

DATA SOURCE

Internal databases.

Key Activity: Onshore detention

Measure: Effectively maintain a safe, secure, and sustainable Immigration Detention Network.	
PERFORMANCE TARGET	2026–27 to 2029–30
37	The number of critical incidents per 1,000 detainees in the Immigration Detention Network remains comparable or decreases.
KEY DEFINITIONS	METHOD FOR CALCULATION
Critical incidents: All critical incidents as per Incident Reporting Guidelines,¹⁰ namely: • Assault—Detainee <18 Serious • Child Exploitation • Child Neglect • Death • Detainee <18 taken without consent • Escape • Hostage • Industrial Action—No Labour • Public Health Risk—Serious • Sexual Assault • Sexual Assault—Detainee <18 • Riot Immigration Detention Network: Immigration detention facilities (including immigration detention centres and alternative places of detention). Comparable: Comparable to the number of critical incidents per 1,000 detainees in the Immigration Detention Network in 2025–26.	Number of critical incidents per 1,000 detainees in 2026–27, compared to the number critical incidents per 1,000 detainees in 2025–26.
RATIONALE	
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 with the department’s responsibilities under the Administrative Arrangements Order to manage the entry, stay and departure arrangements for non-citizens. The target (comparable or decrease) has been identified as an appropriate benchmark in 2026–27, taking into account the constantly changing nature of the Immigration Detention Network cohort and incident trends. <i>This target is consistent with Target 44 from the 2025–26 Corporate Plan and updates 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 when compared to the rolling average over a 3-year period.</i>	
DATA SOURCE	
Internal databases	

10 Incident Reporting Guidelines version 7 issued 23 January 2026.

38

Maintain capacity to appropriately accommodate a minimum of 1,000 detainees within Immigration Detention Network facilities.

KEY DEFINITIONS

Capacity: All available funded places in immigration detention facilities.

Appropriately accommodate: Accommodation that takes into account all relevant considerations as guided by operational policy, which may include:

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

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

METHOD FOR CALCULATION

Number of detainees appropriately accommodated in immigration detention facilities, calculated daily.¹¹

RATIONALE

This target is an *effectiveness* measure of the department's operational responsiveness to ensure the safety and security of detainees in the Immigration Detention Network and aligns with the department's responsibilities under the Administrative Arrangements Order to manage the entry, stay and departure arrangements for non-citizens.

The 1,000 detainee target has been identified as an appropriate benchmark in 2026–27, taking into account the minimum accommodation capacity funded by government while also being responsive, should operational requirements exceed 1,000 detainees.

Supporting performance information for this target will include how the department uses the National Detention Placement Model to appropriately accommodate detainees within the Immigration Detention Network (IDN), as well as information on the average number of people in immigration detention and the support provided to them.

This target is consistent with Target 45 from the 2025–26 Corporate Plan: Maintain capacity to appropriately accommodate 1000 detainees within immigration detention network facilities at all times.

DATA SOURCE

Internal databases.

11 Calculations are not undertaken on weekends or public holidays, unless it is the first day of the month.

PERFORMANCE TARGET

2026–27 to 2029–30

39

90% of high-risk detention-related recommendations agreed for closure prior to 30 June 2027 are completed by the end of the 2026–27 financial year.

KEY DEFINITIONS

High-risk: Agreed recommendations rated as high-risk as determined by the Chief Audit Executive.

Detention-related recommendations: Recommendations accepted by the department.

Internal scrutiny: Line 3 Assurance activities undertaken by the department or its service providers, as defined in the department's assurance framework.

External scrutiny: Activities undertaken by external scrutiny bodies such as the Commonwealth Ombudsman, Australian Human Rights Commission, or coroners' courts.

Completed: The Chief Audit Executive has approved closure, following an independent assessment of closure evidence by the department's internal audit function.

METHOD FOR CALCULATION

Number of recommendations completed, compared to the number of recommendations agreed for closure prior to 30 June 2027 due for completion by the end of the 2026–27 financial year.

RATIONALE

This target is an *effectiveness* measure of the department's response to recommendations which enhance safety and security within the Immigration Detention Network and aligns with the department's responsibilities under the Administrative Arrangements Order to manage the entry, stay and departure arrangements for non-citizens.

The 90% target has been identified as an appropriate benchmark in 2026–27, taking into account the complexities of some recommendations, funding requirements and the necessary time required to action high-risk recommendations with the service provider.

The supporting performance information for this target will include information on the length of time recommendations remain opened, and work being conducted regarding the sustainability of implementations.

This target updates Target 46 from the 2025–26 Corporate Plan: 90% of high-risk detention-related recommendations identified through internal and external scrutiny are completed on or before 30 June 2026.

DATA SOURCE

Internal databases

Key Activity: Visa and migration systems integrity

Measure: Regulation of Registered Migration Agents supports the integrity of the visa and migration system and protects consumers of the migration advice industry.

PERFORMANCE TARGET

2026–27 to 2029–30

40

The median time taken to finalise Registered Migration Agent (RMA) investigations that result in regulatory outcomes is less than 210 days.

KEY DEFINITIONS

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.

Commenced: An investigation is taken to have commenced upon allocation of the matter to an Office of the Migration Agents Registration Authority (OMARA) Investigations Officer.

Finalised: A finalised investigation is one where the 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.

METHOD FOR CALCULATION

The median time taken to finalise investigations that result in regulatory outcomes, compared to the benchmark of 210 days.

Investigation: Where allegations raised regarding the conduct of an RMA or former RMA proceed to investigation, following a triage and assessment process. An investigation may involve more than one allegation, referral or complaint.

Regulatory outcomes for investigations:

- sanction/disciplinary decisions
- issuing a suspected breach notice
- conduct addressed directly with the agent
- a finding of ‘no breach’ of the RMA Code of Conduct.

Investigation: All matters proceed to investigation with the exception being those assessed as ‘no merit’ or ‘no jurisdiction’ during the triage and assessment process.

RATIONALE

This target is an *effectiveness* measure of the department’s role as a regulator, demonstrating performance against the core functions under s316 of the *Migration Act 1958* and aligns with the department’s immigration and migration responsibilities as outlined in the Administrative Arrangements Order.

The 210 day target has been identified as an appropriate benchmark in 2026–27, 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.

The supporting performance information for this target will include information on the department’s complaints investigations strategy and efforts.

This target is consistent with Target 47 from the 2025–26 Corporate Plan: The median time taken to finalise Registered Migration Agent (RMA) investigations that result in regulatory outcomes was less than 210 days.

DATA SOURCE

Internal regulatory management systems.

PERFORMANCE TARGET

2026–27 to 2029–30

41

75% of all initial and repeat applications to become a Registered Migration Agent (RMA) are assessed within 8 weeks of lodgement.

KEY DEFINITIONS

Initial application: The applicant has not previously been registered at sometime within the period of 3 years before making the application.

Repeat application: The applicant has previously been registered at sometime within the period of 3 years before making the application.

Applications: Applications to become an RMA (initial application) or continue to be an RMA (repeat application) submitted prior to 8 weeks before the end of the reporting period.

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

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

METHOD FOR CALCULATION

Number of initial and repeat applications assessed within 8 weeks, compared to the number of initial and repeat applications lodged.¹²

12 This target will only report on applications received after 1 July 2026.

RATIONALE

This target is an *effectiveness* measure of the department's role as a regulator, demonstrating performance against one of its key functions under s316 of the *Migration Act 1958* and aligns with the department's immigration and migration responsibilities as outlined in the Administrative Arrangements Order.

The 75% target has been identified as an appropriate benchmark in 2026–27, taking into account procedural fairness processes which can impact overall processing times.

This target is consistent with Target 48 from the 2025–26 Corporate Plan: 75% of all initial and repeat applications to become a Registered Migration Agent (RMA) are assessed within 8 weeks of lodgement.

DATA SOURCE

Internal regulatory management systems.

Key Activity: Regional processing

Measure: International capability and engagement activities and contract management supports offshore regional processing.

PERFORMANCE TARGET

2026–27 to 2029–30

42

100% of eligible Quality Failures identified through monthly performance management reporting for the Republic of Naoero (Naoero) facility and health contracts are subject to an abatement within 2 months and have Action Plans implemented by the service provider within agreed timeframes.

KEY DEFINITIONS

Eligible Quality Failure: A failure by the service provider to satisfy or comply with an applicable key performance measure in accordance with, and to the standard specified in performance management framework for the relevant contract unless the failure is an Excusable Quality Failure.

Excusable Quality Failure: A Quality Failure that is excused by the department after considering the specific circumstances of that Quality Failure, per the provisions of each contract.

Naoero 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 Naoero.

Naoero 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 in Naoero.

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.

Implemented: An action plan is successfully implemented when a service provider has provided sufficient evidence to address the issues identified in the Quality Failure.

Agreed timeframes: A specified period of time agreed by the department and the service provider.

METHOD FOR CALCULATION

Number of eligible Quality Failures identified that were subject to an abatement within 2 months with an Action Plan implemented on time, compared to the number of Quality Failures identified in 2026–27.

RATIONALE

This target is an *effectiveness* measure of the department's activities to support the Republic of Naoero in delivering regional processing, through contract management activities and aligns with the department's responsibilities under the Administrative Arrangements Order to manage the entry, stay and departure arrangements for non-citizens.

The 100% target has been identified as an appropriate benchmark for 2026–27, 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.

This target updates Target 49 from the 2025–26 Corporate Plan: 100% of Quality Failures identified through monthly performance management reporting for Naoero facility and health contracts are subject to an abatement within 2 months and have Action Plans implemented by the service provider within agreed timeframes.

DATA SOURCE

Service provider reporting and internal databases.

PERFORMANCE TARGET

2026–27 to 2029–30

43

100% of report submissions received from the Republic of Naoero are reviewed in accordance with agreed requirements under the Enduring Capability Memorandum of Understanding.

KEY DEFINITIONS

Enduring Capability (EC): Under the EC operating model, the department supports the Republic of Naoero (Naoero) to deliver regional processing, including maintenance of agreed readiness levels and mobilization of capability in line with transitory person arrivals to Naoero.

Memorandum of Understanding (MoU): A signed agreement between the Republic of Naoero and Australia, currently the 2021 Enduring Capability Memorandum of Understanding (EC MoU), which puts the EC into effect.

Subsidiary Arrangements: Confidential arrangements developed under the 2021 EC MoU to support the effective implementation of the EC.

Report submissions: Reports required under the EC MoU that are completed by Naoero and presented in a format mutually accepted in practice by Naoero and the department.

Reviewed: The systematic checks administered by the department, over reports from Naoero, to validate Naoero's operational compliance with the EC MoU and Subsidiary Arrangements.

METHOD FOR CALCULATION

Number of reports reviewed by the department which were received from the Republic of Naoero, compared to the number of reports received from the Republic of Naoero.

RATIONALE

This target is an *output* measure of the department's delivery of review activities that support the ongoing capability of 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.

The 100% target has been identified as an appropriate benchmark in 2026–27, 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.

This target updates Target 50 from the 2025–26 Corporate Plan and the planned performance result published in the Department of Home Affairs 2026–27 Portfolio Budget Statements for Program 2.4: Deliver 100% of required monthly reporting and quality review activities required under Enduring Capability subsidiary arrangements with Nauru.

DATA SOURCE

Internal databases.

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

Over the next 4 years, Australia's border environment will continue to be shaped by geopolitical instability, technological change and the increasing interconnectedness of global trade, travel, and supply chains. Our border remains central to national security, economic prosperity, and community safety, requiring the management of people, goods, and risk across the full border continuum—before, at and beyond the physical border. These conditions will require a continued balance between strong border protection, compliance with Australia's customs laws and the efficient facilitation of legitimate trade and travel, supported by deterrence and disruption throughout border operations.

Australia's maritime domain is significant, covering approximately 10 per cent of the Earth's surface and 34,000 kilometres of coastline. This vast and complex domain will continue to create distinct challenges for border protection and civil maritime security. Irregular maritime activity, people smuggling and illegal foreign fishing will require sustained surveillance, patrol, and response capabilities. Through Operation Sovereign Borders and broader civil maritime security efforts, threats will need to be identified and disrupted early, particularly in Australia's north, in close cooperation with domestic and international law enforcement partners.

Growth in passenger movements, cargo volumes and digital connectivity will create both opportunity and complexity across our border system. Rising demand, including through the opening of Western Sydney International Airport in 2026 and longer-term planning for the 2032 Brisbane Olympic and Paralympic Games, will require resilient, scalable, and efficient border arrangements. These arrangements will need to enhance facilitation, support legitimate trade and travel, strengthen compliance with Australia's customs laws, and contribute to Australia's prosperity.

Growth in trade and digital connectivity will continue to create opportunities for sophisticated threat actors to exploit legitimate pathways. Transnational serious and organised crime groups will use global supply chains, emerging technologies, and trade and travel channels to facilitate illicit activity and undermine border integrity. At the same time, legitimate trade and travel remain central to Australia's prosperity, reinforcing the need for integrated, intelligence-led compliance and enforcement that deters criminal exploitation while enabling lawful movement to proceed efficiently and securely.

Rapid changes in intelligence, technology and data will continue to shape how border risks are understood and managed. Operating early across the border continuum will remain critical to identifying and mitigating risks before they reach Australia, while supporting compliance with Australia's customs laws and enabling legitimate trade and travel to move efficiently and securely. Close cooperation with domestic and international law enforcement partners will remain central to deterring criminal activity and disrupting organised crime syndicates that seek to exploit Australia's border and supply chains.

Border management

Priority

Maintain the security of Australia's border and the facilitation of legitimate trade and travel.

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

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

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

Key Activity: Border services

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

PERFORMANCE TARGET

2026–27 to 2029–30

44

Clearance rates for air and sea cargo are maintained, compared to a rolling average of clearance rates over the past 5 financial years.

KEY DEFINITIONS

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

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

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

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

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.

- The clearance process is automated and determined by cargo reporters meeting their reporting requirements unless a profile match has occurred. If a profile match occurs, manual intervention is required by an ABF officer to acquit the hold before a consignment receives a clear status.
- If the cargo report meets all the required criteria, it is granted a clear status automatically. This clearance can occur prior to cargo arriving in Australia.

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

METHOD FOR CALCULATION

This target comprises of 2 components:

- a) Number of air cargo consignments cleared within 24 hours and 48 hours, compared to the total number of air cargo consignments.
- b) Number of sea cargo consignments cleared within 3 days and 5 days of arrival into Australia, compared to the total number of sea cargo consignments.

These figures are compared to the rolling average of clearance rates for both air and sea cargo over the past 5 financial years.

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 with the department's customs and border control responsibilities as outlined in the Administrative Arrangements Order. A proportion of the cleared cargo is automated and is therefore not subject to ABF officers physically clearing consignments.

The target (maintained, compared to a rolling 5-year average) has been identified as an appropriate benchmark in 2026–27, taking into account seasonal fluctuations in cargo volumes and trends in consignment characteristics, driven by external factors. Comparison to a 5-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 52 from the 2025–26 Corporate Plan and the planned performance result published in the Department of Home Affairs 2026–27 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 past 5 financial years.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET

2026–27 to 2029–30

45

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 Australian 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*, *Customs (Australian Trusted Trader Programme) Rule 2025* (ATT Rule 2025), 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 ATT Rule 2025.

Non-compliance: Actions or outcomes linked to a specific compliance event such as ATT annual reporting obligations or other ABF trade compliance activities. Non-compliance occurs when a Trusted Trader fails to meet legislative requirements. Corrective action: Corrective actions are actions initiated in response to a non-compliance.

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 2026–27.

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 with the department's customs and border control responsibilities as outlined in the Administrative Arrangements Order. The 95% target has been identified as an appropriate benchmark in 2026–27, 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 is consistent with Target 53 from the 2025–26 Corporate Plan and the planned performance result published in the Department of Home Affairs 2026–27 Portfolio Budget Statements for Program 3.1: 95 per cent 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.

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 2026–27 to 2029–30

46 Average clearance time for all air travellers is maintained or improved, compared to a rolling average clearance time over the past 2 financial years.

KEY DEFINITIONS	METHOD FOR CALCULATION
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). All air travellers: All inbound and outbound passengers and crew processed through the border, regardless of country or nationality. Processed: Border clearance through immigration formalities. SmartGate: An automated immigration processing system which is an alternative to manual processing at the border. Travellers can have their identity, and in the case of non-citizens, their visa verified (or granted in the case of eligible New Zealand citizens) by an authorised automated clearance authority without the need for an ABF clearance officer.	Average clearance time for travellers, compared to the average clearance time for travellers over the past 2 financial years.

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 with the department’s border security and border control responsibilities as outlined in the Administrative Arrangements Order.

The target (maintained or improved, compared to a rolling 2-year average) has been identified as an appropriate benchmark in 2026–27, taking into account the seasonal fluctuations in traveller volumes and trends in traveller characteristics. Comparison to a 2-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 54 from the 2025–26 Corporate Plan and the planned performance result published in the Department of Home Affairs 2026–27 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 the past 2 financial years.

DATA SOURCE

Internal databases.

47

Percentage of eligible air travellers processed through the border using SmartGate technology remains consistent with the previous financial year.

KEY DEFINITIONS

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

Eligible air travellers: All travellers with passports compatible with SmartGate technology. Processed: Border clearance through immigration formalities.

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

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

METHOD FOR CALCULATION

Percentage of eligible air travellers processed using SmartGates, compared to the percentage of eligible air travellers processed using SmartGates in 2026–27.

RATIONALE

This target is an *effectiveness* 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 with the department's border security and border control responsibilities as outlined in the Administrative Arrangements Order.

The target benchmark has been identified as an appropriate benchmark in 2026–27 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.

This target is consistent with Target 55 from the 2025–26 Corporate Plan: Percentage of eligible air travellers processed through the border using SmartGate technology remains consistent with the previous financial year.

DATA SOURCE

Internal databases.

Key Activity: Customs compliance and enforcement

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

PERFORMANCE TARGET

2026–27 to 2029–30

48

Percentage of air and sea cargo examined by ABF officers that leads to an enforcement result remains consistent with the previous financial year.

KEY DEFINITIONS

Consignment (air cargo): One or more packages (goods), intended to be brought into Australia from a place outside Australia that are carried on board an aircraft.

Consignment (sea cargo): One or more packages (goods), intended to be brought into Australia from a place outside Australia that are carried on board a commercial sea going vessel.

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

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.

METHOD FOR CALCULATION

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 2025–26.

RATIONALE

This target is an *effectiveness* 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 with the department's border security and border control responsibilities as outlined in the Administrative Arrangements Order.

The target (remains consistent with the previous year) has been identified as an appropriate benchmark in 2026–27, taking into account the seasonal fluctuations in cargo volumes and dynamic trends in criminal methodologies.

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 56 from the 2025–26 Corporate Plan: Percentage of air and sea cargo examined by ABF officers that leads to an enforcement result remains consistent with previous financial year.

DATA SOURCE

Internal databases.

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

PERFORMANCE TARGET

2026–27 to 2029–30

49

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

KEY DEFINITIONS

Consignment (sea cargo): Counted as one or more packages (goods), intended to be brought into Australia from a place outside Australia that are carried on board a commercial sea going vessel.

Inspected: An article or consignment has been non-intrusively screened through ABF managed and owned X-ray equipment located at an ABF site.

Consignment (air cargo): Counted as one or more packages (goods), intended to be brought into Australia from a place outside Australia that are carried on board an aircraft.

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

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.

METHOD FOR CALCULATION

This target comprises of 2 components:

- a) Number of air cargo consignments examined.
- b) Number of sea cargo consignments inspected and examined.

These figures are compared to the number of cargo consignments examined in 2025–26.

RATIONALE

This target is an *effectiveness* measure to demonstrate delivery of border services and assesses the *effectiveness* of the department to intervene with cargo consignments that may result in harm in the Australian community and aligns with the department's border security and customs responsibilities as outlined in the Administrative Arrangements Order.

The target (maintain versus the previous year) has been identified as an appropriate benchmark in 2026–27, taking into account seasonal fluctuations in cargo volumes and trends in consignment characteristics.

This target is consistent with Target 57 from the 2025–26 Corporate Plan: Maintain the number of sea cargo inspections and examinations and air cargo examinations nationally.

DATA SOURCE

Internal databases.

PERFORMANCE TARGET

2026–27 to 2029–30

50

The annual revenue leakage value of the Compliance Monitoring Program (CMP) sample is less than 5%.

KEY DEFINITIONS

Revenue leakage: Difference between what was reported and what was paid to the government.

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.

CMP sample import value: Total value of revenue collected from 6,000 import lines included in the CMP sample in the financial year.

Total import value: Total value of revenue collected from imports in the financial year.

METHOD FOR CALCULATION

Analysis of a sample of 6,000 import lines assessed through the CMP.

RATIONALE

This target is a *proxy* measure to demonstrate the *effectiveness* of the ABF's activities in detecting, deterring, and disrupting attempted revenue evasion pre, at and post border and aligns with the department's border security and customs responsibilities as outlined in the Administrative Arrangements Order.

The less than 5% target has been identified as an appropriate benchmark in 2026–27, taking into account the materiality level for a system in which most importers are compliant.

The supporting performance information for this target will include information on additional revenue leakage and compliance activities including those related to tobacco.

This target is consistent with Target 58 from the 2025–26 Corporate Plan and the planned performance result published in the Department of Home Affairs 2026–27 Portfolio Budget Statements for Program 3.3, which was: The annual revenue leakage value of the Compliance Monitoring Program (CMP) sample is less than 5%.

DATA SOURCE

Internal databases.

51

The department effectively disrupts illicit tobacco networks through operational activities across Australian State and Territory jurisdictions.

KEY DEFINITIONS

Effectively disrupted: A disruption outcome dismantles, diverts or otherwise complicates criminal activity and contributes to sustained pressure on illicit tobacco business models. Illicit tobacco networks are considered effectively disrupted where operational activity results in one or more of the following outcomes:

- a) Removal of illicit commodities or criminal proceeds (seizures of tobacco, vapes, cash or assets)
- b) Disruption of supply chains (identification of storage sites, targeting of cargo pathways, or closure of retail or supply premises)
- c) Enforcement outcomes (warrants executed, arrests, referrals, regulatory and other compliance actions)
- d) Delivery of second and third order effects (financial penalties, visa actions, tax or other compliance interventions)
- e) Increased cost, risk or operational complexity for criminal networks.

Operational activities: Coordinated, intelligence informed multi-agency enforcement activities targeting illicit tobacco and vaping supply chains across retail, storage, distribution and importation pathways forming a single disruption model. Activities are coordinated through the ABF, including intelligence-supported targeting, inspections, warrant execution, seizures, financial disruption actions, retail compliance, supply chain interventions and joint operations across Commonwealth, state and territory law enforcement and non-law enforcement partners.

METHOD FOR CALCULATION

The performance result will be determined by analysis of the department's outcomes through coordinated, endorsed ABF disruption operations and Weeks of Action and represented through a case study.

RATIONALE

This case study is a *proxy* measure to demonstrate the output of the department's contribution to disrupting illicit tobacco networks. Disruption operations provide a structured and repeatable mechanism to deliver coordinated, intelligence-informed enforcement activity across jurisdictions, enabling the department to assess disruption outcomes in a consistent and measurable way.

A case study was identified as an appropriate approach as it enables the department to measure both the individual and cumulative impact of disruption activity, including seizures, financial impacts, enforcement actions and intelligence outcomes, as well as partner engagement, relationship strength and coordinated activity.

Performance against the case study will demonstrate if operational activity has delivered effective disruption, including both immediate enforcement outcomes and subsequent second and third order disruption effects. The definition of 'effectively disrupted' has been identified as appropriate as it captures both immediate operational outputs and broader systemic effects, including financial disruption, intelligence generation and sustained pressure on criminal networks.

The supporting information for this case study will include information on national coordination and broader disruption activities.

This case study has been introduced as of 2026–27.

DATA SOURCE

Internal databases and partner agency reporting.

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

PERFORMANCE TARGET

2026–27 to 2029–30

52

Percentage of air traveller interventions that led to an enforcement result improves or remains consistent with the rolling average over the past 3 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 of 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 past 3 financial years.

RATIONALE

This target is an *effectiveness* measure of the intervention of travellers to support the safety of the Australian community and maintain the integrity of the border and aligns with the department's border security and border control responsibilities as outlined in the Administrative Arrangements Order.

The target (improves or remains consistent, compared to a rolling 3-year average) has been identified as an appropriate benchmark in 2026–27, taking into account the seasonal fluctuations in traveller volumes and dynamic trends in the methodologies of illegitimate travellers. Comparison to a 3-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 59 from the 2025–26 Corporate Plan: Percentage of air traveller interventions that led to an enforcement result improves or remains consistent with the rolling average over the past 3 financial years.

DATA SOURCE

Internal databases.

Key Activity: Border modernisation and regulatory advice

Measure: Delivery of program and reform activities supports trade and travel modernisation.	
PERFORMANCE TARGET2026–27 to 2029–30	
53	80% of department-led initiatives to deliver customs and trade modernisation reform are completed in full.
KEY DEFINITIONS	METHOD FOR CALCULATION
Customs and Trade Modernisation: The ABF’s trade modernisation agenda aims to streamline cross-border trade regulations and processes, improve the ABF’s cargo intervention models and detection capabilities, and uplift our cargo reporting systems. It aligns with the Australian Government’s digital direction, aiming to uplift our border systems for more efficient and transparent trade processes. Initiatives: As at 1 July 2026, these include: • Streamlining the Cargo Intervention Model (SCIM) • Digital Trade Accelerator Projects (DTAP) • Maritime Single Window (MSW) • Cargo Reporting System Transformation (CRST) – Future Cargo Reporting Model (FCRM) • Regulatory Reform projects covering: – Border Controls – Cross-border trade data sharing – Fit and Proper Person	Number of customs and trade modernisation initiatives completed in full, compared to the number of customs and trade modernisation initiatives planned for completion in full by 30 June 2027.
RATIONALE	
This target is an <i>output</i> 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 with the department’s border security and customs responsibilities as outlined in the Administrative Arrangements Order. The 80% target has been identified as an appropriate benchmark in 2026–27, aligned with the commitment to deliver customs and trade modernisation reforms in 2026–27 and taking into account external factors that may be outside of the control of the department, including the passage of legislation, dependencies on other departments, and commitments of trial and pilot participants. <i>This target updates Target 61 from the 2025–26 Corporate Plan: 80% of department-led milestones to deliver reforms under the Simplified Trade System scheduled are completed in full.</i>	
DATA SOURCE	
Internal databases.	

Civil maritime security

Priority

Maintain and sustain civil maritime security surveillance and operational response capability to support the ongoing detection, deterrence and response to the 8 civil maritime threats across Australia’s maritime domain.

Key Activity: Civil maritime security capability

Measure: Maintain and sustain surveillance and response capability to counter civil maritime threats.	
PERFORMANCE TARGET	2026–27 to 2029–30
54	90% of planned ABF surveillance flying hours are flown.
KEY DEFINITIONS	METHOD FOR CALCULATION
Planned flying hours: Refers to the monthly rate of effort (ROE). Aerial surveillance: Refers to 15,000 flying hours per annum. Actual flying hours: Refers to the number of hours flown in delivering aerial surveillance services.	Actual surveillance flying hours flown, compared with the planned surveillance flying hours.
RATIONALE	
This target is a <i>proxy</i> measure to demonstrate the <i>effectiveness</i> 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 with the department’s border security responsibilities as outlined in the Administrative Arrangements Order. The 90% target has been identified as an appropriate benchmark in 2026–27, taking into account the current composition and capabilities available to the ABF and unscheduled maintenance and unforeseen events. The supporting performance information for this target will include information on the department’s contract management activities. <i>This target is consistent with Target 64 from the 2025–26 Corporate Plan: 90% of planned ABF surveillance flying hours are flown.</i>	
DATA SOURCE	
Internal databases.	

PERFORMANCE TARGET		2026–27 to 2029–30
55	90% of planned ABF Vessel Availability Days for vessels in the ABF Blue Water Fleet are achieved.	
KEY DEFINITIONS		METHOD FOR CALCULATION
Vessel Availability Day: Any day, or part thereof, that an asset is materially ready for force assignment. ABF Blue Water Fleet: CAPE CLASS vessels, BAY CLASS vessels, ABFC THAIYAK, ABFC OCEAN SHIELD, FLEX FIGHTER MAX vessels.		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 2,940 days. ¹³
RATIONALE		
This target is a <i>proxy</i> measure to demonstrate <i>effectiveness</i> 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 with the department's border security responsibilities as outlined in the Administrative Arrangements Order. The 90% target has been identified as an appropriate benchmark in 2026–27, taking into account unscheduled maintenance, unforeseen events (such as crew availability), and unforeseen delays to bunkering. The 2,940 day target has been identified as an appropriate benchmark in 2026–27, taking into account the current composition of the ABF Blue Water Fleet (inclusive of leased vessels) and the exact annual Vessel Availability Days that are expected for each specific vessel type. Where surge capabilities outside of the ABF Blue Water Fleet are required to manage unscheduled maintenance and/or unforeseen events these will be reported on and disclosed in the 2026-27 Annual Report. <i>This target is consistent with Target 65 from the 2025–26 Corporate Plan: 90% of planned ABF Vessel Availability Days for vessels in the ABF Blue Water Fleet are achieved.</i>		
DATA SOURCE		
Internal databases.		

¹³ Where a vessel is transitioned out of the ABF Blue Water Fleet the 2,940-day target may be reduced commensurately.

Operation Sovereign Borders

Priority

Maintain the security and safety of Australia’s maritime domain, through our support for the Joint Agency Taskforce Operation Sovereign Borders (OSB).

Maintain Australia’s zero-chance messaging and operational readiness to combat people smuggling in our region, prevent people from risking their lives at sea and deter potential unauthorised maritime arrivals to prevent 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 TARGET2026–27 to 2029–30	
56	100% of declared suspected irregular entry vessels are resolved by a take back to country of origin, a turn back to last point of departure, or transfer to a regional processing country.
KEY DEFINITIONS	METHOD FOR CALCULATION
Declared Suspected Irregular Entry Vessel (SIEV): A declared SIEV facilitating maritime people-smuggling of individuals into Australia without a valid visa. Resolved: A SIEV is resolved when it results in a take back to the country of origin, a turn back to the last point of departure or a transfer to a regional processing country. Take back: The return of individuals involved in a SIEV to their country of origin. Turn back: The return of a vessel to the SIEV’s last point of departure. Transfer to a regional processing country: The transfer of individuals involved in a SIEV to a regional processing country.	Number of SIEV’s resolved by a take back to country of origin, a turn back to last point of departure or transfer to a regional processing country, compared to the number of SIEV’s.
RATIONALE	
This target is a <i>proxy</i> measure to demonstrate the <i>effectiveness</i> of Operation Sovereign Border’s ability to meet its mission to deny unauthorised maritime arrivals a pathway to settlement in Australia. This target aligns with the department’s security responsibilities as outlined in the Administrative Arrangement Order and the Minister’s Directive to the Commander of the Joint Agency Taskforce for Operation Sovereign Borders. The 100% target has been identified as an appropriate benchmark in 2026–27, taking into account the Government’s expectation that all unauthorised maritime people-smuggling ventures are resolved under the OSB Framework and in line with the OSB mission to deny unauthorised maritime arrival’s a pathway to settlement in Australia and prevent the loss of life at sea. <i>This target updates Target 66 from the 2025–26 Corporate Plan and the planned performance result published in the Department of Home Affairs 2026–27 Portfolio Budget Statements for Program 3.4: The department effectively supports the Joint Agency Taskforce Operation Sovereign Borders (JATF OSB) mission to maintain zero successful maritime people smuggling ventures.</i>	
DATA SOURCE	
Internal databases.	

PERFORMANCE TARGET		2026–27 to 2029–30
57 80% of ABF-led high-risk recommendations identified in Post Activity Reports are actioned within 3 months.		
KEY DEFINITIONS		METHOD FOR CALCULATION
High-risk: Recommendations agreed by Deputy Commander JATF OSB as risks likely to impede the achievement of Target 56 if not treated. Post-activity reports (PAR): Reports undertaken to assess effectiveness and capture insights from operational activity under OSB. 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. 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.		Number of recommendations actioned within 3 months, compared to the number of recommendations identified in 2026–27.
RATIONALE		
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 Arrangements Order. The 80% target has been identified as an appropriate benchmark in 2026–27, taking into account that some recommendations may not be able to be actioned in 3 months for logistical, legislative, or financial reasons associated with the complex multi-jurisdictional environment JATF OSB operates in. <i>This target is consistent with Target 67 from the 2025–26 Corporate Plan: 80% of ABF-led high-risk recommendations identified in Post Activity Reports are actioned within 3 months.</i>		
DATA SOURCE		
Internal databases.		

