

Vision refresh report

Department of Immigration and Border Protection

9 August 2017

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Vision refresh

The Department's current vision statement has served the Department well. With the Department celebrating its second anniversary, it was considered timely to refresh the vision to ensure it is representative of all staff and functions and supports the achievement of collective future goals. The vision refresh project was designed to engage with leaders and staff across the Department to craft and refine vision statement options for the Secretary's and the Commissioner's consideration.

The project comprised of five stages of staff consultation to craft and refine the vision statement. This included:

- Engagement with the Leadership and People Advisory Council (LPAC) who worked together to agree the design principles (refer Figure 1) and draft five vision statements.
- Consultation with 115 ELs across the country to gain feedback on the draft statements.
- Engagement with the Culture Reference Group to confirm the draft statements that would be shared and tested with all staff.
- Engagement with SES as part of the June SES forum to share the process to date and encourage SES to champion the vision refresh project.
- Consultation with all staff through an all-staff survey to indicate preference across the five draft statements.¹

Figure 1: Vision refresh design principles

There was consensus that a new vision statement should:	
✓ Be strategically aligned	✓ Have a clear intent and not be subject to interpretation
✓ Be aspirational and inspire all staff	✓ Cover three lenses : Department staff, the community and Industry
✓ Resonate with all functions and teams	✓ Be succinct and catchy
✓ Be inclusive	
✓ Be unique to the Department	

Analysis of the staff consultation outputs highlights there is a preferred vision statement that has broad acceptance across all Department Groups: *"Together we build a more secure, prosperous and cohesive Australia"*. The workshops and survey also provided staff with the opportunity to share concerns and ideas about the Department; key areas of focus are summarised within this report.

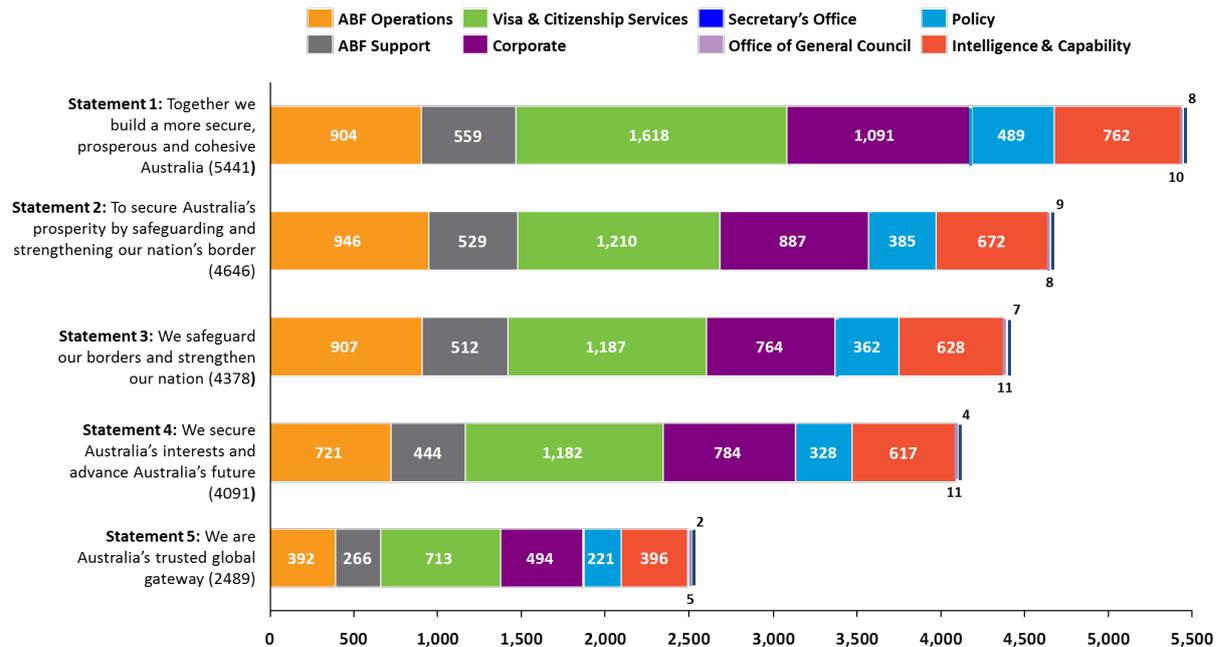
There is a preferred vision statement

"Together we build a more secure, prosperous and cohesive Australia" – statement one – was the preferred option of the five statements provided to staff, refer Figure 2 overleaf which outlines weighted preferences.² Notably, statement 1 was selected as the first preference by 40% of respondents, the second preference by 24% of respondents and was ranked as the least preferred statement by only 4% of respondents. The existing vision statement – statement five *"We are Australia's trusted global gateway"* – was selected as the first preference by only 7% of respondents, with 67% ranking the existing vision statement as their least preferred statement. This result reinforces the vision refresh project hypothesis that the current vision statement no longer has resonance across the Department as it is not viewed as representative of the Department's functions or aligned with the Department's strategic intent.

¹ The all-staff survey received 1512 responses.

² For respondents' 1st preference a weighting of 5 was applied, 2nd preference a weighting of 4 was applied, 3rd preference a weighting of 3 was applied, 4th preference a weighting of 2 was applied, 5th preference a weighting of 1 was applied.

Figure 2: Weighted preference of draft statements



Respondents who selected **statement 1 “Together we build a more secure, prosperous and cohesive Australia”** as their preferred statement feel that it promoted inclusion (~38%), was aligned with the Department’s responsibilities (~32%), was warm, positive and aspirational (~19%) and it encouraged collaboration (~18%). Respondents were also attracted to the implicit message of nation-building, the emphasis on security and safety and the use of impactful language. Respondents commented that *“the word ‘together’ is more inclusive for all Australians”*, that the statement was *“the most balanced in terms of the different functions of the Department”*, that it *“best reflects our purpose”* and that it *“projects a more outward looking and positive image of the Department.”*

Respondents who selected **Statement 2 “To secure Australia’s prosperity by safeguarding and strengthening our nation’s border”** as their preferred vision statement were attracted by the more acute focus on the border and security, expressing that this statement balances *“prosperity with the safeguarding of the borders”*, that *“our borders need to be protected”* that the Department’s *“primary role is to safeguard and protect Australia's border”*. Respondents also liked the emphasis on safety, noting this *“provides comfort to citizens and builds confidence”*.

Respondents who selected **Statement 3 “We safeguard our borders and strengthen our nation”** as their preferred vision statement were similarly attracted to the explicit reference to the border, and also greater alignment with what they saw as the Department’s primary purpose – safety and security. Respondents noted that this statement *“best resonates with what we do. Our role is to protect Australia from harm where we can and to provide the community with a sense of security”*, that *“we are here to protect Australia's borders”* and that it *“reflects community and Government's expectations of our role”*. Respondents also preferred the brevity of this statement, noting that it was *“a succinct way of stating what we do as an entire Department”* and was *“short and simple”*.

Respondents who selected **Statement 4 “We secure Australia’s interests and advance Australia’s future”** as their preferred vision statement felt that the statement was more inclusive of the various functions of the Department. Respondents commented that this statement was *“broad enough to encompass any changes to the Department's remit”*, *“feels more balanced and welcoming”*, *“cover(s) the entire spectrum of the Department's operations”* and that *“everyone can interpret what they do in a way that falls under the umbrella of this statement”*. Other respondents selected statement 4 as it excluded any reference to the border or border security. Respondents commented that: *“it does not mention borders”*, that it *“reflects more than just the role of the ABF”*, that *“our actions go beyond what we do at the border”* and that the *“mission statement is already very border focused”*.

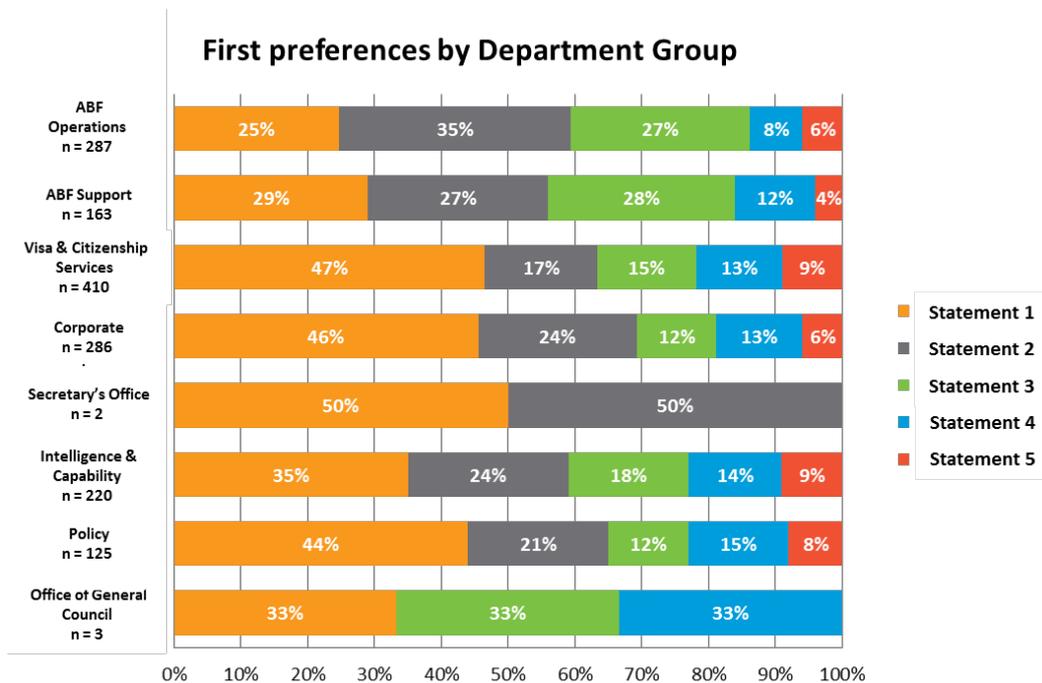
Respondents who selected **Statement 5, the existing vision statement “We are Australia’s trusted global gateway”** as their preferred vision statement felt that it better positioned the Department as a global player, that it reflected the dual nature of the Department’s work and felt that the emphasis on trust was important. Respondents commented that the current vision statement *“shows that we are*

part of the global community and not only focussed on Australia”, that the term “global gateway seems to be more inclusive of the two main features of our business” and that “being trusted by the public is an important element of the job”. Others felt that it was too early to change the existing statement, commenting that we “need more time to settle in with the constant changes being made”.

Statement one was also the first preference for most groups

Analysis of results by Group (refer Figure 4), show that all Groups except ABF operations are more likely to select statement 1 “Together we build a more secure, prosperous and cohesive Australia” as their first preference. One in ten ABF Operations respondents were more likely to prefer statement 2 “To secure Australia’s prosperity by safeguarding and strengthening our nation’s border” over statement 1, and statement 3 “We shape and safeguard our nation” received similar high first preferences to statement 1.

Figure 3: Percentage of first preference distribution by Group



Respondents prefer the word ‘cohesion’ over ‘diverse’

The vision refresh survey asked respondents to choose between two wording options for each of the four new proposed vision statements, refer Appendix A. For statement one, the two options were:

1. “Together we build a more secure, prosperous and **cohesive** Australia”
2. “Together we build a more secure, prosperous and **diverse** Australia”

Results found that 56% of respondents prefer the term ‘cohesive’ compared to 44% of respondents who favour the term “diverse”. A sample of staff rationale for their selection of ‘cohesion’ or ‘diverse’ is summarised below at Table 1.

Table 1: Respondent views on the language of 'cohesion' or 'diversity'

Respondents in favour of 'Cohesion'	Respondents in favour of 'Diversity'
<ul style="list-style-type: none"> • "The concept of cohesiveness is fundamental to the quality of life in Australia. This is why I choose to work in this Department." • "We are a united department and we need all of our parts to work together to achieve our goals. While we value diversity, we need to work cohesively to harness the benefits of diversity, including prosperity of our nation." • "Everyone wants to live in a safe Australia, everyone wants to prosper but I think the key word is 'cohesive'. Everyone knows we are diverse, we love multiculturalism and people want to raise families in a safe environment but all of it is nothing if we are not cohesive." 	<ul style="list-style-type: none"> • "In this current environment it is important that we focus on diversity, accepting of all circumstances and backgrounds helping our nation to prosper." • "I really like the word "diverse" as it links back to the word "together" and it is the reality of our community. Not just culturally or linguistically diverse, but also intellectually diverse in terms of ideas and innovations." • "Diversity is a historically relevant concept in terms of Australia's population growth and it would be good to see this enshrined in the vision statement looking forward, combined with security and prosperity."

Two key areas of focus emerged through staff consultation

The workshops and survey also provided staff with the opportunity to share concerns and ideas about the Department. Workshop participants were highly engaged, committed to their teams and the Department, and expressed the value in coming together to discuss the new vision. The sessions highlighted that staff have a strong sense of identity and pride in their daily roles, and a clear willingness to collaborate and connect across functions. However, staff used the workshops and survey as an opportunity to voice concerns about the integration more broadly. In particular, staff noted that the pace of integration has not been consistent with early messaging and promises made. Staff also expressed that a vision refresh alone won't solve the cultural integration challenge and that the new vision, once launched, should be used as a vehicle to engage people around unity of purpose and identity. The two key areas of focus are briefly summarised below.

1. Some barriers remain to complete the integration

Staff feel that senior leaders could more consistently connect and collaborate across functions. They noted that there was little top-down support for cross-functional collaboration, and saw a role for senior leaders to better model behaviours aimed at breaking down barriers between immigration and border protection functions. In particular, staff expressed a desire for senior leaders to be more 'visible' to staff at the face of the Department's operations, particularly in regional and state offices. Focus group participants also called upon senior leaders to do more to promote a 'need to share' culture rather than a 'need to know' culture.

*"We are still quite divided as a Department, not only between former ACBPS and former DIBP, but also between executive and the remainder of the staff... **How is a RD going to know what is important to me? Most of them don't even know the names of staff working in their region.**"*

While many EL workshop participants voiced a desire to increase collaboration, the vision refresh survey highlighted that – two years after integration – there continues to be a lack of understanding across the Department of the purpose of different teams and their contribution to the Department's mission and vision. Some staff expressed the need to rely on former stereotypes (i.e. 'Immigration' = humanitarian, 'ABF' = law enforcement) to understand what other teams and staff do.

*"We still have some way to go to **forge strong internal linkages between ABF and Departmental workgroups. 'Building together' is about teamwork.**"*

Staff also expressed concern about the requirement to use different technology platforms, which creates challenges for accessing information across different systems, even where there is a genuine need to share information and collaborate. In addition, some staff noted that physical location and building access limits opportunity for collaboration, in particular as Department and ABF staff are often separately located.

*"We are a united Department and **we need all of our parts to work together** to achieve our goals."*

2. The Department's strategic intent and vision should be positioned more positively to engender broader public support

Staff feel that the majority of Department media coverage is heavily focused on enforcement as opposed to the Department's broader responsibilities, and that more could be done to position the Department as a key player in building a stronger Australia. While staff acknowledge that border protection is a key element of the Department's portfolio, several expressed a desire for greater publicity of the other dimensions of the Department's portfolio, for example fostering safety in migration and trade and building diverse and healthy communities.

*"Too much of the current language used by the Department is about stopping/deterring/preventing which a very small percentage of our total work. **A majority of our work is about facilitating genuine travel, migration and trade outcomes to the world.**"*

Some staff survey respondents also expressed a concern that the public's trust in the Department had fallen as a result of recent world events and scrutiny of the Department's senior leaders. Staff feel this loss of trust could potentially undermine the Department's broader functions and responsibilities, and that more could be done to effectively engage with the community to alleviate fear and build public confidence.

*"In the current global climate of instability and uncertainty, it is vital that we communicate in no uncertain terms to the Australian public and the world that **our agency is an expression of our Australian values and our democratic way of life.**"*

Key insights to inform a future vision refresh process

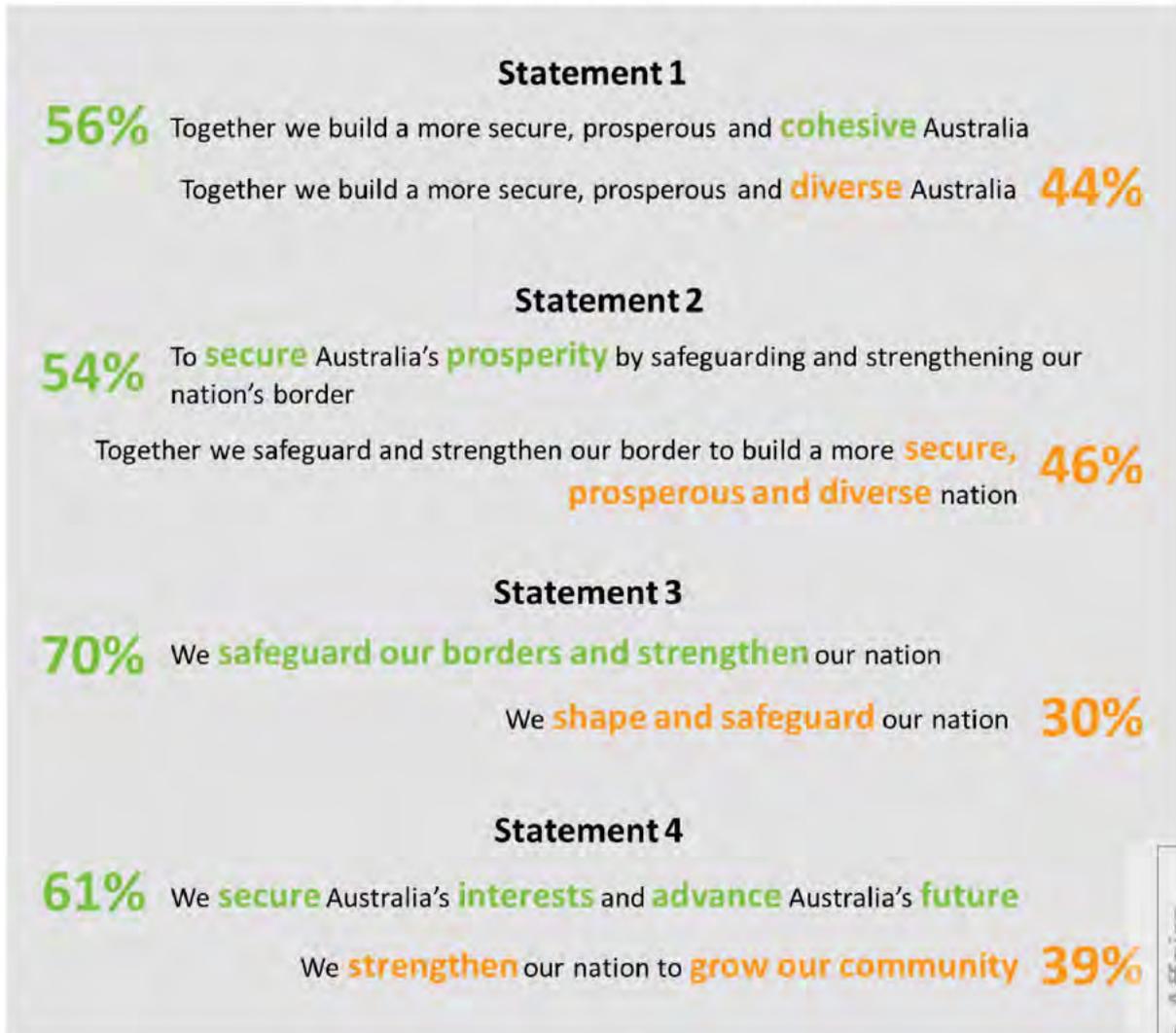
The recently announced Machinery of Government changes may impact the timeline for the release of the new vision, and may necessitate additional staff consultation to finalise and agree the new vision. The following activities are recommended to promote engagement and buy-in:

1. **Engage staff early on the benefits of a refreshed vision.** Early and frequent engagement on the process and benefits of the vision refresh helps to increase workshop participation and survey responses.
2. **Equip leaders to champion the vision refresh project.** Senior and mid-level leaders should be regularly informed of the process, benefits and opportunities for staff input and equipped to speak with their staff about the benefits of the change and the value placed on staff contributions.
3. **Anticipate staff desire to share broader concerns and opportunities.** Create space at workshops and through staff surveys for broader feedback about Department progress.

Appendix A Draft vision statements

The vision refresh survey gave respondents the opportunity to choose between two options for each of the new suggested vision statements.³ The options for each statement are shown below at Figure 5, along with a breakdown of which option was preferred for each statement.

Figure 4: Vision statement option comparisons



³ The current vision statement: "We are Australia's trusted global gateway" was included and no alternate wording accompanied statement 5.



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Minute

To: Rachel Noble, Deputy Secretary Executive Group

Date: 12 February 2018

Vision and Mission Development Sessions

Timing

By 16 February to allow for planning of consultation sessions.

Purpose

To:

1. Seek approval to consult on the vision and mission statements for the Department of Home Affairs.

Background

2. A mission statement describes an organisation's purpose. A vision statement is an aspirational guide that provides the workforce with a clear understanding of the desired future state of the organisation. Setting the mission and vision statements for the Department of Home Affairs will contribute to a highly engaged workforce, a key principle in the change program ten-point plan.
3. Engagement sessions were conducted in 2017 to refresh the vision statement for the then Department of Immigration and Border Protection (DIBP). This was overtaken by the announcement of the Home Affairs portfolio. The final report for the 2017 project has findings that remain relevant to the development of a vision for the Department of Home Affairs and is at [Attachment A](#).
4. A session was hosted at the February 2018 SES Conference for senior leadership to discuss the development of mission and vision statements and key phrases/sentiments that should be included.

Issues

5. The 2017 vision development project consulted staff at various levels across the then DIBP. Testing staff opinions in functions that have joined DIBP in the creation of the Department of Home Affairs is required, to ensure a vision statement represents the breadth of the organisation. The consultation offers an opportunity to engage new staff with the Department through representing their functions in the vision statement.
6. We propose conducting two consultation sessions which will emulate those conducted in 2017. We will use the 2017 statements and input from the SES Conference as a basis for workshopping more relevant statements. I will write to the First Assistant Secretaries of the new Divisions asking them to nominate two staff to participate in a two-hour session hosted in Canberra in late February or early March.
7. We propose conducting a workshop with Strategic Policy and Planning Division to develop the 2018 mission statement using the input from the SES Conference.

8. Once the vision and mission statements have been developed they will be presented to the Executive Committee in April 2018 for endorsement.

Consultation

The following Divisions will be consulted through the workshop sessions:

- Countering Violent Extremism Centre
- National Security and Law Enforcement
- Office of Transport Security
- Critical Infrastructure Centre
- Emergency Management Australia
- Centre for CT Coordination
- Cyber Security Policy
- Strategic Policy and Planning

Recommendation

It is recommended that you:

Approve the consultation sessions approach

Agreed Approved Noted

Hamish Hansford

Rachel Noble

Acting First Assistant Secretary Enterprise Strategy,
Reform and Performance Division

Deputy Secretary Executive Group

02 s. 22(1)(a)(ii)

February 2018

February 2018

Contact Officer: s. 22(1)(a)(ii)

Division/branch: Enterprise Strategy and Risk Branch

Phone: 02 s. 22(1)(a)(ii)

Attachments:

Attachment A – Vision Development Project 2017 Final Report



Vision Development Session

Agenda

Thursday, 8 March 2018

14:00 – 16:00 pm. Venue: 6 Chan Street - GS203

AGENDA ITEM		LEAD
OPENING		
1	INTRODUCTION BY FAS ENTERPRISE STRATEGY, REFORM AND PERFORMANCE <i>15 Minutes</i>	FAS ESRPD
2	BACKGROUND <i>10 Minutes</i> Welcome, explain purpose of workshop, and background on the 2017 Vision Development Project.	ENTERPRISE STRATEGY & DESIGN (ES&D)
ITEMS		
3	WHAT IS A VISION STATEMENT? <i>10 Minutes</i> Staff will be informed on what a vision statement is, what it should convey and provided with some examples.	ES&D
4	WHAT DOES OUR 'STATE OF SUCCESS' LOOK LIKE? <i>20 Minutes</i> In table groups, discuss what a 'state of success' for the organisation looks like, and what that looks like for Australia/society	TABLE DISCUSSION
BREAK – 5 MINS		
5	2018 VISION DEVELOPMENT <i>15 Minutes</i> <ul style="list-style-type: none"> Summary of SES conference findings and Secretary's opening address Draft options for the vision statement. 	ES&D
6	VISION STATEMENT BREAKOUT <i>40 Minutes</i> <ul style="list-style-type: none"> Participants nominate a preferred statement (stand-up) In groups, workshop the preferred statements, identifying possible improvements incorporating group discussions and SES suggestions. Tables report back to group 	TABLE DISCUSSION
CLOSING		
7	SUMMARY <i>5 Minutes</i> Summary of session discussion and next steps.	ES&D

Vision Development Session

8 March 2018: 1400 – 1600hrs

1. Introduction (15 mins)

- FAS ESRP to introduce session)

2. Background (10 mins)

Purpose of the session

- The purpose of the session is to **seek the views** of business areas that have not previously been consulted on **potential vision statements** for the Department of Home Affairs.
- At the conclusion of the session we hope to have identified what you think **the future state** for the organisation should look like, and what are the **key concepts** that should be included in a vision statement for the Department of Home Affairs to ensure it **reflects your contribution** and **resonates** with staff.
- Based on the outcomes of the workshop, and previous consultations. Options for draft vision statements will be provided to the Executive Committee for consideration in April 2018.

Administrative arrangements

- The session is scheduled to last approximately two hours, including a short 5 min break at about 3pm.
- Toilets are located over near the café of Ground Floor North. In the case of an emergency please follow the instructions of the wardens.
- Session overview: summary of vision statements and their development followed by table discussion on the future state, then reviewing/workshopping some draft statements.

2017 vision development project

- Consultation and engagement sessions were conducted throughout 2017 with a view to refresh the Department of Immigration and Border Protection vision statement:
 - ***We are Australia's trusted global gateway:*** *The Department is the gateway between Australia and the world, facilitating trade, travel and migration while protecting Australia from threats to the border. In everything we do, we must uphold the trust of the Australian people and Government that stems from the privileged place we hold at the border and in the community.*
- 1512 staff (11 per cent of staff) were surveyed on five preferred statements. The existing DIBP vision statement 'We are Australia's trusted global gateway' was selected by **only seven percent** of respondents as their **preferred** statement and **67%** selecting it as their **least preferred**.
- The preferred statement (40%) was **'Together we build a more secure, prosperous and cohesive Australia'** as it promoted inclusion, aligned with the Department's responsibilities, and encouraged collaboration.
- The second most preferred option was **'To secure Australia's prosperity by safeguarding and strengthening our nation's border'**.
- The five options were:
 - Together we build a more secure, prosperous and cohesive Australia

- To secure Australia's prosperity by safeguarding and strengthening our nation's border
- We safeguard our borders and strengthen our nation
- We secure Australia's interests and advance Australia's future
- We are Australia's trusted global gateway
- The vision refresh project was placed on hold following the announcement of the establishment of the Home Affairs Portfolio and the Department of Home Affairs.

3. What is a vision statement? (10 mins)

- A **vision** statement is the principle statement of a **desired end state**. It is **aspirational**, and **inspirational**. It engages the workforce and **sets direction** by clearly defining a future state or where we want to be.
- A **mission** statement describes or explains the Department's role or function – what we need to do.
- During Senate Estimates, the Secretary stated that our Department's mission will be '**to secure our nation's vital networks, systems and assets, while at the same time facilitating the legitimate movement of people, goods and data, as well as managed orderly migration**'. Development of the department's mission statement is ongoing.
- A good vision statement should be **future-focussed, directional, specific, relevant, values-based, challenging, unique, memorable, and inspiring**.
- Vision statement design principles (from the refresh project):
 - Be strategically aligned
 - Be aspirational and inspire all staff
 - Resonate with all functions and teams
 - Be inclusive
 - Be unique to the Department
 - Have a clear intent and not be subject to interpretation
 - Cover three lenses: Department staff, the community and industry
 - Be succinct and catchy.
- Some vision statements focus on a vision for the **organisation**, others focus on a vision for **society** or the world. Others on both.
- Some examples of vision statements include:

Organisation:

- Australian Security Intelligence Organisation: *To be trusted and respected as a protector of Australia's national security, to be accessible partners, to effectively communicate security risks, to be an adaptive and innovative organisation and to have a diverse team of passionate people committed to serve the nation*
- National Museum of Australia: *A recognised world-class museum exploring Australia's past, illuminating the present, imagining the future.*
- Southwest Air: *To become the world's most loved, most flown, and most profitable airline.*

Society:

- US Dept. of Homeland Security: *A homeland that is safe, secure and resilient against terrorism and other hazards.*
- Australian Criminal Intelligence Commission: *A safer Australia that is better connected, informed and capable of responding to crime and criminal justice issues.*
- AUSTRAC: *A financial system free from criminal abuse.*
- Alzheimer's Association: *A world without Alzheimer's disease.*

4. What does our 'state of success' look like? (20 mins – templates provided on tables)

- Defining the state of success will assist us in understanding the key components that need to be captured in a draft vision statement.
- In small groups, discussion of the traits of our future organisation (what words/phrases would describe our vision for our organisation) and a future Australia (what words/phrases would describe our vision for society/Australia). Templates - approx. 10 minutes then report back.

-----BREAK – 5 mins-----

5. 2018 vision statement development (15 mins)

SES conference – February 2018

- A session was hosted at the February 2018 SES Conference for senior leadership to discuss the development of mission and vision statements and key phrases/sentiments that should be included.
- Some of the common terms that emerged from the SES conference were:

○ Safe	○ Resilient	○ Innovative
○ Secure	○ Trusted	○ Responsive
○ Prosperous	○ Integrity	○ Diverse
○ Cohesive	○ Collaborative	○ Tolerant
○ Sovereignty	○ Agile	○ Connected
○ United	○ Inclusive	○ Professional
○ Confident	○ Respected	

Secretary's opening address (copies provided):

- During his opening address at Senate estimates on 26 February 2018, the Secretary made a number of comments about the role of the department, our mission and our future state that are of relevance to today's workshop (handout, pp 8–9).
- The tone and language of the Secretary's address were notably focussed on safety and security as a means to an end (economic activity, social connection and inclusive society), rather than as an end in themselves.
 - *'The core functions of the department are policy, strategy, planning and coordination in relation to the domestic security and law enforcement functions of the Commonwealth as well as managed migration and the movement of goods across our border'.*
 - He acknowledged the *'vital role immigration has played in building our nation and enriching our society and national culture'.*
 - He made reference to *'programs that are designed to help engender an inclusive, united and tolerant society'.*
 - He noted that *'the security powers, capabilities and capacities of the Commonwealth...are crucial attributes of liberty'* and the national assets, systems and networks that we will seek to protect are *'great platforms for economic activity and social connection'* and that we will not achieve our mission if *'Australia is a closed-off and isolated place'.*

- He was also cognisant of recent commentary attempting to mischaracterise the Portfolio as *'overly bureaucratic oversight of otherwise well-functioning operational arrangements, or worse, a sinister concentration of executive power that will not be able to be supervised and checked'*.
- He stated the *'purpose of state actions is to ensure that all can, to the maximum extent possible within the law, pursue prosperity, happiness and social fulfilment'*
- Finally he listed four key challenges for the Department:
 - *'to preserve the traditional strengths of the Home Affairs agencies*
 - *to take advantage of a larger, more integrated Portfolio to build scaled-up capabilities and exploit synergies in intelligence, data, identity and biometrics, digital, AI, machine-learning, and computing and analytics*
 - *to preserve the independence of Home Affairs agencies and ensure all activities and operations are always conducted under the laws and appropriate checks*
 - *to ensure that protection and security are means to pursue greater ends—namely, economic prosperity, social cohesion and an open society.'*

s. 22(1)(a)(ii)

Draft statements

- Based on the 2017 consultations, the Secretary's public comments, and the outcomes from the SES conference, **six** draft vision statements have been developed:
 - a) An inclusive, united and tolerant society, where all Australians can safely pursue prosperity and social fulfilment.
 - b) A confident, united and resilient nation, where all Australians can prosper and live in safety.
 - c) A Department that is connected, trusted and responsive; and an Australia that is safe, prosperous, resilient, and cohesive.
 - d) Collaborative. Connected. Trusted. Innovative. Respected. United.
 - e) To be a collaborative, innovative and inclusive organisation, that is respected for the integrity and professionalism of its people, and trusted to help keep Australia safe, prosperous and cohesive.
- We now need to test the draft statements that have been developed to ensure they will resonate with, and reflect the work of, staff performing functions that have recently transitioned into the Department of Home Affairs from departments other than DIBP.

6. Vision statement group activity (40 mins)

- Participants will be asked to nominate their preferred statement by standing in front of it
- Groups will be allocated based on selections and size
- Groups will then workshop their preferred statement, to:
 - identify what they like about the statement
 - identify possible improvements they would make
 - develop a revised statement based on their table discussions, future state exercise, Secretary's comments, and SES conference findings.

- Groups report back to workshop.



EXECUTIVE COMMITTEE

Meeting No: EC2/2018

Friday, 4 May 2018

Cambanoora Room, Level 1, 4 National Circuit, Barton.

Agenda Item	Topic	Cleared by
2a	Corporate setting: Vision and mission statements	First Assistant Secretary Enterprise Strategy, Risk and Performance Division
Purpose of this paper		
The Committee's consideration is required in order to choose new mission and vision statements for the Department of Home Affairs (the Department) from the options included at Attachment A .		
Executive Summary		
<ul style="list-style-type: none"> A vision statement describes what our Department and/or society will look like in the future. It is an aspirational and inspirational statement that provides direction and guidance to the workforce about what we are striving to achieve. A mission statement describes what we do, how we do it, and/or who we do it for. It provides clarity to the workforce about the Department's role and responsibilities. Enterprise Strategy, Risk and Performance Division has developed statements in consultation with staff from across the Department of Home Affairs. This includes comprehensive consultation undertaken as part of the former Department of Immigration and Border Protection (DIBP) vision refresh project, and workshops with the Senior Executive Service and staff that were transferred into the Department of Home Affairs from agencies other than the DIBP. 		
Recommended Action		
<p>It is recommended that the EC:</p> <ol style="list-style-type: none"> Agree on a vision statement for the Department of Home Affairs. Agree on a mission statement for the Department of Home Affairs. Note the suggestion to consider more closely aligning, or developing shared vision, mission and purpose statements for Portfolio agencies. 		

BACKGROUND

Vision and mission statements

- A vision statement describes what our Department and/or society will look like in the future. It is the articulation of an end-state that provides direction and guidance to the workforce.
- A vision statement should be aspirational and inspirational. It should unify the workforce by defining a future-state that all staff are striving to achieve as one cohesive team.
- A mission statement describes what we do, how we do it, and/or who we do it for. It provides clarity to the workforce about the Department's role and responsibilities.
- A mission statement should be succinct and memorable, and broad enough to reflect all of the major functions of the Department. At the same time it should be specific enough to differentiate the Department and accurately describe its unique role.

Consultation process

- In 2017, a review of the former Department of Immigration and Border Protection (DIBP) vision statement was undertaken on the basis that the existing vision statement no longer resonated with staff across the former department.
- All staff were invited to participate in a survey to select the new departmental vision. The preferred vision statement was *'Together, we build a more secure, prosperous and cohesive Australia'*.
- As a result of the Home Affairs announcement in July 2017, the draft statement was never endorsed or released.
- Following the stand-up of the Department of Home Affairs on 20 December 2017, a series of workshops and consultations were held to develop the vision and mission statements for the new Department.
- The Department of Home Affairs Senior Executive Service (SES) conference on 19 February 2018 included a session devoted to discussion of the Department's vision and mission. The session allowed the senior leadership to discuss the future state for the organisation and to articulate key concepts and phrases that they considered to be important components in the development of the mission and vision statements.
- A subsequent workshop was held with representatives from business areas that had transferred into the Department of Home Affairs from departments other than DIBP during the machinery of government changes in December 2017.

DISCUSSION

- Options for both vision and mission statements have been prepared for consideration and decision (at **Attachment A**), adhering to the design principles outlined above.
- The statements have been developed to complement the vision, mission and purposes of the other Portfolio agencies. A summary of Portfolio agency enterprise statements is included at **Attachment B**.
- To reflect our respective contributions to Portfolio-wide goals, consideration could be given to more closely aligning, or developing shared vision, mission and/or purpose statements for Portfolio agencies.
- 'Purposes' is a defined term under s. 8 of the *Public Governance, Performance and Accountability Act 2013*. Any consideration of aligning purposes statements across the Portfolio would need to be cognisant of the implications for statutory performance planning and reporting obligations and annual performance statements.
- Although not a separate statutory Commonwealth entity, the Australian Border Force (ABF) is developing its own vision and mission statements. The Department's statement has been developed with an awareness of the operational independence of the ABF.
- The vision statement options reflect the preferred DIBP vision statement from the 2017, and the preferred option amongst representatives from areas that joined the Department from outside DIBP.
- The Executive Committee is requested to select a vision statement and mission statement from the options, or a variation thereof, included in **Attachment A**.

Embedding the mission and vision statements

- The new statements will be launched via a communications campaign including lock screens, posters and an all staff email. Communications will focus on the co-design and consultation process, and explaining the rationale behind the selection of the chosen statements.
- The Secretary and Deputy Secretaries will discuss the new statements with staff at the town hall event in July.
- Support materials will be provided to leaders to guide discussions of the new statements within their teams.
- The new statements will also be published in the 2018–19 corporate plan.

RISKS AND SENSITIVITIES

- The selection of statements that do not resonate with the workforce, or adequately encompass individual and team contributions, could negatively affect staff engagement levels.
- The extensive consultation that has been undertaken and proposed communications approach should minimise the likelihood of this risk occurring.
- There is some sensitivity associated with perceptions of the establishment of the Department as an extra-judicial apparatus of power, layer of overly-bureaucratic oversight, or an unsupervised and unchecked concentration of executive power.
- The draft statements have been developed to convey an understanding that the Department is entrusted with executive power, that is at all times subject to the supremacy of the law, and the sovereignty of the Parliament.
- The statements also reflect the Department's role as a central agency providing strategic planning, policy, coordination and support for the Portfolio and its statutorily and operationally independent agencies.
- There is often confusion over the respective roles of vision, mission and purpose statements. To ensure a clear understanding of what role each of these statements play, we will define their respective roles in communications and corporate documents.

FINANCIAL IMPLICATIONS

- There are minimal financial implications of a decision to adopt the proposed mission and vision statements beyond costs associated with the communications approach.
- There may also be limited future costs associated with periodic review of the effectiveness of the mission and vision through mechanisms such as staff surveys or 'pulse checks'.

CONSULTATION OUTCOMES

- In 2017, all former DIBP staff were invited to participate in a survey to select the new departmental vision. Following the stand-up of Home Affairs in December 2017, a series of workshops and consultations were held to develop the vision and mission statement for the new Department, including at the SES conference in February 2018 and a workshop with representatives from business areas not part of the former DIBP.

ATTACHMENTS

Attachment A – Mission and Vision options for Department of Home Affairs
 Attachment B – Portfolio agencies enterprise statements

Consultation Summary*	
Restricted Distribution?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Contact for paper	Name: s. 22(1)(a)(ii) Position: Director, Enterprise Strategy and Risk Branch, Enterprise Strategy, Risk and Performance Division, Executive Group Contact Number: 02s. 22(1)(a)(ii) Email: s. 22(1)(a)(ii) @homeaffairs.gov.au
Speaker(s)	Rachel Noble, Deputy Secretary Executive



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Attachment A

Options - mission and vision statements

Vision statements

1. An inclusive and resilient society, where all Australians feel safe to pursue prosperity and social fulfilment.
2. A secure Australia that is prosperous, open and united.
3. An Australia that is united and cohesive, resilient and safe from harm, and open to grow and prosper.
4. A more open, cohesive, prosperous and resilient Australia.
5. An open and free Australia.

Mission statements

1. As trusted professionals, work together to ensure the security of our nation, and enable the global connection of people, goods and information.
2. Work together to ensure all Australians can pursue opportunity at home and connect with the world.
3. Work together, with the trust of the Australian people, to safeguard our way of life and connect us with the world.
4. Work together, with the trust of our partners and community, to keep Australia safe and secure, and support a cohesive and united Australia open for global engagement.
5. Ensure a unified and coordinated approach to our safety, security, prosperity and cohesion.



Portfolio enterprise statements

Table 1: Purpose, vision and mission statements for the Portfolio and Portfolio entities.

Entity	Vision	Mission	Purpose
Home Affairs Portfolio	N/A	N/A	Prosperous. Secure. United.
Australian Border Force (ABF)	We are Australia's trusted global gateway	To protect Australia's border and manage the movement of people and goods across it.	N/A
Australian Criminal Intelligence Commission (ACIC)	A safer Australia that is better connected, informed and capable of responding to crime and criminal justice issues	To make Australia safer through an improved national ability to discover, understand and respond to current and emerging crime threats and criminal justice issues including the ability to connect police and law enforcement to essential criminal intelligence, policing knowledge and information through collaborative national information systems and services.	
Australian Federal Police (AFP)	Policing for a safer Australia	As Australia's national policing agency we protect Australians and Australia's interests.	

Entity	Vision	Mission	Purpose
Australian Security Intelligence Organisation (ASIO)	To be trusted and respected as a protector of Australia's national security, to be accessible to partners, to effectively communicate security risks, to be an adaptive and innovative organisation and to have a diverse team of passionate people committed to serve the nation.	N/A	To protect the nation and its interests from threats to security through intelligence collection, assessment and advice for Government, government agencies, and business.
Australian Transaction Reports and Analysis Centre (AUSTRAC)	A financial system free from criminal abuse	N/A	To protect Australia from financial crime and terrorism financing, and contribute to the growth and resilience of Australia's economy, by discovering, understanding, and disrupting criminal activity through our intelligence and regulatory programs.



PROTECTED Sensitive: Cabinet

EXECUTIVE COMMITTEE

Meeting Decisions and Action Items

Meeting No.: EC2/2018, Friday, 4 May 2018, 1000 - 1140

Cambanoora Room, Level 1, 4 National Circuit, Barton

ATTENDEES

Members	Title, Area
Michael Pezzullo	Secretary (Chair)
Rachel Noble PSM	Deputy Secretary Executive (DS E)
Maria Fernandez PSM	Deputy Secretary Intelligence and Capability (DS IC)
Malisa Golightly PSM	Deputy Secretary Immigration and Citizenship Services (DS ICS)
Mandy Newton APM	Deputy Commissioner Support (DC S)
Tony Sheehan	Deputy Secretary Commonwealth Counter-Terrorism Coordinator (DS CCTC)
Greg Miller	A/g Deputy Secretary National Cyber Security Adviser - representing Alastair MacGibbon, Deputy Secretary National Cyber Security Adviser (DS NCSA)
Chris Teal	Deputy Secretary National Counter Foreign Interference Coordinator (DS NCFIC)
Karl Kent OAM	Deputy Secretary Commonwealth Transnational Serious and Organised Crime Coordinator (DS TSOC)
David Wilden	A/g Deputy Secretary Policy (A/g DS P)
Steven Groves	A/g Deputy Secretary Corporate and Enabling / Chief Operating Officer (A/g DS CE / COO)
Sachi Wimmer	A/g Deputy Secretary Infrastructure, Transport Security and Customs / Deputy Comptroller-General (A/g DS ITSC / DCG)
Clive Murray	A/g Deputy Commissioner Operations (A/g DC O)
Advisers – Standing	
Shannon Frazer, FAS Executive Coordination (FAS EC)	Abigail Bradshaw, FAS Enterprise Strategy, Risk and Performance / Chief Risk Officer (FAS ESRP)
Nicole Ingram, A/g AS Civil, Commercial & Employment Law - representing Pip de Veau, FAS Legal / General Counsel (GC)	Cheryl-anne Moy, FAS Integrity, Security & Assurance / Chief Audit Executive (FAS ISA / CAE)
Stephanie Cargill, A/g FAS Finance / Chief Finance Officer (A/g FAS F / CFO)	Stephen Hayward, Assistant Commissioner, ABF Business Services
Advisers – Co-opted	
Item 4 – Civil Maritime Strategy and Capability	Mathew Fox, A/g FAS Strategy and Capability (A/g FAS SC)
Secretariat	
s. 22(1)(a)(ii)	A/g AS Governance and Performance (A/g AS GP)
Apologies	
Michael Outram APM, A/g ABF Commissioner	
Paul Grigson, DS ITSC / DCG	
Linda Geddes, A/g DS P	
Pip De Veau, GC	

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s. 22(1)(a)(ii)



2.A Corporate Setting – Mission and Vision

The EC:

1. **Discussed** the vision and mission statements for the Department of Home Affairs.
2. **Noted** the suggestion to consider more closely aligning, or developing shared vision, mission and purpose statements for Portfolio agencies.
3. **Noted** that short, concise statements were preferable, with particular reference to 'secure', and **indicated** a preference for vision 2 and mission 4.

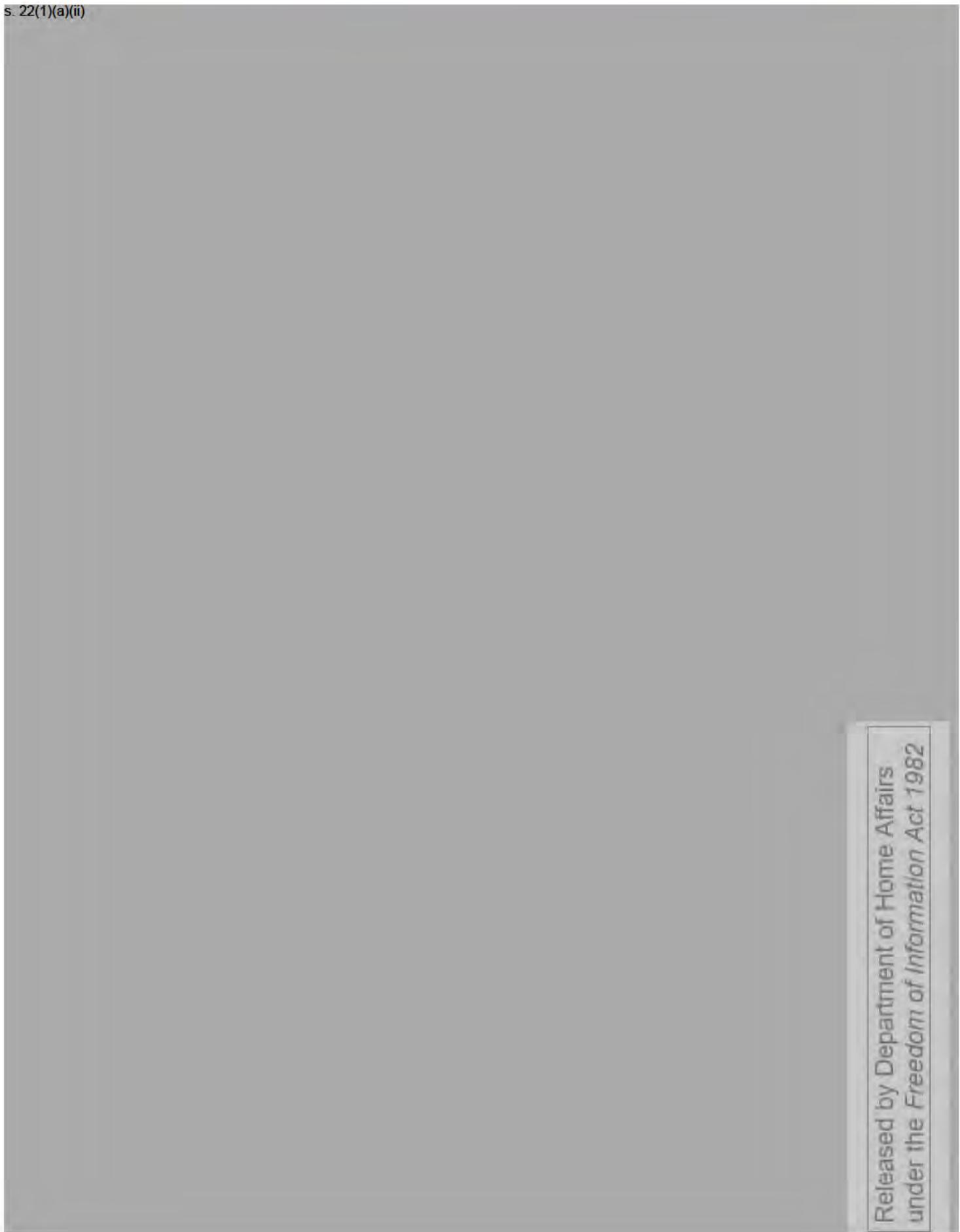
Action EC2/02: DS E to discuss with Secretary out of session.

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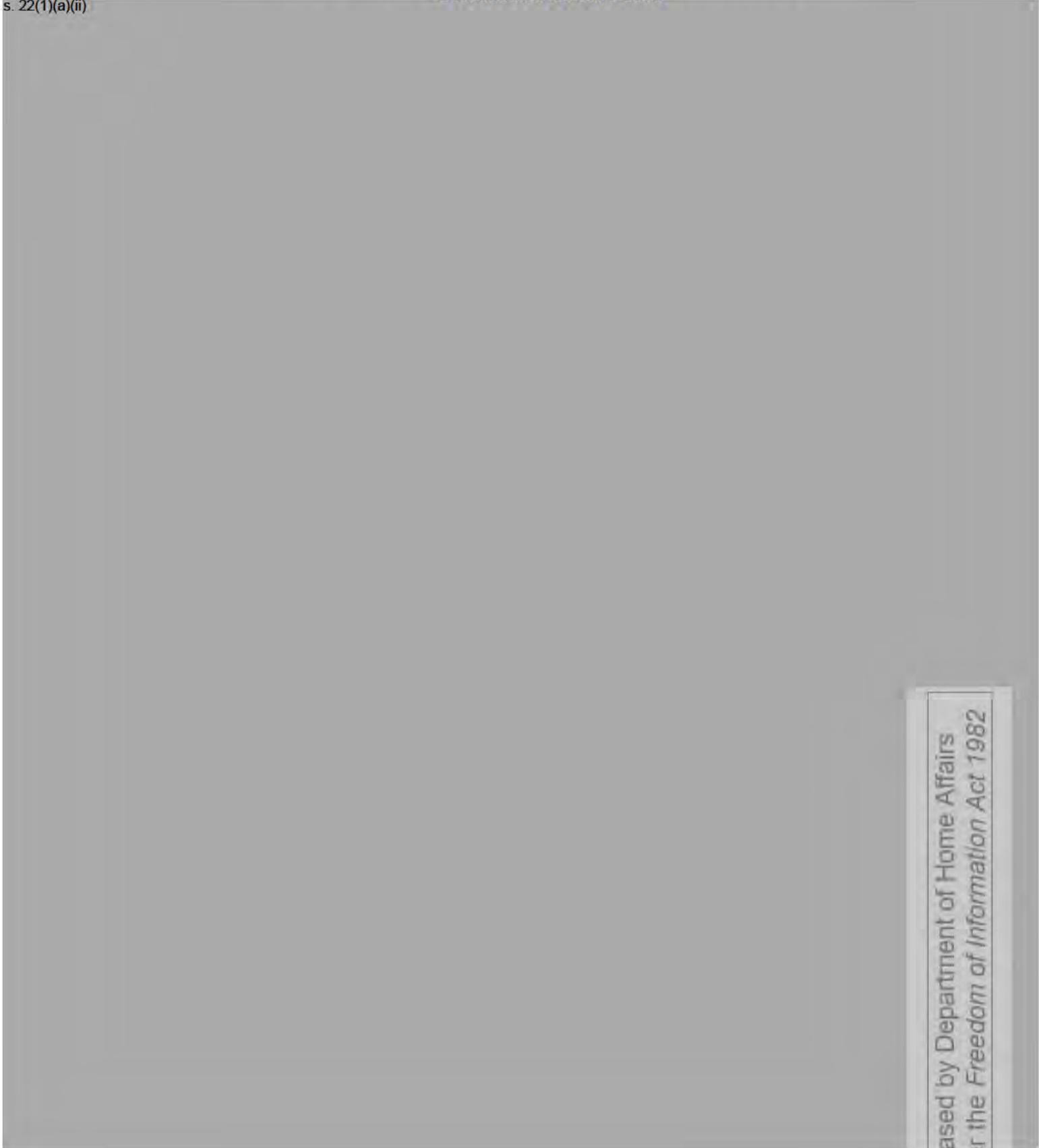
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Update on Action Items - Executive Committee

Meeting No.: EC3/2018, 27 June 2018, 1030 – 1305

Last updated: 21 June 2018

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ACTION ITEMS COMPLETED SINCE PREVIOUS UPDATE

s. 22(1)(a)(ii)



<p>EC2/02 4/5/2018</p>	<p>Corporate Setting – Mission and Vision DS E to discuss with Secretary out of session.</p>	<p>DS E</p>	<p>COMPLETED</p>	<p>The Secretary has endorsed the Mission and Vision in the context of the Blueprint.</p>
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Minute

To: Secretary ^{MP} 12/06/2018
Cc: ABF Commissioner
Deputy Secretary Executive
Date: 12 June 2018

The Blueprint for Home Affairs

Timing

As soon as possible, to allow time for final edits and printing ahead of the 2 July launch date.

Purpose

To:

1. Provide you with the final draft of the *Blueprint for Home Affairs* (the Blueprint) for your approval (**Attachment A**).
2. Seek your agreement to appear in a video blog to mark the launch of the Blueprint.
3. Provide you with an update on the Department's strategic engagement strategy.

Background

4. The Blueprint frames our work and the focus going forward, and is therefore an important document—not only for staff across the Portfolio, but also for Home Affairs' key stakeholders and partners. It has been drafted in consultation with Home Affairs Portfolio agencies and across the breadth of the Department. This final draft incorporates feedback collected from Portfolio agencies and Deputy Secretaries and Coordinators at the Department.
5. The Blueprint will be officially launched on 2 July. It will be released to staff via publishing on BorderNet and, subject to further consultation with Portfolio agencies, Portfolio agency intranets. We propose marking the launch of the Blueprint with your appearance in a video blog, to be published together with the Blueprint.
6. All Portfolio SES will receive a hardcopy of the Blueprint. The Blueprint will be accompanied by a package of supporting staff and stakeholder engagement material, which can be used to promote the key messages and intent of the document. Departmental SES will also receive a cover letter outlining your expectations of senior leaders both in their own right, and as members of the Department's Senior Leadership Team. These materials are being developed and will be passed to you for your clearance and signature by Friday 22 June.
7. Limited distribution of hardcopies to all Portfolio business areas for staff reference, visitors and stakeholders, will supplement the primary online distribution campaign.

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8. Costs for the Blueprint will be absorbed through existing funding for printing and distribution of Departmental communication materials.
9. The release of the Blueprint provides an opportunity to engage and inspire staff in line with the Department's strategic aspiration. Together with Communication and Engagement Branch, Enterprise Strategy Risk and Performance Division is working with Nous Group to generate a strategic engagement strategy that will assist us to communicate Home Affairs strategic aspirations and expectations across the Department, and to interested stakeholders.
10. The engagement plan will set out a pathway to communicate key messages to our staff, informed by our understanding of staff sentiment through leadership feedback, census and pulse results. It will recommend options to engage with our staff through a range of mediums, with active involvement of the SES cohort at regular and relevant points in time.
11. The release of the Blueprint is an important milestone in this work. A short Strategic Engagement Sprint, which will inform this work, commenced this week.
12. Following your approval, the Blueprint will be provided to the Minister for Home Affairs for noting.

Consultation

We have consulted broadly across each of the Portfolio agencies and internally within the Department of Home Affairs. Feedback has been incorporated into this version.

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Recommendation

It is recommended that you:

Approve the Blueprint for finalisation and printing.

Approved

Not approved Please discuss

Agree to appear in a video blog to mark the launch of the Blueprint.

Agreed

Not agreed Please discuss

Note the commencement of the Strategic Engagement Sprint.

Noted

Please discuss

s. 22(1)(a)(ii)



Abigail Bradshaw

FAS Enterprise Strategy, Risk and Performance Division

(02) 6196 0838

12 June 2018

Michael Pezzullo

Secretary for Home Affairs

16th June 2018

See tabs.

Contact Officer: s. 22(1)(a)(ii)

Division/branch: ESRPD Enterprise Strategy and Risk, Transition Support

Phone: s. 22(1)(a)(ii)

Great job !

Attachments:

Attachment A – The Blueprint for Home Affairs

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BLUEPRINT FOR HOME AFFAIRS

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under the *Freedom of Information Act 1982*

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Contact us

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Communication and Engagement Branch
Department of Home Affairs
PO Box 25
BELCONNEN ACT 2616

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Foreword — Secretary of the Department of Home Affairs

Every staff member within the Home Affairs Portfolio has a role to play as we focus on our mission to contribute to the security, prosperity, openness and unity of our nation.



Australia prospers significantly from being open, engaged and connected to the rest of the world. Whether it is cyber space, the movement of people, the

movement of goods, or the movement of capital or financial assets: our engagement with the world creates tremendous opportunities for individuals and Australia's collective prosperity. Our focus is to identify and proactively attend to the vulnerabilities that come with global connectedness so that Australia continues to reap the benefits of globalisation. Whether it is through our work creating world-class trade and migration programs, protecting the Australian border, community, financial sector or critical infrastructure, or other

national security activities—our ultimate mission is to contribute through our unique capabilities, powers and activities, to a secure Australia which is postured for economic prosperity and characterised by a unified, open and free society. In pursuing this end we will ensure that, in everything we do, the rule of law is observed, our powers are exercised proportionally and lawfully, and our actions are subject to full, appropriate scrutiny. To achieve our mission, every staff member will need to have commitment, integrity and a drive to work collaboratively.

The Home Affairs Portfolio is an opportunity to generate sustained, aligned and joint agency activity. Positively reliant on the deep subject matter expertise of staff members, and always respectful of the independence of Portfolio agencies, we will find significant strength and value in the diversity of our teams.

Isn't it
prosperous
secure
unified?
Let see
Not
pl
need
Home

We will find and exploit opportunities for horizontal collaboration in this platform called the Portfolio, that generates outcomes greater than the sum of its parts. As a Portfolio, we must work cohesively and comprehensively with each other, partner agencies, industry, academics and the community. We will engage and communicate our role to ensure that the community understands what we do and trusts us. We will acknowledge the positive work we do and share positive stories about how our staff contribute to a prosperous, secure, united and open Australia.



Michael Pezzullo
Secretary of Department of Home Affairs



As a Portfolio, we must work cohesively and comprehensively with each other, partner agencies, industry, academics and the community.

Secretary Michael Pezzullo



Our opportunities — our challenge

Just as globalisation and the advancement of technology shifts the way we, as a society operate and do business, it is changing the way in which crime and terror is perpetrated.

Australia benefits enormously from globalisation. Australian businesses export goods and services worldwide, drawing on and contributing to a global supply of investment, ideas and skilled labour. At the same time, Australian society is enriched by generations of migrants and refugees who make Australia their home, and our prosperity continues to be underpinned by immigration.

Australia also embraces advances in technology, with Australians consuming and contributing to the global flow of information, benefiting from a global digital economy and supporting flourishing online communities.

While globalisation and technological change are largely positive for Australia, they also bring new threats to Australia's security. In today's globalised world, it is not possible to separate global security from security at home—the same large global flows of people, goods, money and information that benefit Australia, are exploited by those who wish to do us harm.

The way in which terrorism and transnational serious and organised crime are conducted, for example, is constantly evolving by adopting new methodologies and utilising advanced technologies to undertake illegal and violent activities.

We see a confluence of technological developments and the threats we face: the internet is a key enabler of both terrorism and other crimes. Funding of terrorism is masked using encrypted transactions. We see socially disengaged individuals drawn to violent causes on social media, often masked by encrypted messaging. Perpetrators or would-be perpetrators of terrorist acts are being radicalised online and, with little external support other than online encouragement, they are teaching themselves how to carry out violent attacks.

Australian businesses export goods and services worldwide, drawing on and contributing to a global supply of investment, ideas and skilled labour.



24.2 million

travellers were facilitated through our ports using automated systems in the 2016–17 financial year



47,000

cyber incidents in the 2016–17 financial year

Cybercrime and cyber-enabled crime is an increasingly pervasive threat undermining our economic prosperity—it can be conducted from anywhere in the world and weakens the confidence of governments, businesses and citizens operating in the digital economy. Australia's high levels of technology use and relative wealth ensure the prevalence of the cybercrime threat in Australia.

Increasingly, criminals and malicious actors are also undertaking their illicit business with the assistance of technology, utilising the online environment or other advances in technology. Technology and the online environment are attractive to criminals as they can provide some degree of anonymity, be used to obfuscate activities and locations, and increase global reach. Increased availability and ongoing advancement of technology will continue to provide criminals with a diverse range of resources to conduct criminal activity and impede law enforcement investigations.

A stronger and safer online environment will assist our economy to thrive while engendering confidence for investment activity and social development. Cyber security, availability and integrity is fundamental to public confidence and our capacity to take full advantage of the opportunities of a global digital economy.

A stronger and safer online environment will assist our economy to thrive while engendering confidence for investment activity and social development. Cyber security, availability and integrity is fundamental to public confidence and our capacity to take full advantage of the opportunities of a global digital economy.

Globally, democracy is being challenged by those seeking to interfere in democratic processes or attack critical infrastructure. Commercial espionage and theft of our intellectual property is being used by those seeking to exploit our prosperity.

Australia also faces changes in climate that will challenge our resilience, socially and economically. Over the next few decades, Australia's average temperature is expected to rise, along with lower rainfall and harsher fire weather across southern and eastern Australia, and more extreme rainfall events and tropical cyclones in the north.

Our communities and critical infrastructure will be vulnerable to periods of significant disruption by natural disasters. Strong national policy leadership and coordination is needed to improve disaster risk management and mitigation across Australia to reduce the impact of natural disasters on our communities.

These challenges confront us in an increasingly complex world. Our challenge in Home Affairs is to make life easier for people—to ensure the flow of people, finance and goods in and out of Australia is seamless; that we are open to global business and connections; that Australia is an easy destination to travel to; and that we are a welcoming multicultural, open and cohesive society. At the same time, we need to ensure that we are safe and secure, by leveraging our legitimate intelligence and data holdings, and our unique capabilities and powers to target those who seek to do us harm.

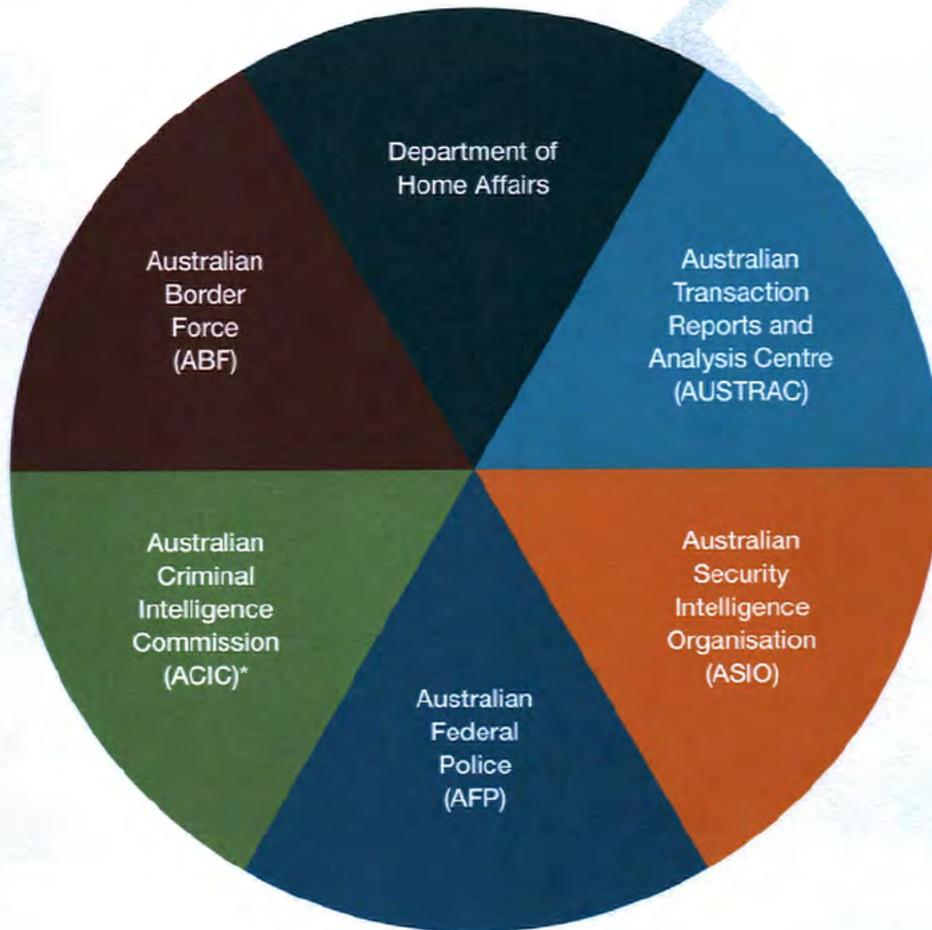


\$18.3billion

estimated economic cost of
disasters in Australia per year

The Home Affairs Portfolio

Home Affairs includes:



**ACIC includes the Australian Institute of Criminology.*

How our Portfolio works

The Home Affairs Portfolio brings together the Department of Home Affairs, the Australian Border Force (ABF), the Australian Federal Police (AFP), the Australian Criminal Intelligence Commission (ACIC)*, the Australian Security Intelligence Organisation (ASIO), and the Australian Transaction Reports and Analysis Centre (AUSTRAC), to ensure a safer and more secure Australia.

The Department of Home Affairs includes the entirety of the Department of Immigration and Border Protection and functions relating to multicultural affairs, emergency management, transport security, transnational serious and organised crime, criminal justice policy, national security and counter-terrorism coordination, cyber policy, and countering foreign interference.

The Portfolio is structured to maintain the statutory independence of Portfolio agencies, while ensuring the external accountability and oversight arrangements are appropriately retained, and our departmental and agency powers are exercised proportionally and lawfully. The ABF, whilst established within the Department of Home Affairs for budgetary, employment and administrative purposes, is operationally independent.

The Home Affairs Portfolio will work with partners to protect the safety, security and national interests of Australia through the strategic alignment of priorities and responsibilities against the many threats to Australia's national security. The Portfolio will play a strong role in facilitating Australia's prosperity. Modern migration and trade settings will ensure that Australia remains economically competitive in an environment of increased global flow of people, goods and information. We will continue to be the trusted global gateway to ensure Australia is prosperous and economically competitive and enjoys a cohesive and united society.

The Portfolio brings together the strengths of each individual agency in a synthesis that is stronger than any constituent part could be. The Portfolio is structured to benefit from the collaboration and alignment of sustained joint-agency effort. Through even closer cooperation and sustained joint activity between our national security and law enforcement agencies, including federal, state and territory government agencies, we will continue to coordinate and drive national efforts against terrorists, criminals and others who wish to do the Australian community harm.

The Home Affairs Portfolio purpose statement is:

PROSPEROUS • SECURE • UNITED

Our people chose these words to give meaning to what the Home Affairs Portfolio will achieve:

Prosperous

Through our unique capabilities, powers and activities we contribute to Australia's prosperity by enabling a globally connected and open economy and society.

Secure

Together we will protect Australia and Australians from key national security and criminal threats.

United

We celebrate Australia's multicultural society and safeguard our democracy by building community resilience and engendering respect for Australia's shared values and institutions, our way of life and the rule of law.

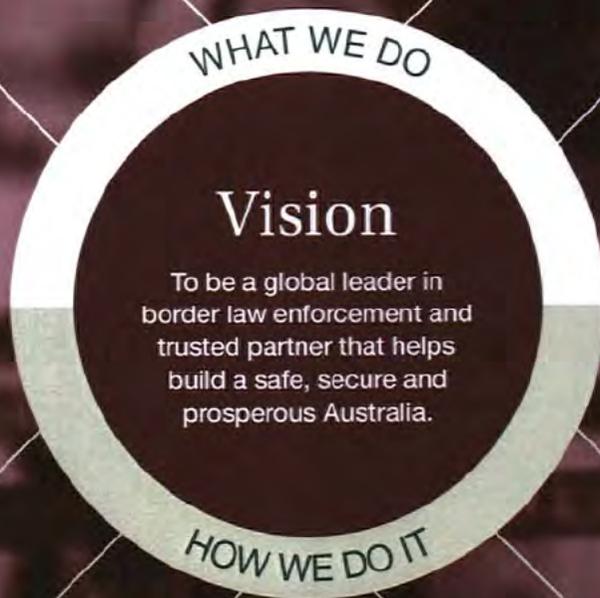


AUSTRALIAN BORDER FORCE

The Australian Border Force is Australia's frontline border law enforcement agency and Australia's customs service. We deliver critical border protection and national security outcomes while facilitating the movement of people and goods across the border. Our mission is to protect Australia's border and enable legitimate travel and trade.



Border management	Maritime border protection	Revenue collection and trade enforcement	Intelligence collection and dissemination
<p>Deter, disrupt, detect and investigate the illegal or unlawful movement of people and goods across the border whilst facilitating legitimate trade and travel.</p>	<p>Protect Australia's border through the detection, deterrence and response to maritime people smuggling threats, illegal fishing and natural resource exploitation, and the illicit movement of prohibited goods and commodities.</p>	<p>Collect border-related revenue for the Australian Government. Through trade compliance and enforcement activities direct the advancement of Australia's economic prosperity. These efforts will further strengthen focus on ensuring compliance with customs laws and protect the Australian community from the threat posed by illicit trade.</p>	<p>Collect and share intelligence about border-related threats and use intelligence to prioritise areas of vulnerability at the border to enable a rapid and targeted response.</p>



<p>Collect, share and use intelligence to target our activities.</p>	<p>Partner with Australian and international law enforcement partners.</p>	<p>Strengthen partnerships with industry.</p>	<p>Support traders and travellers to encourage voluntary compliance with customs regulations and laws.</p>	<p>Lead patrols and undertake surveillance of Australia's air and maritime domains to mitigate and eliminate border-related threats.</p>	<p>Build an agile, mobile and operationally ready workforce with sustainable capabilities.</p>
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**AUSTRALIAN
CRIMINAL
INTELLIGENCE
COMMISSION**



Australian Government
Australian Institute of Criminology

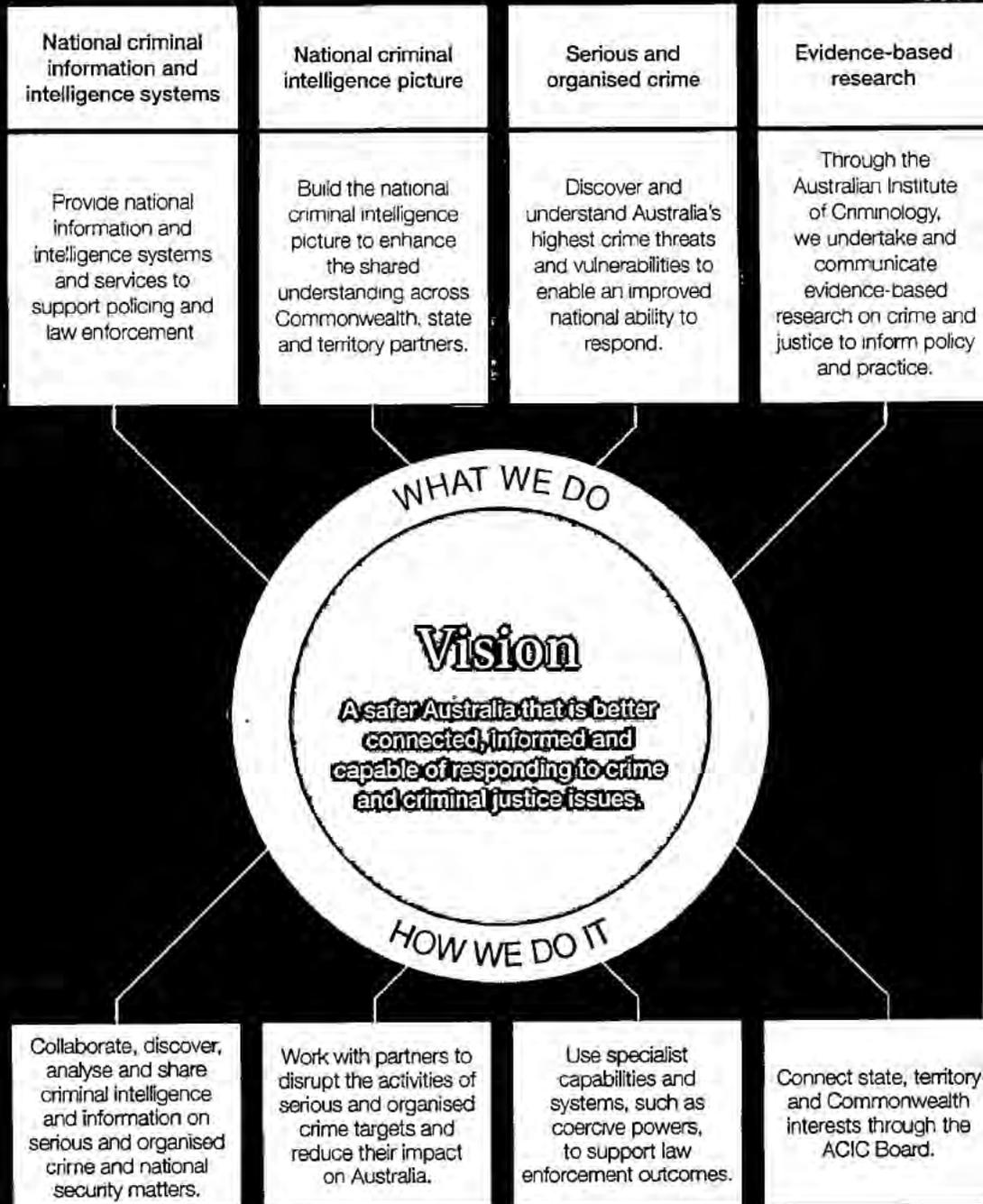
AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION

The Australian Criminal Intelligence Commission is Australia's national criminal intelligence agency with investigative and information delivery functions.

Our purpose is to make Australia safer through improved national ability to discover, understand and respond to current and emerging crime threats and criminal justice issues including the ability to connect police and law enforcement to essential criminal intelligence, policing knowledge and information through collaborative national information systems and services.



\$36 billion
is the estimated cost of serious and organised crime in Australia per year. That equates to A\$1,561 out of every individual Australian's pocket and adds 6.3 per cent to the average cost of living



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AUSTRALIAN FEDERAL POLICE

The Australian Federal Police (AFP) is Australia's national policing agency, responsible for leading policing efforts to keep Australians and Australian interests safe, both at home and overseas.

The AFP is a key member of the Australian law enforcement and national security community, and the chief source of advice to the Australian Government on policing issues. The AFP's role is to: enforce Commonwealth criminal law; combat complex, transnational serious and organised crime impacting Australia's national security; protect Australian high office holders, foreign dignitaries, Australian Government infrastructure and designated airports; and protect Commonwealth interests from criminal activity in Australia and overseas. As Australia's principal international law enforcement representative, the AFP also works closely with international partners to disrupt crime offshore and support global security and regional stability.



+15 tonnes

of illicit drugs and precursors
seized in the 2016–17
financial year





Australian Government
 Australian Security
 Intelligence Organisation

AUSTRALIAN SECURITY INTELLIGENCE ORGANISATION

The Australian Security Intelligence Organisation (ASIO) is Australia's national security intelligence service. Our purpose is to protect Australia, its people and its interests from threats to security through intelligence collection and assessment, and the provision of advice to the Australian Government, government agencies and industry.

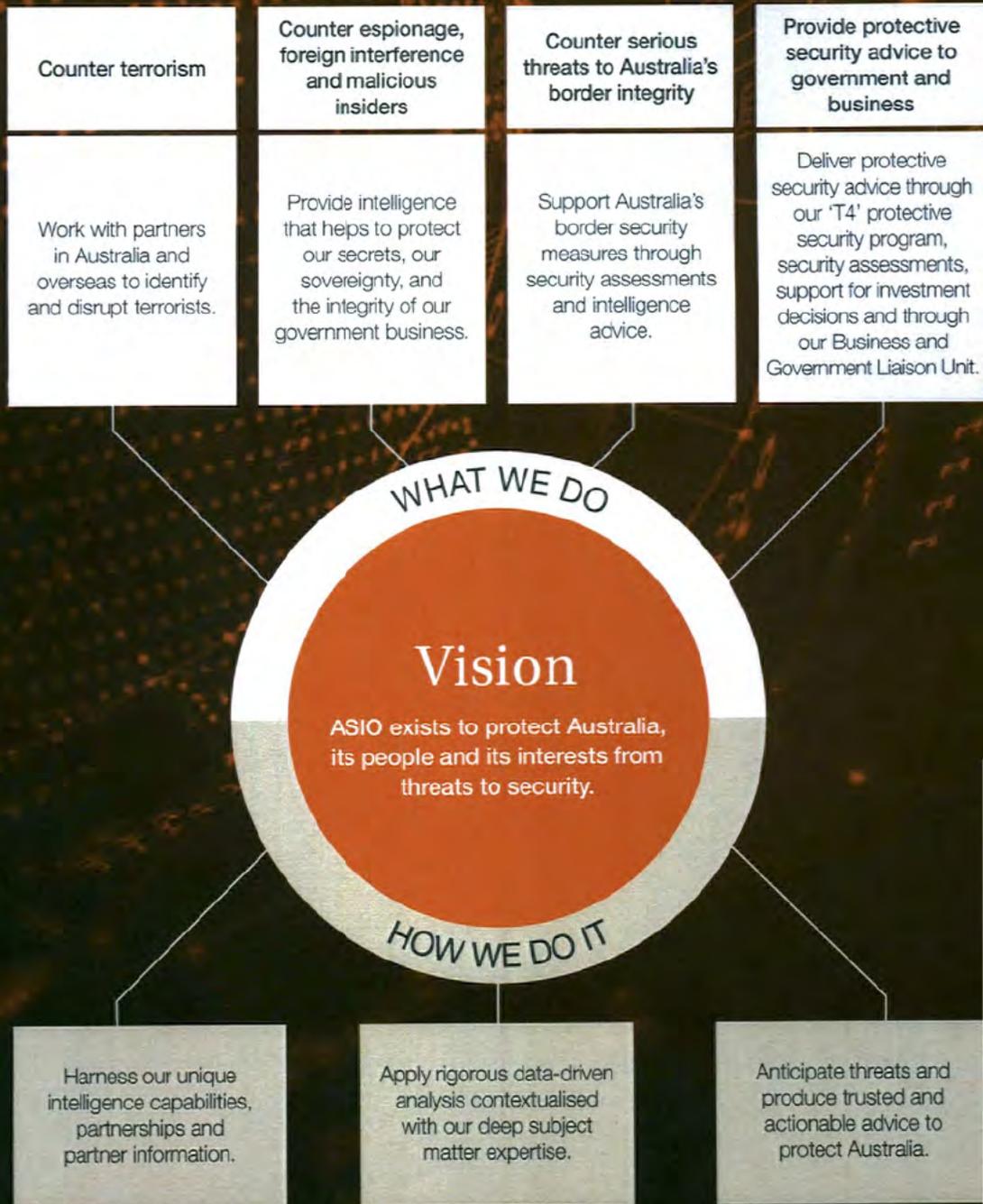
Our work is anticipatory. We seek to identify, investigate and assess potential security threats and to work with national and international security partners to prevent harm from occurring.

We harness our expertise in security, unique intelligence collection capabilities, strong national and international partnerships, and all-source intelligence analysis capabilities to provide trusted, actionable advice for our stakeholders.



14

terrorist attacks disrupted involving
 ASIO intelligence in Australia since
 September 2014



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Australian Government
AUSTRAC

AUSTRALIAN TRANSACTION REPORTS AND ANALYSIS CENTRE

The Australian Transaction Reports and Analysis Centre (AUSTRAC) works to build resilience in the financial system and uses financial intelligence to disrupt money laundering, terrorism financing and other serious crime. We are Australia's Financial Intelligence Unit and anti-money laundering and counter-terrorism financing regulator. We play a key role in protecting Australia from the risks and threats of money laundering and terrorism financing. Our intelligence is a national asset and remains critical to our law enforcement and national security partners.

We serve as a conduit between the financial sector and Australia's law enforcement and national security community. This is exemplified by the Fintel Alliance, a strategic public-private partnership between AUSTRAC and our government and industry partners that forms a centre of excellence in financial intelligence. Through this partnership we work collaboratively to share intelligence and deliver innovative solutions that help protect the financial system from criminal abuse.



112 million

transaction reports received from industry for analysis and threat assessment in the 2016–17 financial year





Australian Government
Department of Home Affairs

THE DEPARTMENT OF HOME AFFAIRS

The Department of Home Affairs is responsible for centrally coordinated strategy and policy leadership in relation to domestic and national security arrangements, law enforcement, counter-terrorism, social cohesion, the protection of our sovereignty and the integrity of our border, and the resilience of our national infrastructure.

The Department of Home Affairs also delivers services including strengthening the cohesiveness of Australian society through our migration program. We will manage and assist temporary and permanent migrants and those people participating in humanitarian and refugee programs, and confer citizenship.

Vision

A secure Australia that is prosperous, open and united.

Mission

Work together with the trust of our partners and community to keep Australia safe and secure, and support a cohesive and united Australia open for global engagement.

Groups		
Executive	Policy	Corporate and Enabling
Leads the development of strategy and capability planning and shapes enterprise strategy and cultural direction.	Provides comprehensive policy and planning development at strategic and operational levels.	Provides integrated support services that allows the Department and the ABF to function effectively, including specialist corporate, people, finance and legal advice and assistance.
Infrastructure, Transport Security and Customs	Immigration and Citizenship Services	Intelligence and Capability
Delivers key security, emergency management, border facilitation and revenue programs with industry, state and territory partners.	Delivers citizenship, temporary and permanent migration programs, and manages the refugee and humanitarian programs.	Provides the Department's intelligence services and products to support decision-making, policy development, resource allocation and to counter border threats, and provides enterprise leadership on major capability projects.

Commonwealth Coordinators			Adviser
Counter-Terrorism	Transnational Serious and Organised Crime	Counter Foreign Interference	National Cyber Security Adviser
Leads counter-terrorism policy and coordination across the Australian Government. Coordinates national capability through the Australian New Zealand Counter-Terrorism Committee.	Leads the national effort to combat transnational, serious and organised crime affecting Australia, with a focus on strategy, capability, and policy.	Delivers an effective, efficient and consistent national response to foreign interference by coordinating policy and program development.	Continues the critical role of transforming Australia's cyber security landscape to realise the economic and social benefits of a cyber-resilient nation.

Released by Department of Home Affairs under the Freedom of Information Act 1982

Our priorities

The Home Affairs Portfolio will keep Australia open for business and contribute to Australia's prosperity by ensuring key security and revenue programs, emergency management coordination and border facilitation is delivered—enabling the movement of people and goods across a seamless border—and continuing to build on our successful multicultural society through managing Australia's citizenship and migration and humanitarian programs, and developing modern and efficient visa systems. In equal measure, we will manage our increasingly complex security environment and mitigate the impact of those seeking to do Australia and Australians harm.

We will protect Australians from malicious cyber activity and enable them to seize opportunities in a digital world. Through our Cyber Security Strategy, we will lift the level of cyber security across communities, businesses and governments; ensure that the Government is able to adapt in a rapidly changing digital environment; and lead whole-of-government efforts to deter, defend against and defeat cyber threats and recover from cyber incidents.

Our priority is the safety and security of all Australians. The establishment of the Home Affairs Portfolio enhances the Government's ability to respond to emerging threats including from terrorism, organised crime and foreign interference.

Although the work of Home Affairs is extensive, there are four issues requiring our immediate focus:

Counter terrorism

The safety and security of the Australian people is our top priority. We will use all the powers available to us to counter terrorism, including foreign fighters, and to enhance our aviation security settings. We will challenge violent extremist ideologies, work to stop people becoming terrorists, disrupt terrorist activity, shape the global environment, and ensure we have effective response and recovery arrangements.

Disrupt serious and organised crime

We will break up criminal rings that seek to profit from and harm Australians by importing illicit drugs, firearms and weapons, laundering money or creating an uneven playing field for Australian businesses, and undermining Australian standards of decency through serious exploitative practices such as child exploitation.

Child exploitation

We will thwart the exploitation of children through enhanced efforts to prevent, disrupt and stop paedophiles seeking to harm society's most vulnerable. We will work to extinguish the online networks that propagate exploitation, including online paedophile rings, and we will take action against harmful exploitive practices such as forced marriage that can facilitate child sexual abuse.

Counter foreign interference and espionage

Through development of a strategy to counter foreign interference and coordination of whole-of-government efforts, we will uphold Australia's sovereignty and defend our national interests and values, by deterring and responding to foreign actors who would seek to interfere in our democratic processes or undermine our social cohesion.

Our approach

We will focus on supporting the Australian economy

We will help ensure Australia is globally competitive; that our migration program attracts the best and the brightest; that temporary and permanent migration supports our economy and social outcomes; that our trade and travel is seamless; and that our online economy is cyber resilient. We will take positive steps to improve the resilience of our critical infrastructure and communities to natural disasters and shocks; capitalise on the opportunity of a trusted business sector; focus on realising the positive impacts of globalisation; and contribute to guiding the right behaviour and compliance of relevant entities by ensuring there is the right amount of 'smart regulation' while contributing to growing the Australian economy.

We will build on existing collaborative and cooperative relationships

We will work across government, domestically and internationally, and as a genuinely joint endeavour with state and territory governments, the community, civil society, the private sector and academia. We must build and maintain the trust of the Australian community in everything we do.

We will be globally present through our significant international footprint

Bilateral and multilateral relationships will be important areas of attention to ensure cooperation and the sharing of preventative and disruption efforts. The Portfolio will lead the way in creating arrangements that gather and make information and intelligence available to partners and contributes to the development of multilateral solutions to global problems including terrorism, transnational serious and organised crime and human displacement.

The Portfolio will lead the way in creating arrangements that gather and make information and intelligence available to partners.

We will be strategy-centred and led

We will work with partners to deliver a holistic, strategic picture of the threat environment, identify options to mitigate threats and further our national interests. We will rigorously implement our existing national strategies such as Australia's Counter-Terrorism Strategy, Australia's Cyber Security Strategy, Australia's National Action Plan to Combat Human Trafficking and Slavery 2015–19, and Australia's International Cyber Engagement Strategy.

We will be at the forefront of information and data sharing and predictive analytics

We will source and share our information and data across the Commonwealth and states and territories, and, wherever possible, with the private sector. We will increasingly use predictive analytics to improve our planning, prioritisation and allocation of effort. In partnership with state and territory governments, we will increasingly use predictive analytics for local community safety and security.

We must build and maintain the trust of the Australian community in everything we do.

We will take an integrated and collaborative approach to national security

We will use available systems and processes, tools and information, policies and legislation, and identify others for development to deliver on our common objectives. We will work closely with the private sector and our communities and these partnerships will enhance our intelligence and law enforcement operations.

We will have an intelligence-informed model

We will build an intelligence picture to inform decision-making and resource allocation, and develop capability to counter transnational serious and organised crime and national security threats to Australia

and Australians. Our intelligence officers will be linked in with domestic and international partners, and will be based across the entire Portfolio.

We will be capability leaders in the development and delivery of security capabilities across national security domains

Where Australia is leading on the development of significant security capabilities – for example, biometrics or maritime domain awareness – we will consider sharing these capabilities with our international partners. We will do this through growing our existing capacity building efforts and by encouraging adoption of these capabilities into partners' strategies, policies, intelligence and operational systems.



+85

people charged with terrorism-related offences since the national terrorism threat level was raised to probable in September 2014

Our intelligence officers will be linked in with domestic and international partners, and will be based across the entire Portfolio.

We will be socially inclusive

We will ensure significant reach into Australian society at the individual, community and business level through outreach programs, community liaison officers, public hotlines, compliance activities and formal and informal engagements with state and territory government agencies, law enforcement and emergency services, peak industry bodies and individual companies. The Portfolio will also administer emergency management and crime prevention grants programs.

We will leverage and support our people's capability

We will embrace this opportunity to leverage the very best of our agencies' and departmental expertise, diversity of vocational skill and experience, and ensure the Home Affairs Portfolio as a whole, is greater than the sum of its parts.



8.4 million

temporary visas granted in the 2016–17 financial year

Portfolio engagement

Community engagement

Building a strong dialogue with the Australian community is critical to ensure we are able to effectively perform our role. We are committed to proactively identifying the aspirations, needs and values of all interested community groups; for example, through our network of liaison officers, we will incorporate these views into policy development, planning, decision-making and service delivery. We will draw upon the local expertise and experience of our communities through new and existing engagement forums and initiatives such as Border Watch and the National Security Hotline to facilitate two-way information sharing.

Industry partners

The Home Affairs Portfolio will be an effective interface between relevant industries and the Australian Government. We will partner with industry to protect the Australian community while contributing to maximising growth in the Australian economy, and we will effectively balance risk management with the promotion of economic activity. We will build collaboration hubs with industry to help us develop innovative policy, regulatory and operational approaches and responses in areas where enduring partnerships are most beneficial. We will use temporary industry advisory groups and regional stakeholder group meetings, convened as needed, by the Portfolio's senior state and territory representatives, as we work with industry to collaborate on specific initiatives.



+1300

transport security compliance
activities completed since June 2017

State and territory engagement

A secure Australia and united society can only be achieved as a genuinely joint endeavour with state and territory governments. We will continue to work through formal relationships, such as the Australia-New Zealand Counter-Terrorism Committee (ANZCTC) and the Australia-New Zealand Emergency Management Committee (ANZEMC). We will also work with state and territory partners.

Our relationship with the states and territories will continue to give us a unified force against nationally significant crime. A key forum is the Australian Criminal Intelligence Commission (ACIC) Board, which comprises Commonwealth, state and territory law enforcement and key national security and regulatory agencies.

International partners

The Home Affairs Portfolio will continue the important relationship with Five Eyes partners (US, UK, Canada and NZ), through ongoing opportunities to increase its depth and sophistication. Building strong partnerships with our Indo-Pacific neighbours will also be integral to achieving our objectives.

The Portfolio, with its significant international footprint and in partnership with the Department of Foreign Affairs and Trade, will work internationally to address issues. We will work with the many multilateral forums in which we are already involved, to actively identify opportunities to drive agenda and form partnerships consistent with our national security interests.



23,000

calls to the National Security Hotline during the 2016–17 financial year

Building the Department of Home Affairs

Many people in the Department will already have gone through change in the workplace—whether it be a previous machinery-of-government change, portfolio change, change in Minister or a change in organisational structure or priorities—this is the latest step in our continuous reform.

For the Department of Home Affairs, change will continue to occur long after establishment, and this needs to be the case.

We must continually adjust the way we work. We must evolve our response and we must endeavour to do this not in reaction, but in a way that is innovative and agile and allows us to be one-step ahead. The need for continuous reform, through reorganisation of resources and structures, is reflective of the new and emerging priorities for Australia and the dynamic nature of our business in working effectively to keep Australia and Australian's safe and prosperous.

Innovation and agility will be achieved through the way the Department of Home Affairs works with the Portfolio to bring together blended teams to ensure a seamless transition from strategic intent set by the Department, to operational outcomes led by the Portfolio's law enforcement and security agencies.



This is an exciting time. Home Affairs presents many opportunities for us to shape the security, safety and prosperity of our nation.

Secretary Michael Pezzullo
20 December 2017

Our vision for the future

We will work together to successfully build the Department and mature its operational and enterprise systems. We are strengthening our organisational capabilities to ensure we are ready to meet our challenges, now and into the future. We will regularly report to staff on the progress of activities and our achievements.

Our key organisational capabilities, which we will leverage to achieve our vision for the future, fall into three categories:



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Our workforce and people

Our organisation benefits from a highly professional and skilled workforce. Our people are the forefront of this organisation and we are reliant on them to succeed. We are committed to a culture that supports the individual and collective engagement and development of our people.

Our capability

Leadership

Leaders in the organisation are in a privileged position to positively influence staff and the direction of the Department. Leaders empower, achieve and develop not only their immediate teams, but everyone they work with and importantly, themselves. We will continue to build our confidence in how we work, and provide clarity on where we strive to be through our matured leadership capabilities. We will invest in a capability review for all leaders, and in developing the workforce to acquire the skills and knowledge required to meet the Department's objectives.

Talent management

Managing our staff talent is fundamental in building and retaining high standards across all areas of our workforce. We will manage talent within the organisation, including through

ensuring that we are coaching and mentoring staff and identifying their development needs. We will support our staff by building feedback and assessment processes so that each individual has the ability to contribute in the most effective way.

Targeted learning and development

Consistent and structured development of talent and skills is key for supporting our staff as they build their careers. We will ensure that we provide targeted learning and development opportunities to boost the capability of our staff, with the performance development framework emphasising the requirement for staff to take personal responsibility for learning. We will ensure that we focus learning programs on innovation and management capabilities, as well as enhancing technical skills.

New ways of working

Our work is challenging and often fast paced, requiring flexibility and agility to deliver results. We will support the introduction of flexible and agile workforce models that enable more responsive and innovative delivery. We will focus on unlocking the potential of our people through smarter job design, leveraging new technologies and adopting new ways of working and thinking. We will build on an agile sprint team model to deliver solutions to major problems utilising flat organisational structures to get the best results. Supporting our employees to achieve and maintain the highest standards of performance, we will continue our reward and recognition arrangements that recognise individual and team contributions, and reinforce the performance culture we aspire to.

A collaborative workforce

We will adopt strategic partnerships with government, industry and academics to overcome challenges and achieve our objectives. We will continue to build enduring and sustained arrangements to facilitate collaboration across the Portfolio. The benefits of greater connectivity between business areas and across agencies, all focused on a common purpose, lead to improved sharing of information, operational coordination and

delivery of government objectives.

We will leverage our collective capability by establishing teams comprising staff from the Department, Portfolio agencies, and other Commonwealth departments and agencies. By sharing collective resources and capabilities we can leverage expertise and knowledge to achieve better outcomes for all Australians.

We will work to collaboratively harness our capability, extensive subject matter expertise and tradecraft, while honouring and valuing the diversity of cultures and organisational traditions across the Portfolio's agencies and the Department.

Our values and culture

Refreshed engagement approach

It is important that our staff understand how their collaborative efforts contribute to our shared vision, and benefit Australia and its citizens. We will demonstrate to staff how their work contributes to our shared purpose through continuous two-way communication mechanisms designed to connect the workforce across the Portfolio and promote open collaboration and cooperation. We will implement regular town hall events in offices across the country where our Senior Executive will engage directly with staff on various topics.

Shared values

The Department and wider Portfolio gives us all an opportunity to build on the shared values of our people, the professionalism with which we conduct ourselves and the pride we have in the organisation. As public servants, we each have a personal responsibility to uphold the APS Values, being accountable and upholding the trust bestowed upon us by the Government and the Australian people. Collectively, we will ensure the safety and wellbeing of our workforce and clients in all that we do.



23,500
staff across the Portfolio

Integrity frameworks

Integrity is everyone's business. We will continue to build a strong integrity framework so that staff are confident that those with whom they work have high levels of integrity, strong values and display appropriate conduct. We will facilitate a professional standards model designed to create a culture that promotes integrity and to protect our people, property, systems and information from infiltration and corruption.

We understand and respect the powers we exercise to keep Australia safe and secure. We will observe the rule of law, exercising our powers proportionately and lawfully, and we embrace the fact that we are subject to scrutiny and the oversight requirements set down by the Parliament.

Strength through diversity

As we connect our capabilities we will build on the strengths of our diverse teams and deeply valued legacies and professional expertise to create value, and discover new opportunities for horizontal collaboration and innovation.

We will attract and retain people from diverse backgrounds by respecting contributions and providing access to support and flexible working arrangements that allow individuals to contribute fully.

We will respect, revere and rely on the deep subject matter expertise that comes from our different organisational traditions and legacies as we come together and create new ways of working across the Portfolio.

As public servants, we each have a personal responsibility to uphold the APS Values, being accountable and upholding the trust bestowed upon us by the Government and the Australian people.

Our systems and processes

Our organisation will be more agile and dynamic than ever before. Our systems and processes will not only be responsive, but also anticipatory in the way they work.

Our technology

Recognising the strategic value of information

Our staff rely on a broad range of information and technology to conduct their daily roles. Consolidating our information across the Portfolio, providing the right tools and adopting new technology will make relevant information available to staff, partners and industry when and where they require it.

Building our technology capabilities

We operate in a highly complex and ever-changing global threat environment. As the environment changes, our technology landscape needs to adapt so we can respond quickly and effectively to emerging needs and those of our partners. We are focused on delivering contemporary technology-enabled business solutions that use modern, agile delivery practices. These applications will enable the seamless sharing of critical business information across the organisation. We will be innovative and flexible in how we acquire, deploy and use technology.

Secure and resilient systems

We must strengthen security across government systems and services—to support contemporary digital service delivery. We are focused on ensuring our systems and information is secure and reducing our technical complexities. We are focused on building solutions that deliver significantly improved, reliable and resilient systems.

Enabling business reform

Our systems and technology are critical enablers to support business reform and ensuring our delivery against government policy changes. Our focus is to deliver regulatory compliant systems whilst pursuing ways to automate processing and facilitate electronic transactions, adhering strictly to privacy requirements and cooperating with industry and other key stakeholders on cyber security.

We will deliver state of the art reforms in border processing, biometric systems and build new capabilities for visa and citizenship processing that support improved risk

detection and mitigation. This will enable us to meet the future needs of rising traveller volumes and complex risks at the border, aligning with and supporting Australia's long-term economic and social priorities.

Our business processes

Greater transparency of committee decisions

Our enterprise strategies will give effect to our mission and priorities with empowered committees managing our strategy and positioning us for the future. We will provide greater transparency and a stronger feedback loop for staff, reviewing our Executive governance processes to facilitate greater horizontal and vertical decision-making.

Maturing risk management

Risk management is a central part of everything we do. We are evolving our Enterprise Risk Management approach and will deliver revised enterprise risks and plans. We will strengthen the management of risk focusing on integrating risk with other governance and strategic planning models thereby ensuring management of risk is hard-wired into decision-making at all levels, including meeting our health and safety obligations to our workforce and clients.

Governance and accountability

We are committed to developing and embedding a single, easy-to-use compliance approach that supports our staff to understand and comply with their record keeping and compliance obligations. Through the introduction of online tools and accessible support material, we will make it easier for our staff to understand and comply with their obligations. This will be in concert with capability development, that will ensure individual control frameworks and delegations are implemented appropriately, and powers exercised accordingly.

Clear delegations aligned to roles

Our staff frequently need to exercise delegations in their daily roles. We have developed a new delegations model that will make it easier for staff to understand their delegations and authorisation. We will actively support our staff to confidently and lawfully execute their powers through ongoing communication and eLearning programs.

Abiding by safeguards

Exercising some of the most coercive state powers comes with the important responsibility—we must maintain a passionate commitment to the democracy we protect. This entails full compliance with existing safeguards, the rule of law and the privacy of all individuals we deal with, regardless of whether they are a citizen or non-citizen.

Our intelligence and data

Our organisation maintains an intelligence-informed approach, yet is facing a range of contemporary challenges associated with data, governance and management.

Data is the core of intelligence, so, we will invest in integrated data collection, sharing and analysis capabilities to provide analysts with the tools and information needed.

Our intelligence

Border risk assessment capability

Our intelligence capability will rapidly adapt to a constantly changing threat and operating environment—reflecting the complex nature of border management, working ahead of, at and after the border. We are significantly expanding the Department's border threat management capability allowing us to develop, simulate, deploy and review sophisticated threat model, with automated deployment and operationalisation of analytics model in near real time.

Geospatial intelligence

We will deliver a new geospatial intelligence capability to enable our intelligence analysts to effectively visualise and analyse a broad range of geospatial information and more

quickly and effectively develop insights into our environment. This includes building a network analytics and visualisation capability to enable the effective and efficient identification of non-obvious relationships between disparate data to assist in the identification of threats.

Intelligence support to visa and citizenship decision-making

We will radically transform the way in which intelligence supports threat identification and risk management in the visa process, by evaluating the threat posed by every individual visa applicant and visa holder. This capability will service the entire visa spectrum—pre-border, at border and post-border. We will consolidate the Department's data holdings to enable automated analysis, including identifying opportunities for streamlined processing. This will allow the

Department to manage increasing volumes and focus its resources on areas of higher risk.

Intelligence-focused workforce

We will establish a specific and dedicated intelligence workforce to analyse and assess potential threats identified through these new capabilities, positioning us to manage and respond to present and future risks. This workforce will have access to advanced analytical tools and techniques to mine data in order to discover threats, and produce assessments and advice to inform operational and policy decision-making across the Department.

Our data

Data operating model

Our primary objective is to provide our workforce with access to data to ensure that staff can make well-informed, operational and strategic decisions. We have created a Chief Data Officer role and a supporting taskforce to design a new Data Operating Model. This new model will enable efficiencies to be progressively identified through reducing duplication, improving data practices and centralising specialist expertise so that resources can be redeployed to developing new and improved data and analytics capability.

Fit for purpose source data

To ensure that the data we produce is fit-for-purpose and accurate, and supports our internal and external stakeholders, we will ensure that there are clear, enterprise-wide data standards governing the systems that we use to source data. Clearly defining our data 'sources of truth', will lead to greater consistency and accuracy of the data products that we deliver.

Common data functions supporting specialised spokes

We explore opportunities to more efficiently produce data by centralising data management and analytics capabilities, to ensure that common data sets are developed only once, and are produced and available to all Groups and internal stakeholders. There will continue to be specialised data functions placed throughout the Department to support specific needs.

Advanced data analytics

We are investing in advanced analytics to deliver next generation big data analytic capabilities to identify and link threats from our own data holdings and data from domestic and international partners. This will be an essential enabler for large volume processing and risk management capabilities across the cargo, traveller and visa domains, which underpins the future successful management of our business.

Contact us

There are many ways that you can make contact with us. Below are a number of links that will help you find what you need, report something suspicious, provide us with feedback, access our translation services and make other connections.

Website

www.homeaffairs.gov.au will give you more information about the Department of Home Affairs and the ABF.

Home Affairs Portfolio agency websites:

- www.acic.gov.au
- www.afp.gov.au
- www.asio.gov.au
- www.austrac.gov.au

Key contacts

National Security Hotline:

This hotline is a vital component of Australia's national counter-terrorism efforts. To report suspicious behaviour call 1800 123 400 (in Australia) or +61 1300 123 401 (outside Australia). Reports can be made anonymously.

Report a Commonwealth crime

To report a Commonwealth crime, please visit www.afp.gov.au/contact-us/report-commonwealth-crime. In an emergency, please phone 000.

Border Watch:

Report suspected illegal, criminal or fraudulent immigration, visa, customs or trade activity.

Visit www.homeaffairs.gov.au/about/contact or call 1800 009 623 (in Australia) or +61 2 6246 1325 (outside Australia). Reports can be made anonymously.

Find an answer to your query:

If you have a question regarding visa, citizenship, travel or trade, including bringing goods in and out of Australia, visit www.homeaffairs.gov.au/about/contact or call 131 881.

Give us feedback – compliments, complaints and suggestions:

We use this feedback to improve our services and investigate and respond to any issues of concern.

Visit www.homeaffairs.gov.au/about/contact or call us on 133 177.

Translating and Interpreting Service (TIS National):

TIS National is the Department of Home Affairs interpreting service for people who do not speak English and for agencies and businesses that need to communicate with their non-English speaking clients.

Visit www.tisnational.gov.au

