Australian Government

Department of Home Affairs

2020–21 Corporate Plan

Variation published December 2020

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Department of Home Affairs
PO Box 25
BELCONNEN ACT 2616

P - 20-02320

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SECRETARY'S FOREWORD

The *Department of Home Affairs 2020 21 Corporate Plan variation* underpins our purposes and strategic priorities, and sets out what we will do to achieve success and how we will evaluate our performance. It describes our operating environment and the key activities we undertake to protect Australia from national security and criminal threats and to support and advance a Prosperous, Secure and United Australia.

The Department and the Australian Border Force (ABF) work with flexibility and agility to adapt to emerging threats, opportunities and challenges. This includes providing policy, strategy and capability leadership and drawing together the capabilities, resources and connections within the Home Affairs Portfolio (the Portfolio) and across Government in response to risks and threats to national security.

Throughout 2019 20, the Department demonstrated its ability to respond rapidly to emerging priorities by effectively supporting the Government s response to the COVID 19 pandemic and throughout the 2019 20 bushfires. The Department s leadership through the work of the National Coordination Mechanism will continue to be critical in the coordination of cross jurisdictional crises responses. Throughout 2019 20, we strengthened our capability and capacity, and adapted our operating model and internal structures to respond to evolving threats. This approach will continue to underpin the delivery of our key functions and the management of emerging challenges.

While COVID 19 has disrupted global trade, supply chains, travel and migration, Home Affairs continues to coordinate and collaborate across Commonwealth, state, territory and local governments, industry and the private sector to ensure the availability of essential goods and services and to protect Australia s critical infrastructure.

Throughout 2020 21, the Department and the Portfolio will continue to improve the Commonwealth s ability to prepare, respond to, and recover from natural disasters and emergencies. An all hazards approach to emergency management enables the Department to respond to evolving threats and challenges while actively supporting Australia s recovery from the economic and social impacts of the COVID 19 pandemic.

Cyber security and mitigating online harm remains a high priority. As more social and economic activity has been driven online, we will continue to assist industry to protect themselves against malicious and criminal activity, through the implementation of *Australia's 2020 Cyber Security Strategy.* We remain acutely aware that online platforms provide opportunities for misinformation and disinformation activities, and we will continue to identify and reduce the risks associated with foreign interference.

In addition, we will focus on identifying and combatting the use of online platforms, including social media, for terrorism and violent extremism, and navigate the challenges of the Dark Web, to reduce the likelihood of radicalisation and exploitation of vulnerable members of Australia s community. We will continue to support states, territories and owners of critical infrastructure to develop long term disaster resilience to minimise adverse impacts of natural hazards and extreme weather events on our critical infrastructure and Systems of National Significance.

We will continue to enhance our capacity to detect and respond to potential terror threats. We will also remain focused on detecting and responding to concurrent and regionally dispersed security threats over the full extent of our air and maritime domains.

Despite the reduced movement of people crossing the Australian border throughout 2020, we remain at risk from transnational, serious and organised crime, including through exploitation of financial systems to launder criminal profits. The Department will continue to disrupt criminal business models and target priority areas of criminality such as countering child and foreign worker exploitation and all forms of modern slavery and human trafficking.

The Department is also focused on measures to support the unity of our diverse multicultural society and those that contribute to Australia s prosperity. This includes coordinating settlement services and assistance, managing the migration and visa programs, including enhancing the partner visa program to support integration and access to key services, administering multicultural programs, and through conferring Australian citizenship.

These functions, together with deep community engagement, are critical in promoting Australia s shared values, and building interfaith and intercultural understanding within communities to foster greater social cohesion. We will continue to leverage existing mechanisms to maintain and promote social cohesion and combat racial discrimination.

While the impacts of COVID 19 will pose challenges to the movement of people across our border, we will ensure that the administration of the migration program continues to support Australia s economy while maintaining Australia s security. The Department is focused on attracting the best and brightest migrants from around the world and targeting and facilitating the relocation of high yield businesses to Australia, through the Global Business and Talent Attraction Taskforce. We will also continue to deliver services and programs that enable migrants to participate fully in Australian life.

We will continue to work closely with agencies across Government, our state and territory counterparts, and our bilateral partners, to ensure the services we deliver are trusted, fit for purpose, and support global engagement. We will continue transforming our service delivery approach to ensure we are positioned to meet the current and future needs of the Australian community.

Our risk based, intelligence informed approach is underpinned by key internal enabling functions, resources and capabilities, including our systems and data, our intelligence, our people and our governance. These support the Department and the ABF to innovate in our use of resources, and to renew and adapt our work practices. We will ensure our technology approach is resilient to support our people in continuing to deliver on our priorities in heightened threat environments. We will continue to harness new technologies, while simultaneously acknowledging and addressing the threats technology can pose to the Australian community and economy.

Our operating structures have been adjusted to optimise the Department s responsiveness in the context of national scale security threats. We will ensure we are positioned to pivot quickly and sustain high levels of activity to meet Government expectations. Our performance framework enables the Department and the ABF to better capture performance information for key functions and activities. This variation includes updated performance objectives to account for material changes as a result of the 2020 21 Federal Budget. The variation also acquits structural changes to the Department including the standup of the interim Emergency Management and Coordination Group, which seeks to further strengthen Australia s ability to prepare for, respond to and recover from national crises and significant disruptions.

The *2020–21 Corporate Plan variation* sets out the Department and the ABF s updated performance framework and covers a horizon of up to four years. The Department will evaluate and report on performance against our purposes and functions in the *2020 21 Annual Report.*

I commend to you the varied *Department of Home Affairs 2020 21 Corporate Plan*.

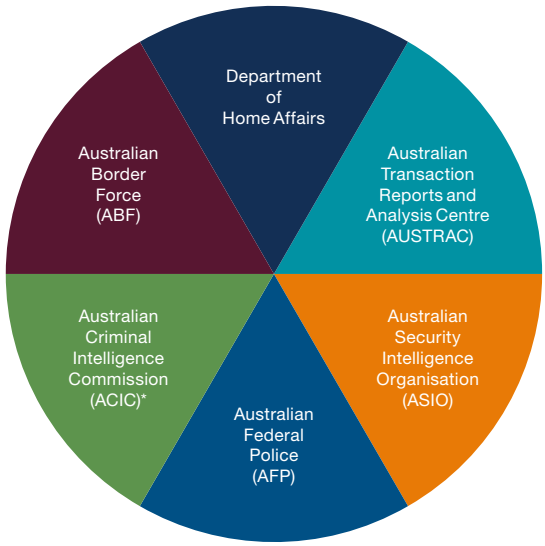
Statement of preparation

I, as the accountable authority of the Department of Home Affairs, present the variation to the *Department of Home Affairs 2020 21 Corporate Plan*, which covers the periods of 2020 21 to 2023 24, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Michael Pezzullo AO
Secretary
Department of Home Affairs

HOME AFFAIRS PORTFOLIO

The Home Affairs Portfolio integrates Australia's federal law enforcement, national and transport security, criminal justice, emergency management, multicultural affairs, immigration and border-related functions. Through coordinated strategic policy, planning and sustained joint effort the Portfolio brings together the strengths of individual agencies, to create a safe, secure, prosperous and united Australia.



**ACIC includes the Australian Institute of Criminology.*

This integrated approach enhances our ability to mobilise our workforce, provide surge capacity across agencies, share platforms, and break down the common silos that can hinder our ability to rapidly respond. The Portfolio's structure enables coordinated and effective responses to increasingly complex national security challenges, and supports an all-hazards preparedness capability. This includes actively supporting the delivery of critical services that everyday Australians rely on. Utilising our unique capabilities, powers, and activities across all facets of the Home Affairs Portfolio, we are prepared and equipped to collectively advance our nation's interests and contribute to achieving the vision of a Prosperous, Secure and United Australia.

The Department of Home Affairs

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

The Department enables rapid responses to threats of foreign interference, terrorism, organised crime and natural disasters through our Commonwealth Coordinators and the Director-General of Emergency Management Australia. The Department continues to contribute to Australia's prosperity and unity through the management and delivery of the migration, humanitarian and refugee programs. The Department also promotes social cohesion through multicultural programs, providing settlement services and by managing and conferring citizenship through the Australian Citizenship Program.

The Australian Border Force

The Department and the Australian Border Force (ABF) work collaboratively to achieve sustainable joint outcomes across the border continuum, from immigration and the facilitation of legitimate trade and travel through to national and border security. The ABF is positioned within the Department for budgetary, employment and administrative purposes, but retains operational independence and responsibility for operational border security and customs functions. This responsibility includes giving effect to departmental policies across frontline border law enforcement, civil maritime security and detention and customs activities to protect Australia's borders and advance national prosperity.

The ABF works domestically and internationally to secure Australia's air, maritime and land domains, and to identify, mitigate and respond to threats before they reach the physical Australian border. The ABF's frontline officers play a crucial role in managing the movement of all goods across our borders, balancing the needs of facilitating legitimate trade while protecting Australia from illicit goods such as drugs, weapons and counterfeit products.

Through an intel-informed approach, the ABF focuses its capability into operational and tactical responsibilities. This positions the ABF as a global leader in border enforcement to protect our borders and ensure our customs and border processes can meet today's challenges and future requirements.

Organisational and structural alignment to support our mission

Since 2017, the Department has continued to mature its organisational structure to meet government priorities. Initially, the Department's structure largely reflected the precursor departments' functions 'lifted and shifted' under a new Department. Over time and in the most recent organisational structure, coherence between the three missions of Prosperity, Security and Unity have emerged.

On 1 July 2020, the Secretary implemented the most significant structural reform since the creation of the Department and Portfolio on 20 December 2017. The new structure remains aligned with, and will help us achieve our vision of a Prosperous, Secure and United Australia. The restructure provides for the collective delivery of our three missions across three primary Groups in the Department. In recognising the inherent overlap in our missions, each of the three Groups is responsible for the intersection of two of the three perspectives as a continuum – the Prosperity-Security perspective, the Security-Unity perspective, and the Unity-Prosperity perspective.

All three Groups work closely with each other on the Home Affairs vision in a coherent and aligned manner, with the support of other key enabling Groups in the Department. These Groups provide crucial support functions to the Department and Portfolio Agencies, including strategy, corporate, technology, capability and legal functions.

The ABF has also evolved and adapted since being established on 1 July 2015. Over five years, the ABF's evolution has focused on becoming wholly established and integrated. In 2020, the ABF has demonstrated a sharpened focus on delivery, supporting Australia's economic recovery from COVID-19, keeping Australia safe from threats that cross our international border, and providing operational reliability and responsiveness. As the ABF continues to mature, it remains focused on continuous improvement to its services and outcomes for all Australians, and meeting the Government's objectives.

Our partnerships

The Department and the ABF build strategic and operational partnerships essential to achieving our purposes. We work collaboratively, at a domestic and international level, with a broad range of government agencies, industry groups, international organisations, non-government organisations, academia and community groups.

The Department and the ABF apply an integrated approach to our work and build on our existing, highly successful partnerships. We will continue to work with our state and territory counterparts, communities, the private sector, global organisations and bilateral partners.

- We develop strategic partnerships with our Portfolio agencies and across government more broadly to achieve our purposes. This includes working with a broad range of Portfolio and non-Portfolio agencies in the delivery of linked Programs.
- Our international partnerships offer opportunities to share information and contribute to national and multilateral solutions to global problems including transnational crime, terrorism, and border security. Our international partners include our South-East Asian and Indo-Pacific neighbours, and our Five Eyes partners (Canada, United Kingdom, United States of America and New Zealand).
- We work closely with our state and territory counterparts to achieve a Prosperous, Secure and United Australia. This includes ensuring our programs and policies support Australia's economic prosperity, attract high-yield businesses and talent to our regions and enhance our national unity. We continue to work with state and territory governments in countering nationally significant crime and acting quickly in times of significant national emergencies.
- The Department and the ABF's efforts in response to COVID-19 have highlighted the importance of strengthened relationships with industry partners to support Australia's economy and to contribute to broader whole-of-Government initiatives, particularly during times of increased challenges and uncertainty. Industry and academic partnerships also enable us to harness expertise and drive innovation across policy, operational and enabling functions.
- The Government's response to COVID-19 has driven collaboration across government and with industry and community sectors, as their involvement in Government functions has never been higher. We will continue to capitalise on and maintain these relationships, and apply the benefit of these to new outcomes across all of our functions and capabilities.

ROLE OF THE CORPORATE PLAN

The *Department of Home Affairs 2020–21 Corporate Plan* is the primary planning document for the Department and the ABF. The *2020–21 Corporate Plan* sets out our purposes, priorities and key activities, and outlines how performance will be measured and assessed.

The *2020–21 Corporate Plan* aligns to the programs contained within the Home Affairs Portfolio Budget Statements (PBS). This supports a clear read across the Department's financial and non-financial planning and reporting.

Given the delay of the 2020–21 Budget until October 2020, the *2020–21 Corporate Plan* was aligned to the 2019–20 PBS. This variation to the *2020–21 Corporate Plan* aligns to the Outcomes and Programs from the 2020–21 Budget and reflects additional funding for particular programs.

The *2020–21 Corporate Plan* continues to inform our annual business planning cycle and individual performance and development agreements. This enables a clear line of sight from the work and contributions of individual staff to the broader purposes and priorities of the Department.

The Department must prepare a corporate plan annually under section 35 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), in accordance with the requirements outlined in the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule). In line with PGPA Rule requirements, the Department's *2020–21 Corporate Plan* covers a horizon of four years and alongside the Annual Performance Statement contained within the *2020–21 Annual Report*, will effectively measure, report on and guide the Department's activities.

As independent entities under the PGPA Act, the Australian Criminal Intelligence Commission, Australian Institute of Criminology, Australian Federal Police, Australian Security Intelligence Organisation and Australian Transaction Reports and Analysis Centre produce individual corporate plans.

Aligning strategic, business and financial planning

Future Ready is a staff oriented document which defines the nature and traits of our environment over the next five years to position the Department and the ABF for a more complex operating environment. It identifies opportunities to strengthen how we work within the APS and to embed the lessons we have learnt in 2020 in our future operating model.

Corporate Plan 2020–21 is the Department's primary planning document. It sets out our purposes, priorities and performance measures over a four-year period, with a focus on the 2020–21 financial year.

The Corporate Plan supports our annual business planning cycle, and informs individual performance agreements.

Portfolio Budget Statements (PBS) inform Members of Parliament and the public of the proposed allocations of resources to government outcomes by entities within the Portfolio.

PBS provide information, explanation and justification to enable Parliament to understand the purpose of each outcome proposed in the Appropriation Bills.

Governance

Mission
Vision

Priorities
Performance measures

Government outcomes
Programs
Budget appropriations

Risk

ABF Realising Our Full Potential is the overarching strategy document of the ABF. It sets out the ABF's revised mission and vision, and articulates a set of signature values and behaviours for ABF officers.

Capability Plans

Business Plans

Individual performance and development agreements (PDAs)

Annual reports inform Parliament, other stakeholders, educational and research institutions, the media and the general public about the Department's performance. The annual report is also a key reference document that forms a critical part of the Department's historical record.

OUR PURPOSES

Over 2020 24 our organisational purposes will underpin and guide our activities as a Department and exemplify the benefits we deliver to the Australian community.

PURPOSE 1

National Security

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

PURPOSE 2

Prosperous and United Society

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

PURPOSE 3

Border and Customs Operations

Advance a prosperous and secure Australia through trade and travel facilitation and modernisation, and effective customs, immigration, maritime and enforcement activities across the border continuum.

MELBOURNE MINT
AUSTRALIA
BAGUETTES
$5.00
CHICKEN SCHNITZEL
MEATBALL
FALAFEL
PANINIS $6.00
8 FRESH SALADS

OUR PRIORITIES

As the Department and the ABF's environment evolves, we continue to assess our strategic priorities. Ten priorities have been established for the 2020–24 planning period. These will continue to be monitored against the challenges and opportunities of our operating environment, including any enduring changes to our strategic priorities as a result of the COVID-19 pandemic.

MANAGE EMERGENCIES AND BUILD RESILIENCE

We will lead work across Government to enhance preparedness, reduce disaster risk, respond to and recover from emergencies and crises. We will ensure the Portfolio is appropriately postured to support response and recovery at the national-level by coordinating mitigations across all sectors of government, the economy and private sector, and by improving civil defence policies, capabilities and processes.

The COVID-19 pandemic has demonstrated the potential for a large-scale crisis to have pervasive and cascading national impacts across multiple sectors of our economy, wellbeing, essential services and way of life. The Department will deliver end-to-end all-hazards emergency management functions to strengthen the Australian Government's ability to prepare for, mitigate, respond to and recover from natural disasters and emergencies on a national scale.

Through collaboration with states and territories, industry, critical infrastructure owners and operators and the community, we will enhance national coordination of emergency management response and recovery efforts, and actively equip decision makers with information and guidance to ensure our infrastructure is secure and resilient. The Department will focus on supporting essential industries to operate with minimal disruption through effective coordination and by mitigating emergency and disaster risks within the Department's control.

PROTECT AUSTRALIA'S SOVEREIGNTY

COVID-19 has brought sharper focus to sovereignty and sovereign capabilities, national resilience, preparedness, and self-reliance. We will draw together policy and operational levers to promote social cohesion and awareness of preventative measures against foreign interference. We will lead Australia's response to counter foreign interference by working with Portfolio agencies and international partners to develop and harness unique capabilities to identify and counter hostile foreign actors who seek to undermine Australia's sovereignty and national interests through acts of foreign interference.

We will foster a shared understanding of Australian values and assure the integrity and resilience of Australia's democratic processes and institutions. We will work with partners across governments and with industry to build national resilience and protect critical infrastructure, including Systems of National Significance.

SOCIAL COHESION

COVID-19 has heightened the significance of the work undertaken to support Australia's diverse communities and safeguard our social cohesion. The Department will continue to promote the uptake of Australian citizenship and deliver proactive, evidence-based policy and programs to ensure Australia's ongoing resilience, cohesion and unity. We will focus on strengthening social cohesion in Australia by supporting multiculturalism, improving community engagement and promoting an inclusive national identity, united through a shared understanding of Australian values. We will support all Australians, citizens and residents, to become a part of and contribute to Australia's economic and social development by building interfaith and intercultural understanding in local communities, and by encouraging a diversity of perspectives in public debate.

Working with our major international partners and the G20, we will combat the online spread of illicit material including those promoting violent extremism and disinformation. We will work to counter messaging from both domestic and international sources that deliberately seek to undermine our social cohesion. This includes messaging that undermines efforts to combat COVID-19 in a socially cohesive way.

SECURE CYBER SYSTEMS, CRITICAL INFRASTRUCTURE AND SYSTEMS OF NATIONAL SIGNIFICANCE

The critical infrastructure that delivers Australia's essential services is increasingly interconnected and interdependent, both enhancing its efficiency and economic benefit, but also potentially introducing risks of systematic effects if impacted. The COVID-19 pandemic has demonstrated that threats can have unexpected impacts across multiple sectors of society, with cascading consequences for our economy, security, sovereignty and society.

We will develop a national program to address Australia's cyber vulnerabilities and deliver legislative, regulatory and administrative reform to help build national resilience and future-proof the economy, industry and the community from cyber threats. We will encourage behavioural change and awareness of online harms, support families, vulnerable people and small businesses through online safety campaigns, and take steps to inform and reinforce cyber-smart decision-making. This includes bolstering law enforcement capabilities to target and disrupt cybercrime on the dark web.

We will engage industry and Commonwealth, state and territory governments to facilitate a proactive approach to managing security risks and resiliency requirements affecting our critical infrastructure and Systems of National Significance. This includes adjusting approaches to underpin security and prosperity as Australians spend increasing time online for education, business and leisure purposes.

MANAGE MIGRATION

The Department's migration programs will support Australia's economic recovery from COVID-19 through new measures and processes to support public health and safe borders. We will lead the Government response and mitigate risk to build the nation's international competitiveness by attracting the required talent and skills to fill critical labour shortages, facilitate investment and innovation, and support key export industries, including tourism and international education.

We will continue to develop visa and citizenship processing capabilities and enhance our ICT systems. This will ensure we keep pace with technological developments and can facilitate genuine entry to position Australia as a global leader in immigration and citizenship program management.

We will enhance the Department's service delivery arrangements and visa and citizenship processing systems to facilitate genuine applicants. We will also enhance elements of the current processes to improve efficiency and better address risks to protect and defend Australia's national interests.

We will support managed migration through secure and appropriate management of the visa status of non-citizens, including through return and removal activity where necessary. We will continue to appropriately manage those people whose status is still being determined.

SECURE THE AIR AND MARITIME BORDER

We will maintain Australia's sovereignty over our borders and ensure we can detect and respond to concurrent and regionally dispersed security threats over the full extent of our air and maritime domains. Australia's air and maritime borders are constantly facing a range of challenges, including human biosecurity threats such as COVID-19, illicit trade, illegal maritime arrivals, and illegal fishing. The Department will continue to address security and biosecurity vulnerabilities associated with trade and travel through preparedness activities, and modernised systems and regulatory approaches.

To support the delivery of a holistic response to the full range of challenges to Australia's borders we will bolster Portfolio and whole-of-Government maritime surveillance, response and detection capabilities, including enhancing remote surveillance. Through collaboration with partners across Government we will reduce the volume of border challenges through intelligence-informed deterrence and communications.

FACILITATE TRADE AND RECOVERY OF TRAVEL

COVID-19 has fundamentally changed the management of cross border travel and disrupted international trade flows. A safe and progressive opening of our international borders will be critical in assisting Australia's economic recovery. We will progress work to implement the Government's commitment to customs and border modernisation to support Australia's economic recovery and position our systems to respond to future crises. We will ensure the identification and collection of evaded Government revenue.

We will invest in new and emerging technologies and enhance our data and biometrics capability to securely streamline clearance of goods and people through air and sea ports. We will strengthen Australian customs and border services by modernising our regulatory and legislative frameworks, and our systems and capabilities. Modernisation will increase the transparency and resilience of supply chains to address economic vulnerabilities. Alongside our Commonwealth and cross-jurisdictional partners, we will undertake this work in concert with the re-conceptualisation of a bio-secure border to ensure new sources of infection are not introduced. Through this we will protect Australia from manmade and natural security events associated with the movement of people and goods, and continue disrupting illegitimate trade and travel.

FIGHT CRIME

We will continue to develop strategic priorities for fighting crime to ensure a nationally consistent approach is taken and high priority areas are targeted. This includes economic disruption of criminal business models, more effective use of intelligence, and countering child exploitation. There will be a specific focus on minimising the harms of opportunistic transnational serious and organised crime groups taking advantage of the COVID-19 pandemic to generate illicit profits, including through cyber-crime.

We will continue to work with our domestic and international partners to be more effective in combatting transnational, serious and organised crime. The Department will continue to focus on the implementation of the National Strategy to Fight Transnational, Serious and Organised Crime. This effort will drive strategy, policy and capability initiatives to prevent, disrupt, respond to and recover from these crimes.

COUNTER-TERRORISM

We will continue to build partnerships and coordinate Australia's counter-terrorism efforts across preparedness, prevention, response and recovery spectrums. We will ensure our national counter-terrorism strategy, legislation, operational capability and coordination activities anticipate and respond to the evolving threat environment, and manage individual case risks with our law enforcement partners.

We will strengthen national counter-terrorism capability and deliver technical assistance in partner countries to improve the response to terrorist threats in countries where Australia's interests are most likely to be impacted. We will be particularly attuned to the impacts of COVID-19 on the resilience of regional governments, and the potential for terrorist groups to exploit any vulnerabilities.

MANAGE REFUGEE AND HUMANITARIAN ISSUES

For many generations refugees have made a significant contribution to our social and economic growth. The Department will promote social cohesion through the successful integration of refugees and humanitarian entrants by ensuring migrant communities are supported to become fully engaged with and participate in economic, social and civil life in Australia.

The Department will focus on ensuring settlement services continue to be delivered to high standards and are coordinated across Commonwealth, state and territory and local government. We will also engage with international fora on refugee and humanitarian issues to support global resettlement.

We will continue to strengthen our settlement policies and programs to ensure positive integration and social cohesion outcomes for refugees are fostered. This will be done through improved community engagement across the full resettlement process by ensuring implementation of diversified programs. Flexibility and innovation will drive enhanced service delivery throughout the COVID-19 recovery period.

OUR ENVIRONMENT

The Department's operating environment is characterised by increasing complexity and volume, notwithstanding the significance of temporary impacts on international travel and migration caused by the COVID-19 pandemic. Those and other impacts of the pandemic remain fluid and evolving. Our heightened operating environment will continue to require the Department and the ABF to pivot and respond to multi-faceted threats and risks, which has become the tempo of our normal course of business. Many of the pre-pandemic drivers, threats and risks are not diminishing, with COVID-19 accelerating some key trends.

Australia's infrastructure enables our way of life and ensures our society continues to function during crises such as the COVID-19 pandemic. It is increasingly internet-connected and automated, bringing significant economic benefit. Our infrastructure attracts investment, including from international, public and private entities. Ownership of critical infrastructure must continue to be managed and resilience will need to be enhanced to ensure it cannot be compromised by natural hazards, organised criminals, or foreign actors.

Natural hazards and extreme weather events continue to be a feature of Australia's environment. The 2019–20 bushfires demonstrated the growing economic, social and environmental costs of natural disasters. COVID-19 has demonstrated yet another avenue for national level emergencies. This, alongside man-made threats, whether through online engagement, criminal activity or terrorism, continues to be an aspect of our operating environment and may also challenge our resilience.

Current social distancing measures have accelerated the growth of Australia's digital economy, with an unprecedented level of economic, educational and social activity moving online. Industry and their business models continue to transform in the growing digital economy. This will be an enabler for renewed economic activity, however, it will also be a potential source of emerging threats. The Department will incorporate technological developments to transform our service delivery model to adapt to the increased use by industry and the community of online services. This will include considering the opportunities and efficiencies in delivery services through the use of web-enabled platforms.

The rate of cyber-enabled crime is also increasing as more social contact and economic activity is driven online. Cyber-enabled crime poses a significant risk to our economic prosperity and sovereignty through its pervasiveness. Globally, there is an increased focus on influencing the direction of public discourse. This activity poses a threat to the ability of Australians to make informed decisions, and erodes public confidence in our political and government institutions. This trend is amplified by the phenomenon of misinformation and disinformation spreading through social media.

Extremists and terrorists continue to exploit cyber-enabled infrastructure, using social media and other digital platforms to reach across borders and radicalise vulnerable members of Australia's community. The enduring social and economic impacts of COVID-19 may increase the number of people at risk of radicalisation. While COVID-19-related travel restrictions have limited pathways for foreign fighters to return from conflict, the risk that they will influence others, or directly engage in terrorist acts themselves will continue to be a threat to Australia's security.

Potential changes to global trade relations will have implications for Australia's industries and labour markets that are highly integrated into global supply chains. COVID-19 has highlighted fragilities and single points of failure within these supply chains. Globally, industry and governments will seek greater visibility of supply chains deemed critical to essential services and national sovereignty. Home Affairs must continue to facilitate a modern international trading system for Australian industry, maintaining international connectedness to drive renewed growth and maintain prosperity.

COVID-19-related border controls and increased economic uncertainty have slowed global people movement. The level of migrant demand is uncertain at this time, but will likely be reduced globally for some time. Australia's relative stability and strong health services will make it an attractive destination for temporary and permanent migration, including high-yield businesses and exceptional talent looking to relocate. This may potentially boost otherwise reduced demand for temporary and permanent visas and citizenship over the medium to longer-term. Our relative prosperity and stability during these uncertain times may also act as a driver for greater irregular migration, including from maritime approaches.

Migration will remain an important contributor to Australia's prosperity, with new citizens, migrants and refugees enabling population growth and enriching Australian society. To support the recovery of travel and migration following COVID-19 the Department will continue to enhance visa service delivery arrangements and processing systems, as well as strengthen mitigations for biosecurity.

Despite reduced people movement, our borders remain at risk from transnational, serious and organised criminal groups. These groups will continue to profit from illicit activities by finding new ways to exploit global flows of goods, money and information. Within Australia, these criminals seek to take advantage of our sound financial systems and resilient economy to launder the proceeds of crime, while using sophisticated methods to avoid detection. The impact from COVID-19 on governments internationally may open new gaps in governance that transnational, serious and organised criminal groups can exploit. The Department will develop an enhanced posture to respond to these threats, facilitated by a robust and agile capability planning and development model.

We will continue to assess our operating environment to ensure we remain vigilant and responsive to emerging and ongoing threats. The Department and the ABF will specifically consider the enduring impacts of COVID-19 and other national emergencies to advance our preparedness and ability to respond to a range of civil contingencies inclusive of natural and human-caused disasters.

OUR RISK OVERSIGHT AND MANAGEMENT

The Department operates in an inherently complex, layered and evolving environment. This requires risk management to be an integral part of all organisational activities and to underpin everything we do. We strive for agile and adaptive business processes that embrace risk management and empower staff. We encourage our staff to proactively engage with risk to support informed and risk-based decision-making that is evidence-based, lawful and reasonable. Decisions made by our staff often involve complex public policy issues or time-sensitive operational environments, and there are circumstances where the Department must accept high levels of residual risk.

To support a flexible and responsive approach, the Department takes a hybrid approach to managing its risk profile. Operational and specialist risks are identified, assessed and managed for all business areas and a central risk function supports the maintenance of devolved risk profiles and coordinates reporting and information analysis. In contrast, the Department's outward-facing Strategic Risks and inward-facing Enterprise Risks are coordinated and considered at an enterprise level, including the management of their critical risk controls—the measures in place to prevent or mitigate the risks.

The Department also continuously monitors changes to threats and trends that affect the Portfolio, providing a regular overview of deviations from forecast baselines to highlight significant emerging issues early and support active management of our Strategic and Enterprise Risks. This will be supported by analysis of key changes in the Portfolio's operating environment, to help identify potential threats and opportunities likely to emerge over the next two years, to provide advice that supports proactive decision-making and early identification of emerging risks.

The Department's *Risk Management Policy* defines our approach to risk and risk appetite, and outlines the responsibilities and obligations of all staff within the Department to manage and report on risk. The Department's *Risk Management Framework* (Risk Framework) outlines the organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management. The Risk Framework is consistent with governing legislation and regulation, including the PGPA Act, the *Commonwealth Risk Management Policy, and the Australian and New Zealand accepted international standard ISO31000:2018 Risk Management – Guidelines.*

Senior governance committees—supported by the Risk Committee, Audit Committee and the Chief Risk Officer—oversee the Department's approach to management of the Risk Framework and decision-making about Strategic and Enterprise Risks. The risk management plans for our Strategic and Enterprise Risks are also subject to ongoing and regular review to ensure that the Department is effectively addressing the most significant risks to achieving our objectives and appropriately prioritising controls to manage these risks in the context of the Department's changing environment. These measures support greater organisational resilience, and reduce the risk of strategic surprise.

By integrating risk into the Department's governance arrangements, the Department is ensuring that risk management informs decision-making at all levels, including for meeting our health and safety obligations to our workforce and clients, and responding to unexpected threats and events such as the COVID-19 pandemic. A risk-based approach to governance ensures that accountability mechanisms are appropriately maintained and proportionate, and supports high quality and proactive decision-making at times of heightened risk.

We are committed to achieving and maintaining the appropriate level of risk management maturity to support our strategic and operational objectives. We achieve this by benchmarking our risk management capability against the 'Commonwealth Risk Management Maturity Model' and investing resources for continual improvement.

Our Strategic and Enterprise Risks 2020–24

STRATEGIC RISK EVENTS

Counter Terrorism

Violent extremism leads to individual and/or synchronised terror attacks.

Critical Infrastructure

An attack on critical infrastructure significantly disrupts national operations causing damage to the economy, public safety and national security.

Cyber

Individual or synchronised cyber incidents or attacks, from state or non-state actors, significantly compromise sensitive personal, commercial and national security interests.

Transnational Crime

Individuals or organised syndicates undertake criminal activity at home or abroad, negatively impacting Australia's economy, public safety and security.

Borders

Trafficking and illegal movement of goods and people across the border compromises our trade and travel system, economy, public safety and national security.

Sovereignty

Australia's social cohesion, sovereignty, national interests, values and democratic processes are compromised by the promotion of conflicting values and interests, including by foreign actors.

Mass Movements

Significant global and regional environmental and man-made events create mass movements of people that threaten the integrity of the border.

Disasters

The impact of disasters on Australian communities is increased due to an inability to provide effective national leadership in emergency management.

Visa and Citizenship

Australia's economic prosperity, security and social cohesion are compromised by a poorly designed, implemented or managed migration and visa program.

ENTERPRISE RISK EVENTS

People and Processes

Ineffective management of our people and supporting processes damages business operations and our reputation as an employer of choice.

Support and Vetting

Poorly supported and vetted workers are susceptible to carelessness, self-motivated and/or externally motivated malicious intent, damaging our reputation and business operations.

Capability

Ineffective planning, prioritisation and delivery of capability development, sustainment and operations results in both poor identification of future threats and the misalignment between the deployment of resources and Government priorities.

Compliance

Ineffective management detrimentally impacts our compliance obligations, which threatens the legality of business and the delivery of outcomes.

Misuse Powers

Workers misuse, or are perceived to misuse, their powers and position unlawfully or inappropriately, or fail to use these powers effectively, threatening the legality and conduct of business and activities.

Administrative Processes

Poor administrative processes, records/information management systems, business integration and planning and performance results commensurately in poor decision-making, which threatens the legitimacy of operations, legality of business and the delivery of outcomes.

Safety and Security

The safety, wellbeing and security of workers and clients (including vulnerable people and children) is compromised by a failure to pursue duty of care requirements.

Risk Aversion

A culture of risk aversion stifles imagination and innovation, threatening business sustainability.

Resources

Resources are not optimally allocated against Strategic and Enterprise Risks.

OUR CAPABILITIES

The Department and the ABF continue to develop and implement capability initiatives that enable us to be resilient, flexible, innovative and efficient. Our commitment to effective capability planning enables us to respond to complex environmental changes and emerging threats to achieve our purposes and priorities.

Well-planned capability investment continues to enable the Department and the ABF to be responsive to new challenges and to the requirements of Government and key stakeholders.

Capability planning and development

Our approach to capability planning and development includes an assessment of current capabilities against strategic priorities and risks to identify capability gaps across the Portfolio.

Our ongoing work to implement a Capability Management Framework will promote increased discipline and rigour in developing new capability investment options in and across the Portfolio.

The preparation of a capability plan will identify the Portfolio's integrated, prioritised and sequenced capability investment options for the next five to ten years.

The Department continues to develop, review and implement an efficient, integrated, enterprise-level operating model across the capability life cycle.

Our capability planning and development continues to seek strong alignment between our strategic priorities and capability investments, ensuring that we can deliver robust, value-for-money, effects-based, forward-leaning capabilities. The Department's focus will be to transform our systems, processes and technology while maintaining core business activities with minimal disruption.

ENABLING FUNCTIONS

The Department's enabling functions support the delivery of our purposes, priorities and core business activities. Together, our enabling functions support the Department and the ABF to innovate in our use of resources, and to renew and adapt our work practices. Our strategic focus will enable us to strengthen our capability to forecast imminent threats and risks, and to plan and respond accordingly. Our operating environment has become increasingly complex, and our challenges require rapid, high-tempo responses to multi-faceted problems.

Ensuring our workforce remains multi-skilled and is equipped with the knowledge and experience to succeed will ensure we can work across traditional boundaries, pivot our priorities and continue to strengthen our capabilities to meet emerging threats and opportunities. Through our enabling functions we will remain focused on driving informed decision-making, utilising the data available to us and our engagement with stakeholders, including our international partners, industry and academia in the development of evidence-based policy and programs.

People and Health

The Department empowers and engages its people to create a professional and resilient workforce with strong leadership and shared values. Our culture remains critical to achieving our purpose and through our robust, performance orientated culture we will develop and foster our staff to be ready for the challenges ahead. The capability of our people continues to be underpinned by the implementation of our *People Strategy 2025*, which articulates our key people priorities:

- **Our Capability** focuses on investing in our people by supporting leadership, talent and collaboration, ensuring we attract and retain the right people with the right skills, and providing all staff with an opportunity to grow and develop.
- **Our Culture** supports us in working together respectfully and collaboratively through a core set of values that foster professionalism, integrity, health and wellbeing, and inclusion.
- **Our Performance** includes ensuring our workforce is engaged and capable, with access to the support they need to achieve and maintain the highest standards of performance to respond to emerging challenges with agility and confidence.

The Department will invest in the retention of skills and competencies required for our policy and service delivery responsibilities. Through our robust high performance culture we will assist, develop and support our staff to respond to emerging challenges and through innovative work practice to harness potential opportunities. We will continue to develop the core skills and attributes of our workforce to support future flexibility and enhance our ability to redeploy our capability in support of new and or emerging priorities. This will support the Department in responding to future threats and crises, both short and long-term.

The Department is committed to the health and wellbeing of its workforce, ensuring staff meet the physical and psychological requirements of their roles and are supported to perform their duties. Health and Wellbeing policies will continue to be underpinned by medical and associated clinicians and allied health practitioners.

Technology

As the pace of technological change continues over the coming years, planned and managed implementation of new and enhanced technologies and systems will be critical to the Department's success. The Department's approach to technology will:

- Increase deployment of mobile technologies to support staff in their jobs by ensuring access to, and availability of, key corporate and information systems, wherever our staff are working or deployed.
- Move towards an integrated business operating model across the Portfolio, further integrating disparate systems to reduce duplication of work and to ensure the integrity of data and information.
- Innovate to optimise and evolve our technological capabilities to keep at the forefront of global trends and foster a safe and secure online environment for our workforce and stakeholders. We continue to leverage emerging technologies and seek to adapt them to our operating context.

Finance

Our key areas of financial focus include:

- Supporting the Portfolio in balancing core business activities with delivering new government initiatives through our strategic approach to budget and financial management.
- Delivering a capability based internal budget allocation process that appropriately engages with risk and considers the Portfolio's strategic priorities.
- Providing financial reporting to support decision-making and to maintain financial management across the Department including policies, frameworks and compliance reporting.
- Providing financial advice to business areas on emerging financial risks and opportunities to support successful budget outcomes and enhance financial management across the Department and the ABF.

Property and Procurement

The Department's property and procurement approach includes:

- A dedicated Chief Procurement Officer (CPO) to manage strategic direction for procurements and provide structure to the Department's procurement function to enhance our procurement governance and frameworks. The CPO drives efficient, effective, economical and ethical procurements, and adds value to procurement planning, sourcing, quality and assurance to align with the Department's strategic priorities.
- The provision of property services and fit for purpose, safe, legislatively compliant and secure facilities support the delivery of core business.
- Reducing the leasing footprint where possible, securing new leases in properties with lower market rent, consolidation of multiple sites into fewer sites and improved work space utilisation. As leases expire over coming years, the Department is looking to ensure its property strategy continues to support the Portfolio's business priorities and provides the best outcome in terms of efficient, effective, economical and ethical management of owned and leased property.
- Providing support to the CPO on the Department's strategic and High Risk High Value procurement activities and to business areas undertaking procurement and contracting activities, commensurate with scale, scope and risk factors.
- Supporting the Department through the management of procurement policy, advice and assurance activities in addition to analysing, designing and developing training pathways for procurement and contract management.

Integrity

A strong integrity and professional standards culture is fundamental to maintaining public confidence in our organisation, our work and the Australian Government. Our approach to integrity includes:

- Continuing to mature the Department's workforce commitment to the highest standards of personal integrity and professional behaviour.
- Managing the Department's acquittal of the Australian Public Service Values, Code of Conduct and Employment Principles across the work of Department and the ABF.
- Building a positive integrity culture through promoting staff understanding and awareness of obligations under the Department's Integrity and Professional Standards Frameworks and mechanisms to prevent integrity issues.
- Identifying, investigating and dealing with serious misconduct, fraud and corruption, including through working closely with the Australian Commission for Law Enforcement Integrity, Portfolio agencies and other law enforcement partners.

Intelligence

The Department is intelligence-informed in all aspects of our work across tactical, operational and strategic environments. Our intelligence focus includes:

- Providing intelligence services to support policy development, capability, resource allocation and operational decision-making.
- Working closely with Australian intelligence and law enforcement partner agencies to acquire information and produce threat assessments and other services that support decision makers at all levels.
- Engaging extensively with international partners bilaterally and multilaterally on a range of initiatives, including joint intelligence assessments, information sharing, and joint targeting efforts.

Legal

Legal Group is a specialist in-house practice that:

- Supports lawful implementation of the Department's objectives by advising on the management of legal risk.
- Delivers legal services to the Minister, the executive and to staff across the Department and the broader Portfolio, including legal advice, litigation and dispute resolution services, legal training and legislation services.
- Assists in the formulation of policy, development of legislation and supports decision-making processes to ensure that activities of the Department and the broader Portfolio promote accountability and uphold the rule of law.
- Engages domestically and internationally with government and non-government partners to advise on upholding the rule of law.

Data, Records and FOI

Data is a key strategic asset and a critical enabler of the Department and the ABF's organisational outcomes as the scale and complexity of data continues to evolve. The Department is committed to ensuring all data we hold is appropriately handled and managed, including compliance with the Australian Privacy Principles.
The Department's Data Operating Model comprises four capabilities:

- Data governance ensures the Department and the ABF focus data and analytics resources on strategic and business proprieties and meet external data-related obligations.
- Data science includes exploiting the breadth of potential data sources and new and emerging technologies to improve our ability to make better-informed and quicker operational decisions.
- Data services provide data users with an expanded and agile suite of data and analytic products that the Department and the ABF require to make better-informed managerial and policy decisions. It includes the provision of information to fulfil requests under the *Freedom of Information Act 1982*.
- Records Management provides the systems and guidance to ensure that data and information are recorded and managed appropriately from creation to disposal. This supports the ongoing accessibility, discoverability and use of information.

Governance, Coordination and Public Affairs

Our governance, coordination and public affairs arrangements are agile and ensure that even when dealing with crises, we continue to meet our obligations, and support effective decision-making. These arrangements and practices enable the Department and the ABF to set strategic direction, manage operations and achieve our mission. Our governance approach includes:

- Department administration, which assists in ensuring compliance with all legislative and regulatory frameworks.
- Executive governance bodies, including a range of external/independent committees that provide clear and transparent governance arrangements. These arrangements provide an effective and open decision-making system with clearly-defined roles and responsibilities, including accountability and delegation for decision-making.
- The Senior Executive Service, which is supported by a range of other governance bodies focusing on specific programs, projects and initiatives.

Our coordination and public affairs arrangements ensure a coordinated strategic and tactical issues management approach to our advice both within the Department and to the Ministers of the day. Our ministerial, parliamentary, governance, communications and media activities ensure the Department's public policy issues and decision-making is appropriately recorded and communicated to Government and the public.

2020–24 PERFORMANCE FRAMEWORK

The 2020–24 Performance Framework sets out the activities and objectives that support the delivery of our purposes, and the performance metrics that will be used to measure our success. The Department and the ABF is committed to strengthening the quality of the performance information we collect and provide to the Parliament and the broader community.

The variation to the 2020–24 Performance Framework reflects this commitment. We have retained existing performance metrics from previous reporting periods where suitable, and established additional metrics to capture performance for key functions and activities in the context of a shifting environment and to reflect the outcomes of the 2020–21 Budget.[1] This includes the addition of two Objectives to measure performance of the recently established Emergency Management and Coordination Group and additional metrics to demonstrate implementation of the *Australia's Cyber Security Strategy 2020.*

Each performance metric in the *2020–21 Corporate Plan* has been identified as either an existing, a refined or a new metric and is also supported by a methodology for reporting. The methodologies articulate the qualitative and quantitative assessments that will be used to report on performance, providing an unbiased basis on which our performance will be measured. This supports the Department and the ABF in assessing whether we have met the performance expectations of the metrics, including by establishing performance targets where appropriate.

Where reasonably practicable, the Department has identified targets for each performance metric. However, in a number of instances, performance results are beyond the control of the Department and ABF due to environmental and other external factors, including the ongoing impacts of COVID-19. Although published targets are not included for these metrics, the metrics continue to be reported on to provide a holistic view of the Department's performance and activities across all functions.

Reporting against all performance metrics will be 'outcomes' focused, and reflect on the impact of our activities. It will support analysis of performance over time, and where appropriate, will provide comparative assessment against previous years. The Department and the ABF will continue to measure the impact of COVID-19 and other national security and emergency management issues, on our performance and our subsequent contributions to government responses. We will assess our performance framework to ensure enduring changes to our environment, risks, and priorities are reflected in our performance reporting into the future.

1 For ease of reference, linkages between the Department and the ABF's current performance information and recent reporting periods can be found on the Department's website. This includes a comparison of the performance metrics that have been refined between July and December 2020, through the publication of this variation to the *2020–21 Corporate Plan.*

The 2020–24 Performance Framework gives effect to and supports Portfolio Budget Statements, and will be appropriately acquitted in the *2020–21 Annual Report.*

Our Purposes					
Purpose 1—National Security: Protect Australia from national security and criminal threats through effective national coordination, policy and strategy development, emergency management, and regional cooperation.		**Purpose 2—Prosperous and United Society:** Support a prosperous and united Australia through effective coordination and delivery of immigration and social cohesion policies and programs.		**Purpose 3—Border and Customs Operations:** Advance a prosperous and secure Australia through trade and travel facilitation and modernisation, and effective customs, immigration, maritime and enforcement activities across the border continuum.	
Our Activities					
Activity 1.1: Effective national coordination and development of resilient national security and transnational, serious and organised crime policies, legislation and programs.	**Activity 1.2:** Support national resilience and effective coordination of national emergencies.	**Activity 2.1:** Effective delivery of orderly and planned immigration and humanitarian programs.	**Activity 2.2:** Support social cohesion and drive the effective delivery of citizenship and multicultural programs.	**Activity 3.1:** Effective border management and revenue systems.	**Activity 3.2:** Effective border security and maritime surveillance**.**
Our Performance Objectives					
Objective 1.1.1: Effective transport security regulation, policy coordination and advice prevents and protects Australia from security incidents affecting the movement of people and goods. *(PBS Program 1.6)* **Objective 1.1.2:** Effective policy implementation and coordination deters foreign actors who wish to harm Australia's sovereignty. *(PBS Program 1.7)* **Objective 1.1.3:** Effective policy development, coordination and industry regulation safeguards Australia's critical infrastructure against sabotage, espionage and coercion. *(PBS Program 1.7)* **Objective 1.1.4:** Effectively monitor and disrupt transnational, serious and organised crime to protect and preserve Australia's community and our partners. *(PBS Program 1.7)* **Objective 1.1.5:** Effective cyber security and technology strategies, policies, and advice protects and advances Australia's interests. *(PBS Program 1.8)* **Objective 1.1.6:** Counter-terrorism priorities, legislation and programs enhance our capacity to detect and respond to potential terror threats. *(PBS Program 1.9)*	**Objective 1.2.1:** Effective all-hazards coordination, response and recovery activities reduces the impact of threats on Australia and the community. *(PBS Program 1.10)* **Objective 1.2.2:** Effective coordination and engagement with Commonwealth, state and territory and industry partners, enhances Australia's ability to respond to crises and critical disruptions. *(PBS Program 1.10)* **Objective 1.2.3:** Effective emergency management planning, coordination, and capability enhances Australia's ability to prepare for and respond to crises and critical disruptions. *(PBS Program 1.10)*	**Objective 2.1.1:** Migration and visa programs support an open, prosperous and united Australia. *(PBS Program 2.2, PBS Program 2.3)* **Objective 2.1.2:** Refugee and humanitarian programs reflect Government priorities and international protection obligations through providing settlement support whilst contributing to global resettlement. *(PBS Program 2.4)* **Objective 2.1.3:** Effective regional processing and resettlement deters irregular migration. *(PBS Program 1.4)*	**Objective 2.2.1:** Community engagement and effective citizenship and multicultural programs support and enhance social cohesion. *(PBS Program 2.1)*	**Objective 3.1.1:** Effective trade and travel policy and regulation settings contribute to Australia's economic prosperity. *(PBS Program 3.2, PBS Program 1.2)* **Objective 3.1.2:** Border revenue laws and processes increase revenue collection and reduce revenue evasion. *(PBS Program 3.1)*	**Objective 3.2.1:** Border security and contemporary maritime surveillance activities reduce the number of people and goods crossing Australian Borders that pose a risk. *(PBS Program 1.1, PBS Program 1.4)* **Objective 3.2.2:** Enforcing the integrity of Australia's migration system and compliance with Australia's migration laws pre, at and post the border. *(PBS Program 1.3)*
International Cooperation – PBS Program 1.5 Effectively strengthen relationships with partner governments to improve migration, border management and national security capabilities.					

Purpose 1

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

The Department will achieve this purpose through a risk-based, intelligence-informed approach. We will proactively develop, coordinate and implement national security and transnational, serious and organised crime policy and advice that is fit for purpose in the context of a constantly evolving threat environment. The Department will focus on enhanced transport security, safeguarding our critical infrastructure, implementing effective cyber security and technology strategies, our counter-terrorism and counter foreign interference activities, and combatting online child sexual abuse.

The Department will also enhance Australia's ability to prepare for, respond to and recover from national emergencies by driving an all-hazards approach to emergency management. The Department will support national resilience through effective coordination planning and capability development to reduce the impact and consequences of disasters and other hazards on Australian communities. This will include timely cross-jurisdictional coordination of national emergencies through the work of the National Coordination Mechanism.

Key:

\+ *indicates a new or refined metric for 2020–21 variation*

* *indicates a new metric for 2020–21*

^ *indicates a refined metric for 2020–21*

\# *indicates an existing metric*

Note: Items **bolded** are measures and targets within the Department of Home Affairs 2020–21 PBS.

ACTIVITY 1.1

Effective national coordination and development of resilient national security and transnational, serious and organised crime policies, legislation and programs.

OBJECTIVE 1.1.1

Effective transport security regulation, policy coordination and advice prevents and protects Australia from security incidents affecting the movement of people and goods.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.1.1	100 per cent of scheduled entities subject to a risk based compliance assessment, meet their statutory obligations or a prioritised compliance activity is commenced.	#	**Primary methodology (Quantitative):** Assessment of the percentage of entities subject to a compliance assessment who met their statutory obligations and the percentage of non-compliant entities for which a prioritised compliance activity is commenced. **Supported by** an analysis of how the Department addressed non-compliance of regulated entities.	2020 to 2024
1.1.1.2	**Transport security in key regional partners is improved through delivery of all scheduled activities in line with Capacity Building Plan targets.**	+	**Primary methodology (Quantitative):** Assessment of the capacity building activities scheduled and undertaken with key regional partners against the targets in the capacity building plan. **Supported by** an analysis of the positive outcomes for transport security arrangements of key regional partners and relevant case studies.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.1.3	**Deliver 100 per cent of compliance activities within the National Compliance Plan (NCP).**	#	**Primary methodology (Quantitative):** Assessment of the scheduled NCP compliance activities that are delivered. **Supported by** an analysis of the positive outcomes of the compliance activities, describing progress towards the 100 per cent target.	2020 to 2024

OBJECTIVE 1.1.2

Effective policy implementation and coordination deters foreign actors who wish to harm Australia s sovereignty.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.2.1	Enhanced domestic coordination and international cooperation of Counter Foreign Interference (CFI) efforts.	+	**Primary methodology (Qualitative):** Analysis of how the Department enhanced CFI efforts through domestic coordination and international cooperation. **Supported by** an assessment of significant* CFI events attended or hosted by the Department in the reporting period. **'Significant' means formal events or events where business decisions made or progressed; not BAU or planning only.*	2020 to 2024
1.1.2.2	Demonstrated progress against key initiatives supporting the CFI Strategy.	+	**Primary methodology (Qualitative):** Analysis of the outcomes of key activities in enhancing capability, engaging with at-risk sectors, deterring perpetrators, defending against acts of foreign interference, and enforcing counter foreign interference laws. **Supported by** an assessment of the number of CFI Strategy initiatives progressed during the reporting period.	2020 to 2024

OBJECTIVE 1.1.3

Effective policy development, coordination and industry regulation safeguards Australia s critical infrastructure against sabotage, espionage and coercion.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.3.1	Engage with 100 per cent of entities on the *Security of Critical Infrastructure Act 2018* register in relation to security and resilience.	#	**Primary methodology (Quantitative):** Assessment of the proportion of entities on the *Security of Critical Infrastructure Act 2018* register that the Department provides security and resilience advice through ongoing compliance activities, bilateral engagements and participation in relevant industry fora.	2020 to 2024
1.1.3.2	100 per cent of notifications received under the Telecommunications Sector Security (TSS) reforms to the *Telecommunications Act 1997* are responded to within statutory timeframes.	#	**Primary methodology (Quantitative):** Assessment of the number and percentage of notifications responded to within statutory timeframes of 30 calendar days for notifications and 60 calendar days for notification exemption requests.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.3.3	**100 per cent of Foreign Investment Review Board cases referred are responded to within agreed timeframes.**	#	**Primary methodology (Quantitative):** Assessment of cases referred to the Department that are responded to within timeframes agreed with Treasury.	2020 to 2024
1.1.3.4	Deliver an enhanced framework to protect critical infrastructure, including systems of national significance.	+	**Primary methodology (Qualitative):** Analysis of the Department's progress in delivering a new Critical Infrastructure Resilience Strategy and an enhanced Trusted Information Sharing Network. **Supported by** an assessment of legislation introduced and passed during the reporting period.	2020 to 2024

OBJECTIVE 1.1.4

Effectively monitor and disrupt transnational, serious and organised crime to protect and preserve Australia s community and our partners.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.1.4.1	**100 per cent of capability plans outlining compliance with telecommunication interception obligations are reviewed within statutory timeframes, consistent with s198 of the *Telecommunications (Interception and Access) Act 1979*.**	#	**Primary methodology (Quantitative):** Assessment of Interception Capability Plan applications that are responded to by the Communications Access Coordinator within statutory timeframes. **Supported by** an analysis of how the Department performed in meeting the 100 per cent target and an assessment of the quality of the compliance plans.	2020 to 2024
1.1.4.2	The Department implements policy and legislative reforms to enhance responses to national security and law enforcement issues.	#	**Primary methodology (Qualitative):** Analysis of how the Department responded to national security and law enforcement issues through reform, supported by case studies.	2020 to 2024
1.1.4.3	Enhance partner government's capability through providing capacity building resources.	#	**Primary methodology (Qualitative):** Analysis of how the Department enhanced partner government's capability through providing capacity building resources, supported by case studies on international capacity building programs in the Indo-Pacific.	2020 to 2024
1.1.4.4	Progress in implementing the *National Strategy to Fight Transnational, Serious and Organised Crime.*	#	**Primary methodology (Qualitative):** Analysis of how the Department performed in implementing the *National Strategy to Fight Transnational, Serious and Organised Crime*. This will include assessment of the outputs and impact delivered, and will be supported by case studies.	2020 to 2024

OBJECTIVE 1.1.5 Effective cyber security and technology strategies, policies, and advice protects and advances Australia s interests.				
PERFORMANCE METRIC			**METHODOLOGY**	**TO BE REPORTED**
1.1.5.1	**Demonstrated progress against key initiatives within the *Australia's Cyber Security Strategy 2020.***	#	**Primary methodology (Qualitative):** Analysis of how the Department performed in implementing the *Cyber Security Strategy and National Plan*, supported by case studies and feedback from key stakeholders. **Supported by** an assessment of the *Cyber Security Strategy* initiatives delivered, including number of cross-jurisdictional fora attended, supported or hosted.	2020 to 2024
1.1.5.2	Enhanced national cyber security awareness for Australian families and households to protect children and vulnerable people online.	+	**Primary methodology (Qualitative):** Analysis of departmental activities to promote awareness of cyber security for Australian families and households, and the effectiveness of activities in ensuring children and vulnerable people are protected online.	2020 to 2024
1.1.5.3	Strengthen domestic and international government and non-government partnerships to ensure collective action to combat online child sexual abuse, including the organised production and dissemination of child abuse materials.	*	**Primary methodology (Qualitative):** Analysis of how the Department has promoted a global response to online child sexual abuse via international fora, including Five Country Ministerial activities. **Supported by** an assessment of the Department's efforts to partner with countries, industry and civil society, including the implementation of the Voluntary Principles to Counter Online Child Sexual Exploitation and Abuse (including number of endorsements and commitments to action).	2020 to 2024
1.1.5.4	Bolster law enforcement capabilities to target, investigate and disrupt cybercrime, including on the dark web.	+	**Primary methodology (Qualitative):** Analysis of how the Department bolstered the capabilities of law enforcement to target, investigate and disrupt cybercrime, supported by case studies.	2020 to 2024
1.1.5.5	Enhance industry outreach and national capability collaboration to support small and medium enterprises and vulnerable Australians.	+	**Primary methodology (Qualitative):** Analysis of how the Department has supported small and medium enterprises and vulnerable Australians through industry outreach and national capability collaboration. **Supported by** an assessment of the number of small and medium enterprises and vulnerable Australians the Department engaged with through fora.	2020 to 2024
1.1.5.6	Manage technology security risks to support Australian economic resilience and to facilitate economic growth.	+	**Primary methodology (Qualitative):** Analysis of the Department's activities to manage technology security risks, provide market certainty on regulation and provide clarity to Government and industry on data security settings. **Supported by** an assessment of the number of technology security, data security and technology security regulation initiatives under the Cyber Security Strategy delivered.	2020 to 2024

OBJECTIVE 1.1.6 Counter terrorism priorities, legislation and programs enhance our capacity to detect and respond to potential terror threats.				
PERFORMANCE METRIC			**METHODOLOGY**	**TO BE REPORTED**
1.1.6.1	The Department implements Australia's *Counter-Terrorism Strategy* through policy, legislative reforms and programs that respond to evolving risks and the needs of law enforcement.	#	**Primary methodology (Qualitative):** Analysis of how the Department, through Australia's Counter-Terrorism Strategy, enhanced capacity to address evolving counter-terrorism risk, supported by case studies.	2020 to 2024
1.1.6.2	Improve domestic and international coordination and interoperability through regular collaboration with states and territories and through convening of cross jurisdictional and international fora.	#	**Primary methodology (Quantitative):** Assessment of scheduled Australia-New Zealand Counter Terrorism Committee (ANZCTC) and sub-committee meetings held within agreed timeframes. **Supported by** an analysis of how the Department builds counter-terrorism capability through domestic and international coordination and interoperability, supported by case studies.	2020 to 2024
1.1.6.3	Terrorism response arrangements are coordinated across portfolios and jurisdictions, and timely advice informs Government and Ministers of events and response options.	#	**Primary methodology (Qualitative):** Analysis of how the Department coordinated counter-terrorism response and recovery arrangements and provided advice that was timely and fit for purpose. Supporting case studies will highlight key outcomes.	2020 to 2024
1.1.6.4	**An annual program of exercises, procurement and training is delivered and builds counter-terrorism capability across Australia.**	#	**Primary methodology (Quantitative):** Assessment of the funds expensed from the ANZCTC Special Fund at the end of the reporting period. **Supported by** an analysis of the outcomes for Australia's counter-terrorism capability, supported by case studies.	2020 to 2024
1.1.6.5	Effectively contribute to whole-of-Government risk management of terrorists.	+	**Primary methodology (Qualitative):** Analysis of how the Department performed in managing Australians of counter-terrorism interest offshore and of the outcomes of these activities, supported by case studies.	2020 to 2024
1.1.6.6	Effectively manage the High Risk Terrorism Offenders (HRTO) cohort.	+	**Primary methodology (Qualitative):** Analysis of how the Department performed in managing terrorist offenders in the HRTO cohort and of the outcomes of these activities, supported by case studies, where appropriate.	2020 to 2024

ACTIVITY 1.2

Support national resilience and effective coordination of national emergencies.

OBJECTIVE 1.2.1

Effective all hazards coordination, response and recovery activities reduces the impact of threats on Australia and the community.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.2.1.1	100 per cent of designated special events have a security risk plan in place.	#	**Primary methodology (Quantitative):** Assessment of the number and percentage of designated special events conducted with a security risk plan in place, in comparison to previous reporting periods. **Supported by** an analysis of how the Department performed in implementing appropriate security risk plans, including the Department's capacity to meet growing demand.	2020 to 2024
1.2.1.2	100 per cent of high office holders have appropriate physical risk mitigations in place.	#	**Primary methodology (Quantitative):** Assessment of the number and percentage of designated eligible high office holders with an appropriate physical risk mitigation plan in place, in comparison to previous reporting periods. **Supported by** an analysis of how the Department performed in implementing appropriate physical risk mitigation plans, including the Department's capacity to meet growing demand.	2020 to 2024
1.2.1.3	Eligible non-financial disaster assistance requests are approved within six hours of an agreed request received.	+	**Primary methodology (Quantitative):** Assessment of the number and percentage of non-financial disaster assistance requests which were approved within six hours of an agreed request being received, in comparison to previous reporting periods. **Supported by** an analysis of how the Department performed in providing timely approvals and adequate advice to government.	2020 to 2024
1.2.1.4	Advice regarding domestic disaster requests is provided to Government within set timeframes.	#	**Primary methodology (Quantitative):** Assessment of the number and percentage of advice provided to Government within the following timeframes: • Within 48 hours of completing an assessment of Commonwealth only Disaster Recovery Payments. • Advice on activation of Category C and D within 72 hours of receipt of an accepted application from a state or territory government. **Supported by** an analysis of how the Department performed in providing timely approvals and adequate advice to government.	2020 to 2024

OBJECTIVE 1.2.2

Effective coordination and engagement with Commonwealth, state and territory and industry partners, enhances Australia s ability to respond to crises and critical disruptions.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.2.2.1	Enhanced national coordination of emergency management response and recovery efforts through the management of cross jurisdictional fora.	+	**Primary methodology (Qualitative):** Analysis of how the Department enhanced emergency management response and recovery efforts through domestic coordination practices. **Supported by** an assessment of cross-jurisdictional fora events held or attended or hosted by the Department and the number of action items closed, in comparison to the previous reporting period. Forums include: • National Coordination Mechanism meeting (NCM)s; • Australia New Zealand Emergency Management Committee (ANZEMC) • Australian Government Crisis Committee (AGCC); • National Crisis Committee (NCC); and • Australian Government Disaster Recovery Committee (AGDRC).	2020 to 2024
1.2.2.2	Improve communication of disaster risk through the dissemination of guidance on implications for society and guidance on residual risk.	+	**Primary methodology (Qualitative):** Analysis of how the Department's communicative tools enabled sectors to reduce risks within their control, supported by case studies. **Supported** by an assessment of the number of strategic products released to key stakeholders in comparison to previous reporting periods.	2020 to 2024

OBJECTIVE 1.2.3

Effective emergency management planning, coordination, and capability enhances Australia s ability to prepare for and respond to crises and critical disruptions.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.2.3.1	Demonstrated progress against key initiatives within the *National Disaster Risk Reduction Framework.*	#	**Primary methodology (Qualitative):** Analysis of how the Department performed in implementing the *National Disaster Risk Reduction Framework*, including engagement with cross-jurisdictional partners, supported by case studies. **Supported by** an assessment of number and percentage initiatives within the National Action Plan for the *National Disaster Risk Reduction Framework* delivered in line with the project milestones.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
1.2.3.2	Improve national disaster preparedness through the targeted delivery of education programs, information sharing and national forums to build awareness and enhance response capability.	+	**Primary methodology (Quantitative):** Assessment of the percentage of scheduled education programs delivered and related funds expensed, in comparison to previous reporting periods. **Supported by** an analysis of the outcomes of the Department's funding of the Australian Institute for Disaster Resilience, including information sharing with governments, communities, researchers, education providers and the private sector, development of better practice doctrine and emergency management handbooks.	2020 to 2024
1.2.3.3	Demonstrated progress in delivering initiatives to support the mental health of emergency services personnel.	+	**Primary methodology (Qualitative):** Analysis of how the Department has performed in developing the first mental health national action plan for current and former emergency service workers by 1 July 2022. **Supported by** an assessment of the number of mental health initiatives delivered for career and volunteer emergency services workers, retired emergency services workers, and their immediate families and kinship groups.	2020 to 2024

Purpose 2

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

The Department will support a prosperous and united Australia by ensuring that our immigration and humanitarian programs reflect Government priorities and deliver positive outcomes for the Australian community. We will focus on service delivery to enhance the efficiency of our processing systems and proactively drive improvements to our settlement support, multicultural and social cohesion programs. The Department will contribute to enhanced social cohesion and national unity through public outreach. We will also prioritise the attraction of talent and business to Australia. This will support Australia's economic recovery and continued prosperity.

Key:

+ *indicates a new or refined metric for 2020–21 variation*
* *indicates a new metric for 2020–21*
^ *indicates a refined metric for 2020–21*
# *indicates an existing metric*

Note: Items **bolded** are measures and targets within the Department of Home Affairs 2020–21 PBS.

ACTIVITY 2.1
Effective delivery of orderly and planned immigration and humanitarian programs.

OBJECTIVE 2.1.1
Migration and visa programs support an open, prosperous and united Australia.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.1.1.1	**Visa policy settings deliver positive labour market outcomes.**	+	**Primary methodology (Quantitative):** Analysis of the results from the Continuous Survey of Australian Migrants for surveyed skilled primary migrants (employed >70 per cent / unemployed <10 per cent / not in the labour force <20 per cent). **Supported by** an analysis of the effectiveness of the Department's visa policy settings in responding to skill shortage changes. The qualitative analysis also takes into account the impact of internal economic conditions so that outcomes for skilled migrants can be understood in full context.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.1.1.2	**Increased efficiency and effectiveness in visa application processing.**	^	**Primary methodology (Quantitative):** Assessment of number and proportion of received visa applications lodged online, with a target of maintaining or increasing the proportion compared to the previous year, and the total revenue collected for visa applications charges, with a target of maintaining or increasing the value compared to the previous year (noting impact of demand factors beyond the Department's control). **Supported by** an analysis of activities and regulatory changes undertaken by the Department to enhance visa application processing and collect revenue, including discussion of outcomes of these activities.	2020 to 2024
2.1.1.3	Improvements to information provided to migration agents and consumers increase consumers' understanding of their rights and agents' understanding of their obligations under the regulatory framework.	*	**Primary methodology (Qualitative):** Analysis of the Office of Migration Agents Registration Authority's communications to consumers and agents, supported by examples of engagements and analysis of the outcome of departmental communication activities.	2020 to 2024
2.1.1.4	The migration program is delivered within the planning ceiling and is consistent with priorities set by the Government.	+	**Primary methodology (Quantitative):** Assessment of lodgments, on-hand applications and places granted under the migration program categories, including the Global Talent Program, in comparison to previous reporting periods. **Supported by** an analysis of how the Department performed in delivering the migration program in line with the ceiling numbers set by Government.	2020 to 2024
2.1.1.5	The Department undertakes assurance activities to ensure that decisions to detain are accurate and lawful.	^	**Primary methodology (Quantitative):** Assessment of the proportion of decisions to detain that have an initial review initiated within two business days. **Supported by** an analysis of how the Department performed in reviewing decisions to detain, including operational and environmental factors that affected performance.	2020 to 2024
2.1.1.6	The health screening program contributes to protecting Australia's health security and supports the integrity of the immigration program.	+	**Primary methodology (Qualitative):** Analysis of the agility of the Department's migration health policy to address changing health risks and emerging threats to health security at the time of visa application. **Supported by** an assessment of the number of Immigration Medical Examinations finalised and the number that resulted in visas granted.	2020 to 2024
2.1.1.7	Improved quality and accessibility of panel clinics for Australian Immigration Medical Examinations for visa applicants.	*	**Primary methodology (Quantitative):** Assessment of the number of Australian panel clinics that are eMedical enabled against a target of 98 per cent and are audited on a regular basis. **Supported by** an analysis of the panel's ability to meet the Department's reporting requirements and satisfy the Department's assurance assessments.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.1.1.8	80 per cent of participants of the Adult Migrant English Program (AMEP) demonstrate an increase of one or more levels on the Australian Core Skills Framework (ACSF).	#	**Primary methodology (Quantitative):** Assessment of the number and proportion of AMEP participants who demonstrated an increase of one or more levels on the ACSF from the base of their initial assessment when enrolling in the program, in comparison to previous reporting periods. **Supported by** an analysis of the outcomes of the AMEP for participants.	2020 to 2024
2.1.1.9	Support Australia's post-COVID-19 economic recovery through attracting exceptionally talented individuals and high yield-businesses with a focus on priority growth sectors to Australia.	+	**Primary methodology (Quantitative):** Assessment of progress (number of visas granted and number and value of businesses) against Government expectations for the Global Business and Talent Attraction Taskforce. **Supported by** an analysis of the Department's efforts in working across the Commonwealth, state and territory Governments, and the private sector domestically and internationally to promote Australia as a country of choice for exceptionally talented individuals and high-yield businesses in priority growth sectors.	2020 to 2022

OBJECTIVE 2.1.2

Refugee and humanitarian programs reflect Government priorities and international protection obligations through providing settlement support whilst contributing to global resettlement.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.1.2.1	**The humanitarian program is delivered within the planning ceiling and consistent with priorities set by the Government.**	#	**Primary methodology (Quantitative):** Assessment of places granted to eligible individuals and families under the humanitarian program categories, in comparison to previous reporting periods. **Supported by** an analysis of how the Department performed in delivering the humanitarian program in line with the ceiling numbers set by Government.	2020 to 2024
2.1.2.2	Improved Illegal Maritime Arrival (IMA) legacy caseload application processing.	+	**Primary methodology (Quantitative):** Assessment of the number and percentage of IMA applications processed against a target of completing the IMA legacy caseload by end September 2021. **Supported by** an analysis of how the Department has implemented processes to improve application processing to reduce the outstanding caseload.	2020 to 2021

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.1.2.3	**Demonstrated improvement in settlement support services assists eligible migrants to participate in the Australian community.**	**+**	**Primary methodology (Quantitative):** Assessment of: • the proportion of humanitarian entrants (15 years and older) exiting the Humanitarian Settlement Program (HSP) who have the skills and knowledge to use services independently in Australia, towards a target of 75 per cent for each outcome domain • the number and proportion of humanitarian entrants who take-up Orientation services, towards a target of at least one Orientation service per eligible exited client • the proportion of invited clients to attend all Australian Cultural Orientation course sessions, towards a target of 90 per cent • the proportion of Settlement Engagement and Transition Support (SETS) clients with improved knowledge and engagement with services, towards a target of 80 per cent **Supported by** an analysis of how the Department verified service provider claims and assessed the quality of service delivery, supported by desktop reviews, client interviews and feedback from key stakeholders.	2020 to 2024

OBJECTIVE 2.1.3
Effective regional processing and resettlement deters irregular migration.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.1.3.1	**Demonstrated effort in supporting regional processing countries identify durable migration pathways for transferees.**	**#**	**Primary methodology (Quantitative):** Assessment of permanent third countries migration outcomes for transferees, in comparison to previous reporting periods.	2020 to 2024

ACTIVITY 2.2
Support social cohesion and drive the effective delivery of citizenship and multicultural programs.

OBJECTIVE 2.2.1
Community engagement and effective citizenship and multicultural programs support and enhance social cohesion.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.2.1.1	Social cohesion is promoted through the targeted delivery of an annual program of training to counter violent extremism, building awareness and capability in key stakeholders.	#	**Primary methodology (Quantitative):** Assessment of the percentage of scheduled counter violent extremism training programs delivered. **Supported by** an analysis of the outcomes of training programs, supported by feedback from key stakeholders.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
2.2.1.2	Number of pieces of illicit content identified and referred to digital industry platforms, and proportion removed.	^	**Primary methodology (Quantitative):** Assessment of the number of items identified and the proportion referred to hosting platforms for removal. **Supported by** an analysis of the effectiveness and outcomes of the Department in identifying illicit content and referring to digital industry platforms for removal, including effectiveness in extinguishing online networks that propagate exploitation.	2020 to 2024
2.2.1.3	Improved multicultural community engagement and integration.	+	**Primary methodology (Qualitative):** Analysis of the outcomes of community engagement and integration, supported by specific case studies. **Supported by** an assessment of regional engagements through community engagement by Regional Directors and the community liaison officer network in comparison to previous reporting periods.	2020 to 2024
2.2.1.4	Improved citizenship applications processing.	+	**Primary methodology (Quantitative):** Assessment of the Citizenship by conferral Program in comparison to previous reporting periods including: finalisations, proportion of applications lodged online, and complaints received relating to application processing. **Supported by** an analysis of how the Department's system enhancements and processing changes improved citizenship application processing, supported by case studies.	2020 to 2024
2.2.1.5	**Citizenship Program contributes to social cohesion.**	+	**Primary methodology (Qualitative):** Analysis of how the Department performed in delivering the citizenship program, including delivering and enabling citizenship ceremonies and Local Hero Awards, and how these activities assisted in promoting Australian Values and contributing to social cohesion, supported by case studies. **Supported by** an assessment of the number of the Citizenship by Conferral Program, including: number of applications lodged, number of acquisitions and citizenship test pass rates against a target of 95 per cent.	2020 to 2024
2.2.1.6	Establish a new capability to respond to malign information to safeguard and strengthen social cohesion.	+	**Primary methodology (Qualitative):** Analysis of the effectiveness of strategic communications outputs issued, as determine through sentiment analysis, feedback from communities (including through community liaison officer engagement), social media engagement metrics, and other research. **Supported by** an assessment of strategic communication outputs issued, both online and offline.	2020 to 2024

Australian BORDER FORCE

COMMISSIONER'S FOREWORD

The Australian Border Force (ABF) is Australia s frontline border law enforcement agency and customs service. The ABF s four Operational Priorities set out within the *Department of Home Affairs 2020–21 Corporate Plan* are trade enforcement, Australia s migration system, border protection and border management.

The ABF continues to enforce the Australian Government s immigration and border policies as a means of curtailing the spread of COVID 19. Since the onset of the pandemic, we have:

- responded quickly securing our borders, progressively implementing travel restrictions and ultimately closing the borders to all but returning citizens, permanent residents, and exempt travellers;
- re focused our resources to facilitate the movement of essential goods across the border;
- established new processes to exempt travellers entering and leaving Australia;
- redeployed into cargo functions at our air, sea and mail environments, allowing us to manage and target emerging threats at these locations;
- worked hard to keep the virus out of our detention facilities;
- supported the repatriation of Australian citizens abroad; and
- implemented the one way safe travel zone with New Zealand and are preparing for further reopening of our international borders to travellers.

The ABF has been at the forefront of the Australian Government s response to the COVID 19 pandemic, keeping our border operating and our community safe. In the earliest phase of the pandemic, our officers pivoted to focus their efforts on screening imports and exports of goods essential to preventing the spread of COVID 19, in particular personal protective equipment (PPE). We took steps such as implementing an export prohibition on exploitative and profiteering exports of PPE and disinfectants, and enhancing the screening of medical goods on behalf of the Therapeutic Goods Administration, to help safeguard Australia s supplies of these goods. The ABF has also prioritised screening and implemented a temporary tariff concession on imported essential medical and sanitary goods, to help ensure their ready availability for the Australian community.

The ABF and trading community have adjusted well to COVID 19 disruptions but other risks remain. Criminals are adept at identifying and exploring perceived weaknesses at our borders. Rather than being deterred by the COVID 19 pandemic, they continue to profit from illicit activities, by finding new ways to exploit global flows of goods, money and information.

As well as cracking down on these sorts of illicit activities, the ABF continues to lead the Government s efforts to combat modern slavery. We have made considerable progress over the past 12 months. On 30 July 2020, the ABF s Online Register for Modern Slavery Statements was launched, providing Australian consumers, investors and civil society with an unprecedented window into the global supply chains that produce the goods and services we use every day. This initiative will provide greater transparency and galvanise efforts to clean up supply chains in Australia and around the world. The 2020 21 Budget included a commitment of $10.6 million dollars over five years to implement a new *National Action Plan to Combat Modern Slavery 2020 25*. This funding will bolster the ABF s efforts to support businesses to comply with the *Modern Slavery Act.*

Advancing customs and border modernization initiatives are also a priority, following the 2020 21 Budget allocation of $28.6 million, a Simplified Trade System was announced on 6 October 2020. This is a whole of government initiative that will enable better use of data and cut through costs and delays at the border for Australia s 387,000 importers and 53,000 exporters.

Our collaboration with industry, law enforcement and state and territory partners is key to how we support Australia s economic recovery and ensure the ABF remains a world leading border enforcement agency long into the future. The ABF s new operating model will position us to do this. We have established an Industry and Border Systems Group to better deliver customs and border modernisation and trade simplification, and we are relocating a number of Assistant Commissioners to areas of frontline operation across the country. This new model will help the ABF to adapt to and address future challenges and opportunities through enhanced connectivity between our senior leaders, our ABF officers and our stakeholders.

My officers remain committed, diligent and accountable in the delivery of our functions, as is expected by the Australian public. For the remainder of 2020 21, we will continue to work together and capitalise on opportunities for collaboration and coordination within the Home Affairs Portfolio to focus our efforts on threats to our border.

I, as the Australian Border Force Commissioner, endorse the *Department of Home Affairs 2020–21 Corporate Plan*, which covers the periods of 2020 21 to 2023 24.

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

ROLE OF THE ABF

The Australian Border Force (ABF) is Australia's frontline border law enforcement agency and Australia's customs service committed to the mission of protecting Australia's border and enabling legitimate travel and trade.

The ABF is an operationally independent body and forms an integral part of the Home Affairs Portfolio. It is led by a statutorily appointed Commissioner, with budgetary and employment responsibilities managed by the Secretary of the Department of Home Affairs as the accountable authority under the PGPA Act.

The ABF is the second highest revenue collector for the Australian Government and plays a critical role in preventing, deterring and detecting the unlawful trade of prohibited, restricted or regulated goods into and out of Australia.

To manage risks, the ABF works collaboratively across the Portfolio and with domestic and international partner agencies to share knowledge, expertise and intelligence to detect, deter and prosecute those who attempt to harm Australia. This includes more than 50 Commonwealth, state and territory agencies, international border agencies, and national security, civil maritime, defence, law enforcement and intelligence agencies.

Securing Australia's air, maritime and land domains, the ABF operates at airports, mail and cargo facilities, seaports, wharves and cruise terminals, and across the immigration detention network. To enhance and support the Department's capability to identify, mitigate and respond to threats before they reach the physical Australian border the ABF also operates offshore.

The ABF leads the child safeguarding framework for all programs and functions administered by the Department and the ABF that involve non-citizen children, including those who are guests in held detention. The ABF has also continued to strengthen our world leading efforts to eradicate modern slavery from international supply chains through working closely with Australian businesses to meet the obligations of the *Modern Slavery Act*.

The ABF is committed to its role as Australia's customs service, supporting the prosperity and safety of our community. Our frontline officers play a crucial role managing the movement of all goods across our borders, balancing the needs of facilitating legitimate trade while protecting Australia from illicit goods such as drugs, weapons and counterfeit products. The ABF continues to streamline border processes for traders, and expand the Australian Trusted Trader scheme.

At the same time, the ABF is working to ensure our customs and border processes can meet today's challenges and be ready for our future requirements.

The role of the ABF requires the confidence of the Australian Government, Australian community, our international and domestic partners, industry and civil society stakeholders. This confidence is realised through the demonstration of the key ABF values of integrity, respect, teamwork, professionalism and accountability. These values are the foundation for the leadership role all officers of the ABF are expected to demonstrate.

ABF Operational Priorities

The ABF delivers a wide range of functions across the border continuum—that is pre, at and post border. Operational Priorities ensure the ABF meets its obligations to the Government and the Australian community—securing our border and facilitating legitimate trade and travel. Operational Priorities are a key component of the ABF Operational Planning Framework and are reviewed on an annual basis. They are informed by the threat environment and help drive and realise the ABF's strategic direction.

Our Operational Priorities for 2020 focus on four key pillars: Trade Enforcement, Migration System, Border Protection and Border Management. The ABF continues to adapt a flexible model for reviewing and updating Operational Priorities, particularly as threats change and risks emerge. This is critical to the achievement of Purpose 3 as set out within the *2020–21 Corporate Plan.*

TRADE ENFORCEMENT

- Tobacco
- Revenue Evasion
- Trade Related Fraud

MIGRATION SYSTEM

- Visa and Migration Fraud
- Community Protection and Removals
- Safe, Secure and Sustainable Detention
- People Smuggling
- Foreign Worker Exploitation

BORDER PROTECTION

- Illicit Drugs
- Firearms
- Child Exploitation
- Civil Maritime Security
- Counter-Terrorism
- Supply Chain Integrity

BORDER MANAGEMENT

- Traveller Clearance
- Cargo Clearance
- Trade Compliance
- Trusted Trader
- Detained Goods

Purpose 3

Advance a prosperous and secure Australia through trade and travel facilitation and modernisation, and effective customs, immigration, maritime and enforcement activities across the border continuum.

The ABF will advance a prosperous and secure Australia by employing a responsive and considered approach to border management and security. The development and implementation of border modernisation reforms will bolster effective trade and travel facilitation and regulation. The ABF's border security and contemporary maritime surveillance activities will demonstrate risk-based, law enforcement responses that effectively manage national security risks and detect and deter irregular migration.

The ABF will also protect Government revenue, including through identifying and supporting the collection of evaded revenue, and will actively enforce compliance with Australian migration laws to ensure the integrity of the Australian migration system.

Key:

\+ *indicates a new or refined metric for 2020–21 variation*

* *indicates a new metric for 2020–21*

^ *indicates a refined metric for 2020–21*

\# *indicates an existing metric*

Note: Items **bolded** are measures and targets within the Department of Home Affairs 2020–21 PBS.

ACTIVITY 3.1
Effective border management and revenue systems.

OBJECTIVE 3.1.1
Effective trade and travel policy and regulation settings contribute to Australia s economic prosperity.

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
3.1.1.1	**Facilitation in trade, cargo and traveller streams is maintained or improved compared to previous reporting periods.**	^	**Primary methodology (Quantitative):** Assessment of the average clearance times for travellers, air cargo and sea cargo, in comparison to previous reporting periods. **Supported by** an analysis of how the Department increased efficiency and streamlined travel processes, including assessment of overall time savings and the take up rate of automated systems.	2020 to 2024
3.1.1.2	**Number of businesses accredited as Australian Trusted Traders (ATTs) increases compared to the previous year.**	#	**Primary methodology (Quantitative):** Assessment of ATTs accredited during the reporting period, and the total number of accredited ATTs. **Supported by** an analysis of how an increasing number of secure and compliant businesses undertaking international trade contributes to Australia's economic prosperity, including reducing regulatory burden.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
3.1.1.3	100 per cent of accredited ATTs that are subject to quality assurance processes either pass or are subject to a compliance activity.	#	**Primary methodology (Quantitative):** Assessment of accredited ATTs who were subject to quality assurance processes or a compliance activity, the proportion that pass or are subject to a compliance activity and the number of quality assurance processes or compliance activities completed in comparison to previous reporting periods. **Supported by** an analysis of quality assurance or compliance activities and the Department's capacity to take effective action in addressing non-compliance of accredited ATTs.	2020 to 2024
3.1.1.4	Advice provided to industry regarding tariff classification, valuation and rules of origin is provided within service standards.	+	**Primary methodology (Quantitative):** Assessment of number and proportion of occasions where advice to industry regarding tariff clarification, valuation and rules of origin is provided within service standards of thirty (30) days from provision of all documentation in 85 per cent of cases, in comparison to previous reporting periods. **Supported by** an analysis of how the Department performed in identifying serious non-regulatory compliance.	2020 to 2024
3.1.1.5	Assessment of regulatory requirements to detect prohibited and restricted goods at the border and ensure the goods are not released into the community.	+	**Primary methodology (Quantitative):** Assessment of the number of prohibited and restricted goods recorded in the Goods Management System (GMS) that are detected at the border and not released into the community and the number of detections of prohibited goods and of those detections, the number that are held by the ABF.	2020 to 2024
3.1.1.6	Demonstrate progress against relevant action items within the *National Action Plan to Combat Modern Slavery 2020–25*.	+	**Primary methodology (Qualitative):** Analysis of how the Department and the ABF have performed implementing relevant action items in the *National Action Plan to Combat Modern Slavery 2020–25*, supported by feedback from key stakeholders. **Supported by** an assessment of progress implementing action items in the *National Action Plan to Combat Modern Slavery Strategy 2020–25*, for which the Department and ABF have lead responsibility.	2020 to 2024
3.1.1.7	Deliver initial components of the Simplified Trade System.	+	**Primary methodology (Qualitative):** Analysis of how the Department performed in implementing the Simplified Trade System supported by case studies and feedback from key stakeholders, including the Joint Ministerial Taskforce and Industry Advisory Council on Simplified Trade. **Supported by** an assessment of the number and percentage of initiatives within the Simplified Trade system delivered in line with project milestones.	2020 to 2024

OBJECTIVE 3.1.2 Border revenue laws and processes increase revenue collection and reduce revenue evasion.				
PERFORMANCE METRIC			**METHODOLOGY**	**TO BE REPORTED**
3.1.2.1	**Total revenue collected from customs duty, Import Processing Charge and Passenger Movement Charge achieves Portfolio Additional Estimates Statements (PAES).**	#	**Primary methodology (Quantitative):** Assessment of revenue collected from customs duty, Import Processing Charge and Passenger Movement Charge, in comparison to PAES and previous reporting periods. **Supported by** an analysis of how the Department performed in achieving the forecasted revenue estimates, and factors affecting performance.	2020 to 2024
3.1.2.2	Refunds and drawbacks achieve service standards.	+	**Primary methodology (Quantitative):** Assessment of the number and percentage of refunds and drawbacks that were delivered within service standards, which are 90 percent of claims finalised within 30 calendar days of receipt of all necessary information.	2020 to 2024
3.1.2.3	Effective risk-based intervention activities deter and detect trade based crimes and prohibited goods across the border continuum.	#	**Primary methodology (Quantitative):** Assessment of detected revenue evasion compared to previous reporting periods and the number of pre and post border disruption actions undertaken by the Illicit Tobacco Task Force, and the number of disruptions and amount of revenue detected. **Supported by** an analysis of trends in compliance with Australian border laws, and of ABF's performance in identifying and supporting the collection of evaded revenue.	2020 to 2024

ACTIVITY 3.2 Effective border security and maritime surveillance.				
OBJECTIVE 3.2.1 Border security and contemporary maritime surveillance activities reduce the number of people and goods crossing Australian Borders that pose a risk.				
PERFORMANCE METRIC			**METHODOLOGY**	**TO BE REPORTED**
3.2.1.1	Interventions are proportionate to the level of risk and contribute to enhanced border security.	+	**Primary methodology (Quantitative):** Assessment of: • detections of illicit and prohibited drugs, firearms and firearms parts, undeclared tobacco, and objectionable material in trade and traveller streams • all high risk traveller alerts actioned on behalf of partner agencies, against a target of 100 per cent • number of interdictions and immigration refusals pre-border and at the border compared to previous reporting periods **Supported by** an analysis of the outcomes of the Department's investigations, including the number and proportion for which a prosecution is initiated, including those interventions referred to other law enforcement agencies for investigation or other enforcement action.	2020 to 2024

PERFORMANCE METRIC			METHODOLOGY	TO BE REPORTED
3.2.1.2	Maritime patrol days and aerial surveillance hours are maintained or increased compared to previous reporting periods.	^	**Primary methodology (Quantitative):** Assessment of maritime patrol days and aerial surveillance hours are maintained or increased, compared to previous reporting periods. **Supported by** an analysis of environmental influences that made possible or impeded the Department's ability to meet its target.	2020 to 2024
3.2.1.3	100 per cent of identified disruptive or non-compliant activities occurring in the Australian Maritime Domain were subject to a prioritised, risk-based law enforcement response.	^	**Primary methodology (Quantitative):** Assessment of the number of vessels interdicted, on water marine hazards (such as ghost nets or fish aggregating devices) retrieved, and boarding, education and disembarkation of foreign vessels conducted in the Australian Maritime Domain compared to previous reporting periods. **Supported by** an analysis of activities conducted by Maritime Border Command in order to combat and deter civil maritime security threats.	2020 to 2024
3.2.1.4	Effective management of national security risks, including terrorist threats and counter proliferation.	*	**Primary methodology (Qualitative):** Analysis of activities in place to mitigate border risks, including support to whole-of-Government activities to counter national security threats to Australia, supported by case studies. **Supported by** an assessment of the number of counter proliferation dual use goods and Weapons of Mass Destruction assessed pre-border that were subject to an ABF intervention, and the number of Foreign Terrorist Fighters, families and associates that were subject to an ABF intervention.	2020 to 2024
3.2.1.5	Operation Sovereign Borders (OSB) responds to IMAs consistent with government policies and legal obligations.	+	**Primary methodology (Quantitative):** Assessment of the total numbers of: identified maritime people smuggling ventures that were intercepted and detained under the *Maritime Powers Act 2013* • maritime people smuggling ventures that reached Australia without intervention • people on-board maritime people smuggling ventures targeting Australia that were safely returned to their country of departure or their home country consistent with government policy and legal obligations • strategic communications materials issued through contracted arrangements with communication service providers • disruptions of maritime people smuggling ventures made by authorities in source and transit countries. **Supported by** an analysis of the quantitative data which demonstrates the effectiveness of OSB Joint Agency Taskforce key lines of effort, and identifies operational constraints and environmental influences that made possible / impeded the Department's ability to undertake effective law enforcement responses to IMAs.	2020 to 2024

OBJECTIVE 3.2.2 Enforcing the integrity of Australia s migration system and compliance with Australia s migration laws pre, at and post the border.				
PERFORMANCE METRIC			**METHODOLOGY**	**TO BE REPORTED**
3.2.2.1	**Number of significant incidents in immigration detention facilities decreases compared to previous reporting period.**	+	**Primary methodology (Quantitative):** Assessment of the number of significant incidents per 1000 detainees in immigration detention, including major disturbance, escape, self-harm or death, compared to previous reporting periods. **Supported by** an analysis of ABF's efforts concerning safety and security in detention.	2020 to 2024
3.2.2.2	Average number of people in detention.	+	**Primary methodology (Quantitative):** Assessment of the number of people in immigration detention by detainee cohort, compared to previous reporting periods. **Supported by** an analysis of detainee trends within Australian detention facilities and the effects on the Department's resources.	2020 to 2024
3.2.2.3	100 per cent of identified visa and migration breaches are subject to a risk based enforcement activity.	^	**Primary methodology (Quantitative):** Assessment of the number and percentage of individuals identified as having breached their visa and/or migration conditions that are removed, detained, or managed in the community. **Supported by** an analysis of the Department's performance in identifying and responding to visa and migration breaches, and of the outcomes of the enforcement activities.	2020 to 2024
3.2.2.4	Effective risk based enforcement activities to deter and disrupt foreign worker exploitation.	*	**Primary methodology (Quantitative):** Assessment of the number of employer awareness activities, number of location events of illegal workers and the number of Illegal Worker Warning Notices and sanctions issued compared to previous reporting periods. **Supported by** an analysis of the effectiveness of employer awareness activities on the deterrence of foreign worker exploitation through education activities, sponsor monitoring and investigations, supported by case studies.	2020 to 2024