



Australian Government
Department of Home Affairs

Incoming Minister Brief Volume One

The Hon Karen Andrews MP

March 2021

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PORTFOLIO AND DEPARTMENTAL OVERVIEW

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Incoming Minister Brief Volume One



Minister Andrews

Once again, I would like to congratulate you on your appointment as Minister for Home Affairs. This ***Incoming Minister Brief*** provides you with a detailed overview of the Home Affairs portfolio. The brief also provides information of the important work of the Department, including current policies, programs and initiatives.

On behalf of the Department and my senior leadership group, we look forward to working with you to deliver the Government's priorities for a prosperous, secure and united Australia.

Michael Pezzullo AO

Secretary

30 March 2021

The Home Affairs Portfolio

Key Highlights

The Home Affairs Portfolio (the Portfolio) brings together the Department of Home Affairs (the Department), the Australian Border Force (ABF), the Australian Federal Police (AFP), the Australian Criminal Intelligence Commission (ACIC), the Australian Security Intelligence Organisation (ASIO), the Australian Transaction Reports and Analysis Centre (AUSTRAC) and the Office of the Special Investigator (OSI), creating an enhanced capability to ensure a more prosperous, secure and united Australia.

The Portfolio's total funding as at the 2020-21 Portfolio Additional Estimates Statements (PAES) is:

- \$8.3 billion in 2020-21; and
- \$28.3 billion over the forward estimates from 2020-21.

The total forecast Average Staffing Level (ASL) for the Portfolio in 2020-21 is 24,688.

The Department's total funding as at the 2020-21 PAES is:

- \$5.8 billion in 2020-21; and
- \$18.4 billion over the forward estimates from 2020-21.

The total forecast ASL for the Department in 2020-21 is 14,632

Overview

The Portfolio was established on 20 December 2017, with ASIO joining in May 2018 and the OSI being established on 4 January 2021. The Portfolio brings together the Department, the ABF, the AFP, ACIC, ASIO, AUSTRAC and the OSI. The ABF, while established within the Department for budgetary, employment and administrative purposes, is operationally independent. The Portfolio is focused on ensuring a more prosperous, secure and united Australia, with responsibility for functions relating to Australia's federal law enforcement, immigration, citizenship, multicultural affairs, national and transport security, criminal justice, emergency management, and border-related functions.

The structure of the Portfolio maintains the statutory independence of Portfolio agencies, while ensuring the external accountability and oversight arrangements are appropriately retained, and powers are exercised proportionally and lawfully.

As the Portfolio matures and our environment evolves, we continually assess and adjust our organisational priorities. We maintain a strong focus on our purpose, support coordinated whole-of-Government efforts, and leverage domestic and international partnerships in delivering our priorities. The Portfolio's 10 strategic priorities are:

- manage emergencies and build resilience;
- protect Australia's sovereignty;
- social cohesion;
- secure cyber systems, critical infrastructure and Systems of National Significance;
- manage migration;
- secure the air and maritime border;
- facilitate trade and recovery of travel;
- fight crime;
- counter-terrorism; and

- manage refugee and humanitarian issues.

Current Situation

The Portfolio's operating environment is typically characterised by increasing complexity and volume, notwithstanding the significance of the temporary impacts on international travel and migration caused by the COVID-19 pandemic. Our heightened operating environment will continue to require the Portfolio to pivot and respond to multi-faceted threats and risks. The Portfolio continues to assess our operating environment to ensure we remain vigilant and responsive to emerging and ongoing threats. The Portfolio remains committed to supporting Australia's economic and social recovery as we emerge from the COVID-19 pandemic.

The Home Affairs: The First Three Years website was launched on 21 December 2020 to mark the third anniversary of the establishment of the Portfolio. The First Three Years showcases the Portfolio's key achievements against our 10 strategic priorities and demonstrates how the integration of the Portfolio's capabilities, powers and functions have enhanced Australia's national security posture, enabled greater economic prosperity and strengthened our social cohesion.

Key achievements of the Portfolio include:

- restraining more than \$250 million of criminal assets through intensive targeting of concealed criminal wealth in Australia and overseas;
- seizing more than 1.6 tonnes of illicit drugs - equal to almost 16 million drug deals and estimated to be worth more than \$1 billion dollars ;
- launching the Cyber Security Strategy 2020 which incorporates the Government's \$156 million Cyber Resilience and Workforce package;
- collecting over \$53 billion in total revenue from customs duty, passenger movement and import processing charges between January 2018 and October 2020;
- undertaking over 410,000 real time counter-terrorism assessments, receiving over 80,000 calls to the National Security Hotline and supporting over 40 convictions for Commonwealth terrorism offences;
- facilitating the export of over \$1 trillion in goods and import of nearly \$900 billion in goods that relied on the Portfolio's systems and channels, including over 16 million import and export entries since December 2017; and
- efficiencies of \$63.9 million between 2017-18 and 2019-20 through coordinated procurement and contract management, collaboration on a range of ICT improvements and major capability projects, including the provision of cyber security software for the Portfolio, and further efficiencies of \$133.8 million anticipated over 2020-21 and 2021-22.

Stakeholders / Forums

For Portfolio leadership and contact details, see Appendix 3.

In 2019, the Portfolio leadership group established the Portfolio Board (the Board) to ensure a strong foundation of governance and cooperation and to coordinate the strengths of the constituent parts of Home Affairs. The Board is Home Affairs' premier strategic forum, focusing on future-facing issues, priorities, programs and initiatives from a whole-of-Portfolio perspective.

Several cross-portfolio committees and boards have been established to support collaboration on shared efforts, opportunities and challenges, providing a strong foundation to fully realise the potential of the Portfolio.

The Government's response to COVID-19 has driven collaboration across government and highlighted the importance of strengthened relationships. The Portfolio works collaboratively

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internally, and at a domestic and international level with a broad range of government agencies, industry groups, international organisations, non-government organisations, and academia and community groups. We participate in a wide range of whole-of-government forums to contribute to broader whole-of-government initiatives that enable us to harness expertise and drive innovation. Our international partnerships offer opportunities to share information and contribute to national and multilateral solutions to global problems including transnational crime, irregular migration and border security. Our international partners include our South-East Asian and Indo-Pacific neighbours, and our Five Eyes partners (Canada, New Zealand, United Kingdom, and the United States).

Outlook

The Department coordinates quarterly reporting against Government commitments to the Prime Minister through you as the Minister for Home Affairs. Following the release of the 2020-21 Budget, the Prime Minister's Office developed and assigned new Government commitments, including 26 new commitments assigned to the Portfolio. Following the 2020-21 Mid-year Economic and Fiscal Outlook and June Economic and Fiscal Update, a further nine commitments were assigned to the Portfolio. In total, the Portfolio is responsible for 84 Government commitments, of which 33 have been completed as at January 2021.

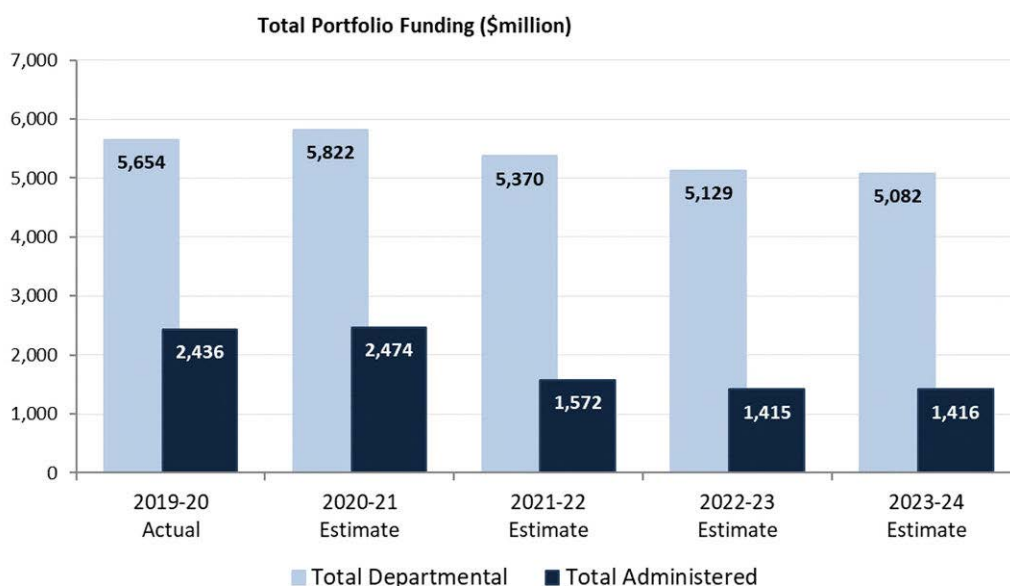
The Portfolio's ongoing success relies on mature policy and operational capabilities to accurately identify and prepare for the outcome of long-term trends and unexpected events, such as COVID-19. The Portfolio monitors and reviews trends in economy and trade, demography and migration, environment, infrastructure, geopolitics, and science and technology to consider and prepare for opportunities and challenges that may present themselves in our operating environment. These trends inform the ongoing assessment of the Portfolio's capability needs which strengthens our capacity to respond to identified challenges and opportunities. Consequently, our diverse and complementary agencies are empowered and supported to mitigate risk and maximise the benefits of emerging opportunities.

Budget, resourcing and assets

Current Situation

The Portfolio:

- total funding as at the 2020-21 PAES is (see Attachment B):
 - \$8.3 billion in 2020-21; and
 - \$28.3 billion over the forward estimates from 2020-21.



- the total actual ASL for the Portfolio for 2019-20 was 23,286, and forecast ASL in 2020-21 is 24,688:

| Entity | 2019-20 Actual | 2020-21 Estimate | Change | 19-20 % | 20-21 % | % increase |
|---|----------------|------------------|--------------|---------|---------|------------|
| Department of Home Affairs ¹ | 13,751 | 14,632 | 881 | 59.1% | 59.3% | 6.4% |
| AFP ¹ | 6,503 | 6,781 | 278 | | | |
| ACIC ² | 716 | 797 | 81 | | | |
| AIC ² | 22 | 35 | 13 | | | |
| AUSTRAC ² | 381 | 428 | 47 | | | |
| ASIO ¹ | 1,913 | 1,930 | 17 | | | |
| OSI ¹ | - | 85 | 85 | | | |
| Grand Total | 23,286 | 24,688 | 1,402 | | | |

1. ASL reflects published data from the 2020-21 PAES.

2. ASL reflects published data from the 2020-21 PBS.

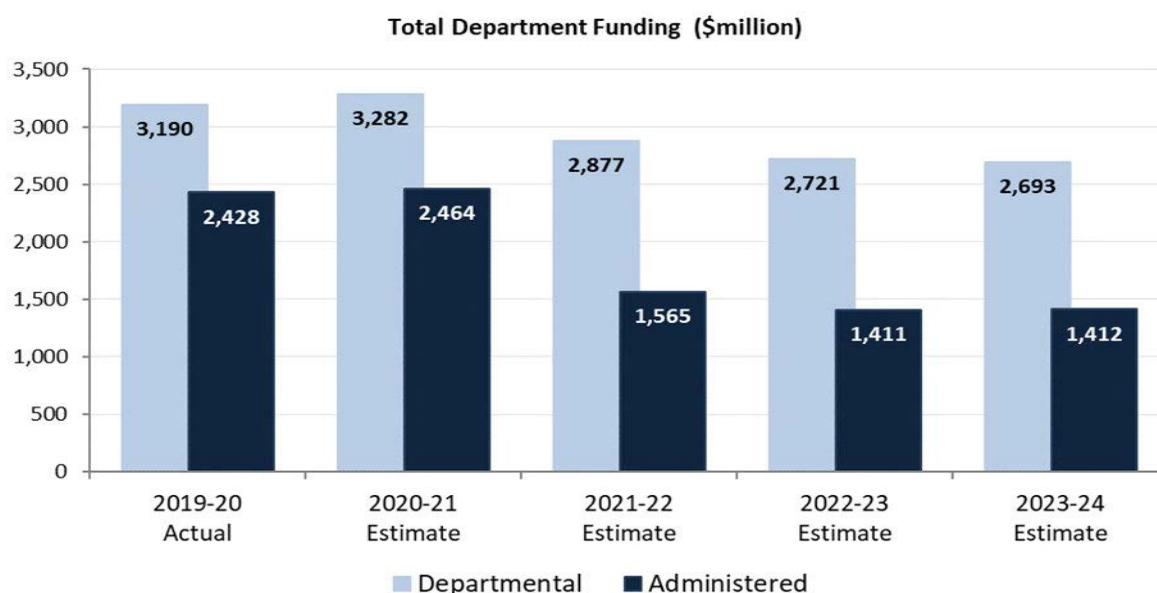
The Department

- the Department's total funding as at the 2020-21 PAES is:
 - \$5.8 billion in 2020-21; and
 - \$18.4 billion over the forward year estimates from 2020-21.

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Table 1: Department funding as at 2020-21 PAES.

| (\$'million) | 2019-20 Actual | 2020-21 Estimate | 2021-22 Estimate | 2022-23 Estimate | 2023-24 Estimate | TOTAL FE |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|-----------------|
| Department of Home Affairs | | | | | | |
| Departmental operating expenses | 2,723.9 | 2,749.6 | 2,430.1 | 2,337.8 | 2,325.6 | 9,843.1 |
| Departmental capital | 236.4 | 274.6 | 231.4 | 173.6 | 156.9 | 836.5 |
| Own-source revenue (s 74) | 229.7 | 257.6 | 215.3 | 209.5 | 210.2 | 892.6 |
| Departmental | 3,190.0 | 3,281.8 | 2,876.8 | 2,720.9 | 2,692.7 | 11,572.2 |
| Administered expenses | 2,405.8 | 2,427.6 | 1,543.9 | 1,389.2 | 1,389.5 | 6,750.2 |
| Administered capital | 21.7 | 36.5 | 21.4 | 21.6 | 22.4 | 101.9 |
| Administered | 2,427.5 | 2,464.1 | 1,565.3 | 1,410.8 | 1,411.9 | 6,852.1 |
| Total Department Of Home Affairs | 5,617.5 | 5,745.9 | 4,442.1 | 4,131.7 | 4,104.6 | 18,424.3 |



Revenues administered on behalf of Government

- as at the 2020-21 PAES, the Department is forecast to generate administered revenue of \$21.0 billion in 2020-21 and \$88.2 billion over the forward estimates from 2020-21.

Table 2: Revenues administered on behalf of the Government as at the 2020-21 PAES.

| (\$'million) | 2019-20 Actual | 2020-21 Estimate | 2021-22 Estimate | 2022-23 Estimate | 2023-24 Estimate | TOTAL FE |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|-----------------|
| Customs Duty | 19,506.7 | 18,804.5 | 18,849.5 | 18,339.5 | 18,509.5 | 74,502.8 |
| Passenger Movement Charge | 862.9 | 37.4 | 535.5 | 1,083.5 | 1,296.3 | 2,952.6 |
| Import Processing (IPC and Depot Charge) | 408.7 | 409.0 | 420.0 | 429.0 | 438.0 | 1,696.0 |
| Visa Application Charges | 2,157.2 | 1,606.8 | 1,932.1 | 2,349.1 | 2,733.0 | 8,621.0 |
| Total taxation revenue | 22,935.5 | 20,857.6 | 21,737.0 | 22,201.1 | 22,976.7 | 87,772.4 |
| Citizenship fees | 42.2 | 42.8 | 42.8 | 42.8 | 42.8 | 171.0 |
| Other non-taxation revenue | 48.3 | 76.4 | 60.0 | 64.7 | 49.9 | 250.9 |
| Total non-taxation revenue | 90.6 | 119.1 | 102.7 | 107.4 | 92.6 | 422.0 |
| Total administered revenue | 23,026.0 | 20,976.8 | 21,839.7 | 22,308.5 | 23,069.4 | 88,194.3 |

Departmental Expenses

- total departmental expenses (excluding depreciation and amortisation and other expenses not requiring an appropriation), as at the 2020-21 PAES, are \$3.0 billion in 2020-21 and \$10.7 billion over the forward estimates from 2020-21; and
- the reduction in departmental funding across the forward estimates is largely attributable to efficiency measures, terminating measures, declining expenditure for certain measures and other departmental activities.

Table 3: Departmental expenses (excluding depreciation, amortisation and other expenses not requiring an appropriation) as at the 2020-21 PAES.

| (\$'million) | 2019-20 Actual | 2020-21 Estimate | 2021-22 Estimate | 2022-23 Estimate | 2023-24 Estimate | TOTAL FE |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|-----------------|
| Outcome 1 | | | | | | |
| 1.1: Border Enforcement | 932.9 | 932.9 | 835.8 | 844.0 | 839.3 | 3,452.0 |
| 1.2: Border Management | 356.5 | 358.3 | 298.6 | 284.2 | 298.9 | 1,240.0 |
| 1.3: Onshore Compliance and Detention | 338.3 | 314.9 | 291.0 | 293.2 | 294.3 | 1,193.5 |
| 1.4: IMA Offshore Management | 85.8 | 57.3 | 35.3 | 36.0 | 36.3 | 164.9 |
| 1.5: Regional Cooperation | 34.7 | 36.7 | 35.7 | 35.8 | 36.0 | 144.3 |
| 1.6: Transport Security | 34.5 | 33.0 | 32.0 | 32.0 | 31.9 | 128.9 |
| 1.7: National Security and Criminal Justice | 118.4 | 152.8 | 131.3 | 103.4 | 101.5 | 489.1 |
| 1.8: Cyber Security | 5.5 | 14.4 | 8.6 | 7.5 | 7.6 | 38.1 |
| 1.9: Counter Terrorism | 10.0 | 11.4 | 11.2 | 11.2 | 11.3 | 45.1 |
| 1.10: Australian Government Disaster Financial Support Payments | - | - | - | - | - | - |
| Outcome 1 | 1,916.6 | 1,911.8 | 1,679.7 | 1,647.4 | 1,657.0 | 6,895.9 |
| Outcome 2 | | | | | | |
| 2.1: Multicultural Affairs and Citizenship | 105.1 | 96.3 | 89.8 | 80.1 | 81.6 | 347.8 |
| 2.2: Migration | 266.8 | 271.6 | 268.3 | 230.2 | 216.5 | 986.5 |
| 2.3: Visas | 364.1 | 414.2 | 330.6 | 313.0 | 301.4 | 1,359.2 |
| 2.4: Refugee & Humanitarian Assistance | 171.6 | 176.4 | 156.1 | 156.7 | 159.3 | 648.5 |
| Outcome 2 | 907.5 | 958.5 | 844.8 | 780.0 | 758.7 | 3,342.0 |
| Outcome 3 | | | | | | |
| 3.1: Border-Revenue Collection | 74.7 | 77.5 | 76.1 | 75.4 | 75.3 | 304.3 |
| 3.2: Trade Facilitation and Industry Engagement | 49.6 | 44.2 | 42.3 | 42.0 | 42.2 | 170.8 |
| Outcome 3 | 124.3 | 121.7 | 118.4 | 117.4 | 117.6 | 475.1 |
| Total Departmental Expenses | 2,948.4 | 2,992.0 | 2,642.9 | 2,544.8 | 2,533.3 | 10,713.0 |

Administered Expenses

- the total administered expenses (excluding depreciation, amortisation and other expenses not requiring an appropriation), as at the 2020-21 PAES, are \$2.4 billion in 2020-21 and \$6.8 billion over the forward estimates from 2020-21; and
- the significant reduction in administered funding across the forward estimates (from approximately \$2.5 billion in 2020-21 to approximately \$1.4 billion each year in the forward years) is due to the funding associated with regional processing arrangements being provided on an annual basis based on the Government's decisions on illegal maritime arrivals (IMA) offshore management. Further, natural disaster-related payments are cyclical and supplemented as required.

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Table 4: Administered expenses (excluding depreciation, amortisation and other expenses not requiring an appropriation) as at the 2020–21 PAES

| (\$'million) | 2019-20 Actual | 2020-21 Estimate | 2021-22 Estimate | 2022-23 Estimate | 2023-24 Estimate | TOTAL FE |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| Outcome 1 | | | | | | |
| 1.2: Border Management | - | 0.8 | 1.7 | 0.0 | 0.0 | 2.6 |
| 1.3: Onshore Compliance & Detention | 612.9 | 676.6 | 608.1 | 584.7 | 597.0 | 2,466.4 |
| 1.4: IMA Offshore Management | 785.4 | 1,004.4 | 326.3 | 225.2 | 223.9 | 1,779.6 |
| 1.5: Regional Cooperation | 70.2 | 70.4 | 28.6 | 29.1 | 29.6 | 157.8 |
| 1.6: Transport Security | 48.2 | 2.7 | 1.0 | 1.0 | 1.1 | 5.8 |
| 1.7: National Security and Criminal Justice | 126.2 | 86.0 | 76.6 | 79.5 | 66.8 | 308.9 |
| 1.8: Cyber Security | - | - | 10.1 | 10.2 | 10.3 | 30.6 |
| 1.9: Counter Terrorism | 12.8 | 17.2 | 15.0 | 15.3 | 15.6 | 63.1 |
| 1.10: Australian Government Disaster Financial Support Payments | 284.3 | 46.5 | - | - | - | 46.5 |
| Outcome 1 | 1,940.0 | 1,904.6 | 1,067.4 | 945.0 | 944.3 | 4,861.4 |
| Outcome 2 | | | | | | |
| 2.1: Multicultural Affairs and Citizenship | 2.3 | 25.4 | 1.9 | 0.4 | 0.4 | 28.1 |
| 2.3: Visas | 0.3 | - | - | - | - | - |
| 2.4: Refugee and Humanitarian Assistance | 440.3 | 493.5 | 477.4 | 446.6 | 447.6 | 1,865.2 |
| Outcome 2 | 442.9 | 518.9 | 479.2 | 447.0 | 448.1 | 1,893.3 |
| Administered expenses | 2,383.0 | 2,423.6 | 1,546.7 | 1,392.1 | 1,392.4 | 6,754.7 |

Note: Excludes depreciation, amortisation expenses and other expenses not requiring an appropriation. 2020-21 and forward estimates include section 75 appropriation transfers to Home Affairs.
Program 1.10: Australian Government Disaster Financial Support Payments are cyclical in nature.

Capital Resourcing

- the Department's administered capital is summarised in Table 5 below.

Table 5: Administered capital as at the 2020–21 PAES

| (\$'million) | 2019-20 Actual | 2020-21 Estimate | 2021-22 Estimate | 2022-23 Estimate | 2023-24 Estimate | TOTAL FE |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Administered Capital Budget (ACB) | 21.0 | 21.3 | 21.4 | 21.6 | 22.4 | 86.7 |
| Equity injections | 0.7 | 15.2 | - | - | - | 15.2 |
| Administered Capital Budget (ACB) | 21.7 | 36.5 | 21.4 | 21.6 | 22.4 | 101.9 |
| Funded by prior appropriations | 8.6 | 4.3 | - | - | - | 4.3 |
| Total funding | 30.3 | 40.8 | 21.4 | 21.6 | 22.4 | 106.2 |

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- the Department's departmental capital is summarised in Table 6 below.

Table 6: Departmental capital as at the 2020–21 PAES

| (\$'million) | 2019-20 Actual | 2020-21 Estimate | 2021-22 Estimate | 2022-23 Estimate | 2023-24 Estimate | TOTAL FE |
|-----------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|--------------|
| Departmental Capital Budget (DCB) | 121.2 | 157.4 | 155.8 | 155.7 | 156.6 | 625.6 |
| Equity injections | 115.2 | 117.3 | 75.5 | 17.9 | 0.3 | 211.0 |
| New capital appropriations | 236.4 | 274.6 | 231.4 | 173.6 | 156.9 | 836.5 |
| Funded by prior appropriations | 57.7 | 78.8 | 30.8 | - | - | 109.6 |
| Total funding | 294.1 | 353.5 | 262.1 | 173.6 | 156.9 | 946.1 |

Average Staffing Level

- ASL reflects the average number of employees receiving salary or wages over the financial year, including adjustments for casual and part-time staff, to show the full-time equivalent employment levels. The total forecast ASL for the Portfolio in 2020-21 is 24,688; and
- the total forecast ASL for the Department in 2020-21 is 14,632, representing an increase of 881 ASL from the actual ASL for 2019-20 primarily due to the impacts from government decisions.

Department of Home Affairs' 2020–21 Internal Budget and Property Footprint

Internal Budget

- as at 28 February 2021, the Department's year to date departmental operating expenditure is \$1.9 billion of a total revenue budget of \$3.0 billion (excluding depreciation, amortisation and other expenses not requiring an appropriation);
- the February year to date administered operating expenditure is \$1.3 billion of a full year administered operating budget of \$2.4 billion. The majority of year to date expenditure stems from Onshore Compliance and Detention (\$0.5 billion of a full year budget of \$0.7 billion) and IMA Offshore Management (\$0.4 billion of a full year budget of \$1.0 billion);
- the February year to date departmental capital expenditure is \$116 million against a full year capital budget of \$350 million (including \$67 million movement of funds). The year to date administered capital expenditure is \$7 million against a full year capital budget of \$33 million; and
- the February year to date administered income (excluding GST collected) is \$13.5 billion against an external budget of \$21.3 billion for 2020-21.

Contact Details

Name: Cheryl-anne Moy

Deputy Secretary/Chief Operating Officer

Contact: s. 22(1)(a)(ii) @homeaffairs.gov.au

Overview of Portfolio Senior Governance Framework

Key Highlights

The Secretary is the Accountable Authority under the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and is supported by the Executive Committee, Operations Committee and Strategy and Capability Committee.

The Department also operates an independent Audit and Risk Committee as per section 45 of the PGPA Act.

Overview

The governance arrangements outlined in this chapter, apply to the Department and ABF only. Independent Portfolio agencies operate their own internal governance committees as Commonwealth entities under the PGPA Act, including their own independent audit committees.

Current Situation

The **Secretary** as the Accountable Authority under the PGPA Act is supported by the:

- **Executive Committee (EC)** – The Department's top-level decision-making body, that sets strategy and direction, and provides delegation to lower level departmental committees. EC focuses on major threats, risks, issues of budget and cross-portfolio high level strategy and priorities.
- **Operations Committee (OC)** – Responsible for managing and monitoring cross-organisational performance and priorities, including common and shared services, with Portfolio Chief Operating Officers participating as members for relevant items.
- **Strategy and Capability Committee (SCC)** - Responsible for strategy, policy and capability development and delivery, with Portfolio representation as required.
- **Audit and Risk Committee (AC)** – The AC covers the operation of the Department and the ABF.

Subordinate committees to the OC and SCC may be stood up for limited periods to make decisions within defined parameters or taskings to undertake specific activities or deliver specific outcomes. Of note are the following subordinate committees:

- **Risk Committee** – Responsible for overseeing risk management, with a particular focus on the strategic and enterprise level risks and associated controls.
- **Client Service Delivery and Transformation Committee** – Responsible for oversight of and direction on service delivery and transformation.
- **Security Committee** – Responsible for security governance, information security (including ICT), personnel security and physical security.

These arrangements and linkages across the Portfolio are depicted at **Attachment A**.

Recognising the operationally independent role of the ABF, the ABF has its own set of governance arrangements. However, the governance and working committees of the Department and the ABF contain linkages through their membership and operations to permit the Secretary to properly acquit his PGPA Act responsibilities. These arrangements ensure that alignment is maintained between the ABF's operational functions and the Department's policy, program and support functions.

The **Commissioner** of the ABF is supported by the:

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- **Strategic Command Group (SCG)** - Responsible for providing guidance, business operations and setting the strategic direction for the ABF, including providing oversight of the ABF operational priorities.

These arrangements are depicted at **Attachment B**.

In addition, the Secretary chairs the **Home Affairs Portfolio Board** which provides a strategic forum focused on future facing Portfolio-wide issues, priorities, programmes and initiatives attended by Portfolio agency heads.

Legislation Framework

The PGPA Act sets out requirements for the governance, reporting and accountability of Commonwealth entities and for the use and management of public resources. It vests many of the powers and responsibilities for the financial management of a Commonwealth entity in the hand of the Accountable Authority, and sets out a series of duties that they must meet.

Stakeholders / Forums

Portfolio Agencies are represented at the Department's top-level governance committees.

Outlook

Senior governance committees meet four to six times per annum, the Portfolio Board meets monthly. Additional meetings are convened as required.

Attachments

- A. Department and Portfolio Governance and Engagement Arrangements
- B. ABF Governance Arrangements

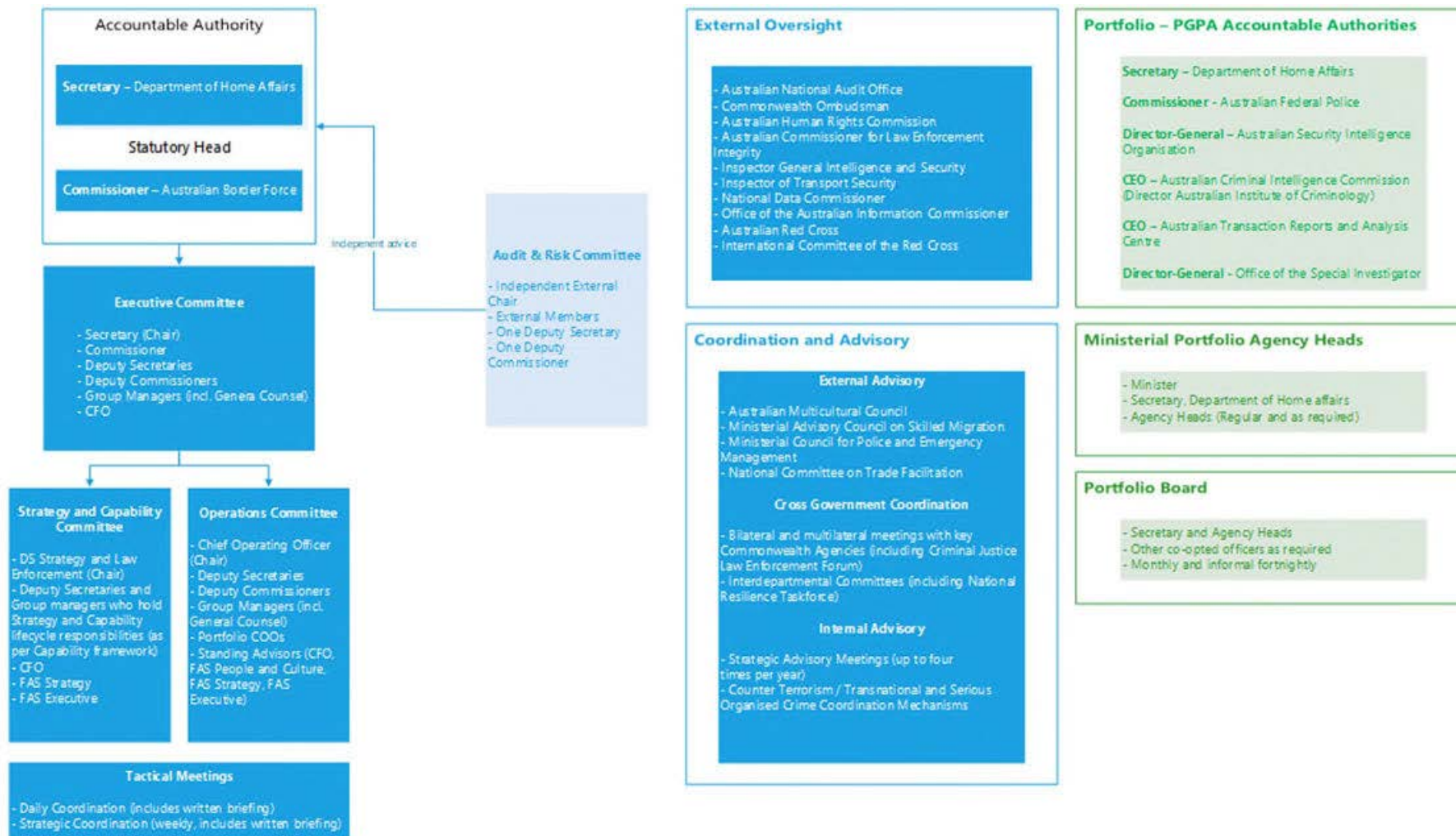
Contact Details

Name: Cheryl-anne Moy

Chief Operating Officer

Contact: s. 22(1)(a)(ii) @homeaffairs.gov.au

Attachment A: Department of Home Affairs and Portfolio Governance and Engagement Arrangements



Attachment B: Australian Border Force Governance and Engagement Arrangements

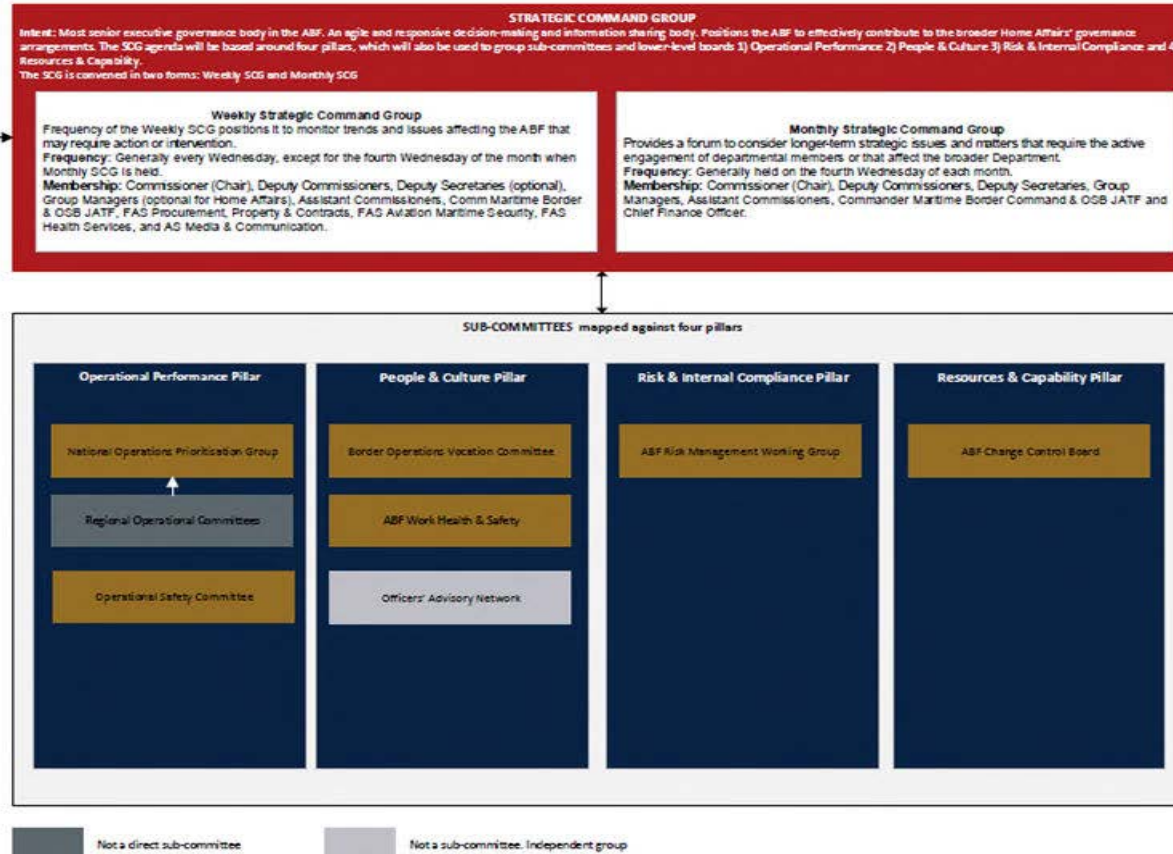


INFORMATION FORUMS



ABF GOVERNANCE ARRANGEMENTS

Attachment B



Senior Executive Biographies

Michael Pezzullo AO

Secretary



Michael Pezzullo was appointed Secretary of the Department of Home Affairs on 20 December 2017.

Within the Home Affairs Portfolio, Mr Pezzullo leads the Department responsible for the coordination of strategy, planning and policy related to issues affecting Australia's domestic security. The Department works with the Portfolio's statutory independent agencies to deliver national policy and programs in several areas, including law enforcement; counter-terrorism; countering violent extremism; cyber security; countering espionage and foreign interference; critical infrastructure protection; emergency management; transport, civil maritime and aviation security; customs and border protection; trade and travel facilitation; immigration and citizenship; and multicultural affairs.

Mr Pezzullo was previously Secretary of the Department of Immigration and Border Protection, a position to which he was appointed on 13 October 2014. In this role, he oversaw the integration of the Department with the Australian Customs and Border Protection Service (ACBPS) on 1 July 2015, including the standing-up of the Australian Border Force as the Department's operational arm.

Prior to this, Mr Pezzullo was Chief Executive Officer of the ACBPS from February 2013, having joined the Service as its Chief Operating Officer in July 2009. As CEO, Mr Pezzullo was charged with implementing and overseeing reforms in ACBPS's business processes and systems, and its workforce culture and capability. From September 2013, he was the senior official who oversaw Operation Sovereign Borders and the related Joint Agency Task Force.

Before joining ACBPS, Mr Pezzullo was Deputy Secretary, Strategy in the Department of Defence, having been appointed to that position in January 2006. There, he was responsible for defence strategy and planning, force structure development, the strategic policy aspects of Australian Defence Force operations, Defence's international security relationships, and the delivery of national security programs in areas such as export controls, counter-proliferation and Defence cooperation with other countries. He also had oversight of the Department's ministerial support and public affairs programs.

Mr Pezzullo joined the Department of Defence as a graduate in 1987. He worked in Defence until 1992 in a variety of strategic policy and intelligence positions. He then transferred to the Department of the Prime Minister and Cabinet, where he worked in the International Division.

In March 1993, he joined the staff of the Foreign Minister, Senator the Hon Gareth Evans QC. He remained in Parliament House until December 2001, including serving four years as Deputy Chief of Staff to the Leader of the Opposition, the Hon Kim Beazley MP.

In February 2002, he re-joined the Department of Defence as an Assistant Secretary in the Corporate Services and Infrastructure Group. In March 2004, he was promoted to the position of Head Infrastructure. In July 2004, he was transferred into the newly formed role of Chief Of Staff Australian Defence Headquarters and Head of Coordination and Public Affairs Division. Between February 2008 and May 2009, he led the Defence White Paper team and was also the principal author of the 2009 Defence White Paper. Mr Pezzullo has a BA (Hons) in History from Sydney University. He enjoys spending time with his family, watching cricket and rugby league, and reading (particularly on military history, international relations, intelligence, and political biographies).

On 8 June 2020, Mr Pezzullo was appointed as an Officer of the Order of Australia (General Division) as part of the Queen's Birthday 2020 Honours List.

OFFICIAL

Cheryl-anne Moy

Deputy Secretary and Chief Operating Officer



Cheryl-anne Moy was appointed Deputy Secretary in the Department of Home Affairs in September 2018.

Cheryl-anne is an experienced leader and brings to her role a depth of experience as a Senior Executive across a broad range of disciplines such as policy, governance, corporate, program, capability development, service delivery and operational delivery. She joined the public service after a successful career in banking, finance and fraud investigations

Cheryl-anne has held Senior Executive positions in a number of Departments of State and brings a diverse background having managed large and high profile APS programs such as Regional Processing, Children in Immigration, Ministerial and Parliamentary Entitlements in the Department of Finance; and Social Policy programs such as Aged & Retirement, Rural & Regional, Employment and Centrelink Call Centres.

As First Assistant Secretary Children, Community and Settlement Services Cheryl-anne managed the Department and ABF's policy, program and operation of Regional Processing, the removal of children from immigration detention, and the support and welfare services for individuals in the legacy immigration caseload who live in the Australian community.

As First Assistant Secretary, Integrity, Security & Assurance and Chief Audit Executive in Home Affairs she was accountable for the Department's and Australian Border Force's (ABF) Integrity and Professional Standards program; protective and physical security; and Audit and Assurance of all departmental and ABF programs. Cheryl-anne was responsible for the development and implementation of Operation Arete in 2017. Arete is an enduring operation to strengthen the Department's integrity framework and embed a positive integrity culture within the Department and ABF.

Cheryl-anne holds a Master of Public Administration.

In her current role as Chief Operating Officer, Cheryl-anne has responsibility for delivering strategic and tactical corporate capabilities and reform to the Department, ABF and the Office of the Special investigator; and guiding the Home Affairs Portfolio through the Portfolio Shared Services Program.

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OFFICIAL

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Cath Patterson

Deputy Secretary, Strategy and Law Enforcement



Cath Patterson has a 26 year career providing senior policy advice to Prime Ministers, Ministers, and Departmental Executives, on social policy, defence and national security and budgetary issues.

Cath has represented Australia as Minister Counsellor (Health) with the Australian Permanent Mission to the United Nations, Geneva; Australian Delegation to the Organisation for Economic Co-operation and Development (OECD), Paris; and Australian Embassy and Mission to the EU, Brussels.

Prior to joining the Department of Home Affairs in July 2020, Cath performed the role of Acting Deputy Secretary Social Policy in the Department of the Prime Minister and Cabinet (PM&C). Cath was instrumental in supporting the Government's response to the COVID-19 pandemic and the establishment and operation of National Cabinet. In her role as First Assistant Secretary, National Security Division at PM&C, she was responsible for providing strategic policy advice to the Secretary and Prime Minister on a wide range of national security

issues including defence capability, border security, cyber security, intelligence policy and terrorism and crisis response.

In her current role as Deputy Secretary Strategy and Law Enforcement, Cath oversees the development of whole-of-Portfolio strategic guidance and capability planning and development, and enterprise data policies, standards and processes. Cath is also responsible for law enforcement and transnational crime policy matters, electronic surveillance reform and transport security regulation.

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Chris Teal

Deputy Secretary, Social Cohesion and Citizenship /
Counter Terrorism Coordinator / National
Counter Foreign Interference Coordinator



Mr Chris Teal was appointed Deputy Secretary Social Cohesion and Citizenship in November 2020. Mr Teal was also appointed the Commonwealth Counter-Terrorism Coordinator and National Counter Foreign Interference Coordinator at this time.

Mr Teal is seconded from the Australian Security Intelligence Organisation and was appointed as Australia's inaugural National Counter Foreign Interference Coordinator in April 2018 and held this position until June 2020.

Mr Teal holds a Bachelor of Economics Degree and a Master of Business Administration.

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Andrew Kefford PSM

Deputy Secretary, Immigration and Settlement Services



Andrew Kefford PSM was appointed Deputy Secretary Immigration and Settlement Services in September 2020. Prior to this, he was First Assistant Secretary Visa Delivery Transformation Division in the Department of Home Affairs.

He re-joined the Australian Public Service in August 2017 following nearly ten years in the Australian Capital Territory (ACT) Public Service, most recently serving as Head of the ACT Government's Asbestos Response Taskforce. In that role, Mr Kefford led the \$1 billion buyback and demolition program for 1,023 Canberra houses contaminated with loose fill (Mr Fluffy) asbestos insulation under the Loose Fill Asbestos Insulation Eradication Scheme.

Prior to taking up that position, Mr Kefford served as the ACT's Public Service Commissioner, concurrently with his appointment as Deputy Director-General Workforce Capability and Governance in the Chief Minister and Cabinet Directorate. In that role, he provided policy advice and support to the ACT Government in relation to public sector employment, industrial relations, workplace safety, dangerous substances, and workers' compensation.

Mr Kefford was awarded the Public Service Medal in the Australia Day 2017 Honours List for outstanding public service to the community of the ACT through administrative roles.

Mr Kefford joined the ACT Public Service having served as Senior Adviser (Government) in the Office of Prime Minister the Hon John Howard OM AC, and in senior positions in the Departments of the Prime Minister and Cabinet, and Finance and Administration.

Mr Kefford is a graduate of the University of Western Australia and holds degrees in Arts with Honours in history and law. He also holds an Executive Master of Public Administration from the Australia and New Zealand School of Government.

In his current role, Mr Kefford is responsible for the administration of Australia's permanent and temporary migration programs, the Refugee and Humanitarian Program, settlement programs and client facing services and information services.

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Marc Ablong PSM

Deputy Secretary, National Resilience and Cyber Security



Marc Ablong PSM was appointed Deputy Secretary at the Department of Home Affairs on 11 October 2018.

Marc leads the National Resilience and Cyber Security (NRC) Group, is responsible for ensuring Australia's industrial base, nationally significant systems and critical infrastructure are more secure and resilient to a rapidly changing environment. The Group will work to deliver economic benefit to the nation by enabling Australia to be more resilient, more secure, and better able to manage and recover from threats, hazards and crises. With this responsibility, NRC Group leads the Department's work in: Critical Infrastructure Security; Identity Security; Data Security, Cyber Security and Digital, Critical and Emerging Technology Policy; Intelligence; International Policy; and Regional Processing and Resettlement.

Prior to this appointment, Marc filled the position of First Assistant Secretary Strategy and Capability, Department of Home Affairs, on secondment from the Department of Defence. Marc spent 25 years in the Department of Defence in a range of positions across strategic policy and intelligence, capital equipment and acquisition policy, international policy, military strategy, maritime capability development, Air Force long-range planning, national support, information strategy and futures, strategic reform, and ministerial and executive coordination and communications.

In 2014, Marc was appointed First Assistant Secretary White Paper, to lead the development of the 2016 Defence White Paper, Integrated Investment Program and Defence Industry Policy Statement, which were released by the Government on 25 February 2016. Following the release of the 2016 Defence White Paper, Marc was appointed as the inaugural First Assistant Secretary Contestability. Marc subsequently held roles as First Assistant Secretary Naval Shipbuilding Taskforce and First Assistant Secretary Defence Industry Policy (which he undertook concurrently with his role as leading the Naval Shipbuilding Taskforce). From October 2017 to April 2018, Marc acted as the Deputy Secretary Strategic Policy & Intelligence.

Marc has attended the Joint Services Staff College, the Centre for Defence and Strategic Studies and completed the Advanced Management Program 190 at the Harvard Business School.

Marc was awarded the Public Service Medal in the Australia Day Honours 2018.

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Kaylene Zakharoff

Acting Deputy Secretary, Emergency Management and Coordination



Kaylene commenced as the A/g Deputy Secretary Emergency Management and Coordination Group (EMCG) on 25 December 2020. The Group is an interim arrangement established to ensure the Department is well positioned to respond to the 2020/21 High Risk Weather Season and drive the Department's response to recommendations of the Royal Commission into National Natural Disaster Arrangements and initiatives to support the response.

Prior to moving to EMCG, Kaylene held various senior leadership positions in the Australian Border Force (ABF). That included the establishment of the Border Patrol and Coordination Command responsible for cross-command coordination of operational activities and incident response; as Assistant Commissioner, Strategic Border Command responsible for governance arrangements, risk and assurance and program management for the ABF; as Group Manager Immigration Detention Group; and as A/g Deputy Commissioner Operational Strategy and Coordination Group.

Prior to moving to the ABF, Kaylene was Acting Deputy Secretary of Visa and Citizenship Services Group, with end-to-end responsibility for visa and citizenship programs.

In April 2016, Kaylene was promoted to the SES Band 2 and the position of First Assistant Secretary, Community Protection Division with responsibility for undertaking and supporting visa cancellation and Ministerial intervention decision making and delivering the Status Resolution Programme.

From 2011 to April 2016 Kaylene undertook several roles at the SES Band 1 level, in the former Australian Customs and Border Protection Service (ACBPS) and Department of Immigration and Border Protection (DIBP). These roles include, National Manager, Enforcement Operations (ACBPS); Deputy Commander, Border Protection Command (ACBPS); National Manager, Customs Reform Taskforce and the Portfolio Reform Task Force (ACBPS); and as Assistant Secretary Integrity and Professional Standards (DIBP).

Kaylene completed a Masters of Public Administration in 2010 and a Masters in Applied Criminology in 2020.

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Michael Milford AM

Group Manager, Technology and Major Capability



Mike Milford AM is the Head of the Technology and Major Capability Group of Home Affairs. This Group is responsible for Home Affairs' increasing focus on ICT and other capabilities as critical enablers of the business operations of the portfolio. TMCG has responsibility for the day to day delivery and support of the 24/7 business operations of the Department and ABF.

Mike joined the Department of Immigration and Border Protection in 2015 and since then has held the roles of First Assistant Secretary, Major Capability Division, responsible for the design, coordination and project management for all new capabilities, and Chief Information Officer, responsible for ICT service delivery to the Department.

Mike's prior career was in the Army, from which Mike retired in 2015 as a Major General, and Head of ICT Operations at Defence. During his time in the Chief Information Officer Group Mike held a number of roles including Chief Technology Officer and had responsibility for the Defence Single Information Environment, Defence's global terrestrial and satellite communications, and international engagement on military communications.

Mike is married to s. 47F(1) and they have three children, s. 47F(1). Mike is an avid reader and fisherman.

Pip de Veau

Group Manager, Legal and General Counsel



The role of Group Manager Legal commenced on 18 March 2020.

Pip held the General Counsel (GC) and First Assistant Secretary (FAS) of the Legal Division in Home Affairs since the creation of the new Department in December 2017, and was GC, FAS Legal in the Department of Immigration and Border Protection since early 2015.

Pip has previously filled GC roles in the Customs and Border Protection Service and the Australian Crime Commission. She is experienced in overseeing a team of in-house lawyers spread around the country in a complex operational environment, dealing with areas such as advocacy and litigation, administrative and criminal law, the exercise of investigative and intelligence gathering powers, FOI, MOU's, policy development and legislative reform.

Pip has experience in being part of an executive team contributing to the overall strategic direction and decision-making of an agency.

Prior to joining the Commonwealth as a GC Pip had a lengthy career as a prosecutor with the ACT DPP, where she held the position of Assistant Director for nine years. Over two decades she conducted prosecutions ranging from volume crime to murder and conspiracy, appearing in courts ranging from the local Children's Court, significant Coronial inquiries, lengthy jury trials, to several High Court appeals. Pip also has experience in training and process reform.

In her current role as Group Manager Legal, Pip is responsible for leading a specialist in-house practice that:

- Supports lawful implementation of the Department's objectives by appropriately managing legal risk.
- Delivers legal services to the Minister, the executive and to staff across the Department and the broader Portfolio, including the provision of legal advice, litigation and dispute resolution services, legal training and legislation services.
- Shapes policy, legislation and decision-making process to ensure that activities of the Department and the broader Portfolio promote accountability and uphold the rule of law.
- Engages domestically and internationally with government and non-government partners to uphold the rule of law.

OFFICIAL

Peter Verwer AO

Prime Minister's Special Envoy for Global Business and Talent Attraction



Peter Verwer AO leads the Australian Government's **Global Business and Talent Attraction Taskforce**.

The Taskforce aims to attract the world's **marquee enterprises and exceptionally talented individuals** to Australia to help **supercharge the nation's recovery** from COVID19, boost resilience and drive competitiveness.

The Taskforce operates in the Department of Home Affairs and is co-led with the Australian Trade and Investment Commission.

A multi-skilled team from the Departments of Foreign Affairs and Trade, Employment, Skills and Education, Industry, Science, Energy and Resources and the Treasury, along with private sector experts, support the Taskforce.

Peter is a respected and experienced business leader with extensive commercial, academic and cultural networks across international markets.

Peter's previous roles include Executive Chairman of start-up think tank Fractal IQ, CEO of the Asia Pacific Real Estate Association, CEO of the Property Council of Australia and Adjunct Senior Research Fellow at the National University of Singapore.

His most recent focus has been working with governments and industry in Asia to help open-up capital markets platforms.

Peter has chaired several leadership groups, including the joint Australia-New Zealand Counter-Terrorism Committee's Business Advisory Group on Mass Gathering Places, Liveable Housing Australia, the Construction Forecasting Council, the nine-government Development Assessment Forum, and the Kirribilli Dialogue on Universal Design (as co-chair).

Peter also served on several Australian ministerial advisory councils, including, the Urban Policy Forum and the Australian Statistical Advisory Council.

The Australian Government appointed Peter one of six Disability Community Ambassadors in 2011. Peter was also special advisor to *CareerTrackers*, Australia's leading indigenous internship program.

Peter was invested as an **Officer of the Order of Australia** in January 2019 for "distinguished service to the property sector, to sustainable development and construction and to professional bodies".

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Alison Larkins

Commonwealth Coordinator-General Migrant Services



Alison Larkins was appointed as the Commonwealth Coordinator-General for Migrant Services in late 2019. Alison has extensive experience working across social policy portfolios at the Commonwealth level, with previous roles including Deputy Secretary, Social Policy at the Department of the Prime Minister and Cabinet, acting Commonwealth Ombudsman, and the head of the Refugee, Humanitarian and International Division in the Department of Immigration and Citizenship.

Alison is a National Fellow of the Institute of Public Administration, and has also worked as a Principal with the Nous Group, an Australian-owned management consulting firm.

As the Coordinator-General for Migrant Services, Alison is working closely within the Commonwealth, and state and territory governments, industry and the community sector to drive improvements to employment, English language, and broader settlement outcomes, and promotes the contribution migrants, refugees and humanitarian entrants make to our nation.

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| Deputy Secretary Chief Operating Officer (COO) Cheryl-anne Moy |
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| FAS Executive Chief Risk Officer Sophie Sharpe |
| Chief of Staff Jacob McMahon |
| AS Media and Communication Sara Vrh A/g |
| AS Ministerial and Parliamentary Emily Grant |
| AS Performance, Governance and Inquiries Rheannon Nicholson |

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| FAS People and Culture Pablo Carpay |
| AS People Strategy and Culture Catherine McLachlan |
| AS Workplace Relations and WHS Assurance Robyn Miller |
| AS People Services Abby Whiting |
| AS Payroll Services Jimmy Mastorakos |
| SD COVID-19 Internal Taskforce Shan Strugnell A/g |

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| FAS Finance Chief Finance Officer Stephanie Cargill |
| AS Management Accounting Tracy Hobden |
| AS Financial Operations Sanandan Dasgupta |
| AS External Budgets and Revenue Sebastian Mathew A/g |

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| FAS Integrity, Security and Assurance Chief Audit Executive Chief Security Officer Ben Wright |
| AS Integrity and Professional Standards Ryan Summerton |
| AS Security Megan Secull |
| AS Audit and Assurance Chris Abideen A/g |

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| FAS Procurement, Property and Contracts Chief Procurement Officer Lee-anne Monterosso |
| AS Procurement Policy and Improvement Agnieszka Holland |
| AS Procurement Support and Assurance Martine Cooper |
| AS Property Elise Wattam |

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| FAS Health Services Stephen Hayward |
| AS Staff Health and Wellbeing Peter Timson |
| Chief Medical Officer Dr Deon Gouws |
| SD Immigration Health Policy and Assurance Lila Caplice A/g |

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| Deputy Secretary Strategy and Law Enforcement (SLE) Cath Patterson |
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| FAS Strategy Kendra Morony |
| AS Strategic Guidance James Robinson |
| AS Capability Planning and Development Andrew Tarte A/g Brian Hickey (Desig) |
| AS Economic and Strategic Analysis Chief Economist Robert Ewing |

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| FAS Law Enforcement Policy Anthony Coles |
| AS Law Enforcement Policy Leanne Loan |
| AS Transnational Crime Policy and TSOC Daniel Mossop |

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| FAS Aviation and Maritime Security Executive Director Transport Security Ciara Spencer |
| AS Transport Security Operations Craig Riviere |
| AS Aviation Security Matthew Pedler |
| AS Risk and International Richard Farmer |
| AS Maritime, Training and Card Security Michael Minns |

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| FAS Data Chief Data Officer Steve Davies |
| AS Data Services Yvonne Solecka |
| AS Data Governance Susan McKeag |
| AS FOI and Records Management Andrea Carroll A/g Paul Pfitzner (Desig) |
| SD Data Science Rohan Samaraweera |

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| FAS Electronic Surveillance Reform Taskforce Andrew Warnes A/g |
| AS National Security Policy Rebecca Vonthethoff A/g |

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| Deputy Secretary Social Cohesion and Citizenship (SCC) Chris Teal Counter-Terrorism Coordinator Counter Foreign Interference Coordinator |
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| FAS CT Coordination Centre Richard Feakes |
| AS Counter-Terrorism Strategic Policy David Chick |
| AS Counter-Terrorism Operation Coordination Ed Brereton |
| SD Counter-Terrorism Capability Claire Halim |

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| Deputy Coordinator National Counter Foreign Interference Patrick Hallinan A/g |
| AS CFI Policy and Implementation Olivia Howell A/g Patrick Hallinan (Desig) |
| AS CFI Engagement TBA |
| AS CFI Coordination Derek Dalton |

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| FAS Citizenship Angus Kirkwood |
| AS Citizenship Policy Brett White |
| AS Citizenship Program Delivery Anne Leo |

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| FAS Social Cohesion Richard Johnson |
| AS Multicultural Affairs and Social Cohesion Programs Andrei Seeto A/g |
| AS Communication and Engagement Alice Ling |
| AS Countering Violent Extremism Alex Engel A/g |
| RD NSW/ACT Sneha Chatterjee |
| RD North Lisa Crawford |
| RD VIC/TAS Zoe Williams |
| RD West Samantha Patuto |
| RD SA Tania Gerlach |

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| Deputy Secretary Immigration and Settlement Services (ISS) Andrew Kefford PSM |
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| FAS Immigration Programs Michael Willard |
| AS Skilled Visas Anna Lutz |
| AS Family Visas Jodie Bjerregaard |
| AS Temporary Visas and Border Measures Sandra Jeffery |
| AS Immigration Programs Support Joe Feld |
| SD COVID-19 Border Measures Operations TBA |
| CS COVID-19 Border Measures Outwards Discretions TBA |
| SD Immigration Network Operations Steph Forrester |

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| FAS Immigration Integrity, Assurance and Policy Andrew Rice A/g |
| AS Compliance and Community Protection Policy Maria Dias A/g Andrew Rice (Desig) |
| AS Immigration Planning and Policy Framework Michelle Pearce |
| AS Immigration Integrity and Assurance David Leonard |

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| FAS Status Resolution and Visa Cancellation Justine Jones A/g |
| AS Character and Cancellations Luke Morrish |
| AS Status Resolution Belinda Gill |
| SD Status Resolution Network Operations Jodi Stubbs A/g |
| SD Program Management and Redesign Vacant |

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| FAS Refugee, Humanitarian and Settlement Services David Wilden |
| AS Humanitarian Program Operations Sally Pfeiffer |
| AS Humanitarian and Child Wellbeing Policy and Capability Andrew Kiley |
| AS Settlement and Language Programs Jess Del Rio |
| AS Settlement Program Operations Steve Biddle |

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| FAS Service Delivery and Transformation Leanne Smith |
| AS Client Service Delivery Operations Matthew Wardell |
| AS Service Delivery Design Tania Wilson |
| AS Digital Capability Drew Layton |
| SD Transformation Program Office Ranae Jones A/g |

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| Special Envoy Global Business And Talent Attraction Peter Verwer AO Temporary Appointment until 02/03/2022 |
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| FAS Global Business and Talent Attraction Taskforce Andrew Chandler |
| AS Global Business and Talent Attraction Taskforce Brett Schuppan |
| AS Engagement and Targeting Kim Debenham |
| AS Campaign Management Stephanie Julienne |
| SD Executive Operations Amy Moon A/g |

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| Coordinator-General Migrant Services Alison Larkins Temporary Appointment until 18/12/2021 |
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| Deputy Secretary National Resilience and Cyber Security (NRC) Marc Ablong PSM |
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| FAS Critical Infrastructure Security Samuel Grunhard |
| AS Telecommunications and Technology Lachlan Bickley A/g |
| AS Assurance Risk and Engagement Elizabeth Clark |

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| FAS Identity and Biometrics Melissa Bennett A/g |
| AS Identity and Biometrics Capability Patrick Henry A/g Melissa Bennett (Desig) |
| AS AusCheck Jim Anderson |
| AS Identity Security Heath McMahon A/g |

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| FAS Cyber, Digital and Technology Policy Hamish Hansford |
| AS Cyber Policy and Strategy Lou Bechtel |
| AS Online Harms Policy Jane Annear |
| AS Technology Policy Jill Ogden A/g Adam Meyer (Desig) |

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| FAS Intelligence Greg Miller |
| AS Intelligence Enabling and Governance Gareth Baker A/g |
| AS Intelligence Services and Threat Discovery Michael Thomas |
| AS Targeting and Operations Support Jeff Carige |

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| FAS International Policy Ky Blackman A/g |
| AS Asia Kimberlee Stamatis A/g Ky Blackman (Desig) |
| AS Americas, Europe, Middle East and Africa Chad Hodgens |
| AS Pacific and Transnational Issues Jayne Bryant A/g Jacob Cannon (Desig) |
| SD Governance, Programs, Protocol and Visits Victoria Todd A/g |
| MC Geneva Fiona Andrew A/g Andrew Rose (Desig) |
| RD North Asia Scott Mann A/g Malcolm McAllister (Desig) |
| RD Middle East and North Africa Michael Odgers |
| RD South East Asia Lesley Dalton |
| RD South Asia Tara Cavanagh |
| RD Europe and Sub Saharan Africa Adam Meyer |
| RD Americas Brendan Dowling |
| RD Pacific James Watson |
| RD Mekong Damien Kilner |

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| Deputy Commander Regional Processing & Resettlement SAS Alana Sullivan |
| AS Regional Processing and Resettlement Policy and Plans Jacob Cannon |
| SD Regional Processing Contracts Derek Elias |
| SD Regional Processing & Resettlement Policy TBA |

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| Deputy Secretary Emergency Management and Coordination (EMC) Kaylene Zakharoff A/g Paul Grigson (Desig) |
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| DG Emergency Management Australia Joe Buffone |
| AS Crisis and Security Management David Bachi Joe Buffone (Desig) |
| AS Disaster Recovery John Gibbon |
| SD Government Continuity TBA |

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| FAS EMC Plans and Capability Kaylene Zakharoff |
| AS Critical Incident Planning Greg Sadler A/g |
| AS Disaster Preparedness Mark Dominick |
| AS Disaster Risk Reduction Michael Crawford |
| SD EMC Veronica Jurica |

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| FAS National Coordination Mechanism (NCM) Vanessa Holben |
| AS COVID-19 NCM Vidoshi Jana |
| SD NCM TBA |

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| Group Manager Technology and Major Capability (TMC) Michael Milford AM |
| AS Cyber Risk Services Sean Hugo |

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| Deputy GM Chief Information Officer ICT Division Radi Kovacevic |
| AS Intelligence, Identity and Biometrics Systems Tom Bryan |
| AS Visa, Citizenship and Digital Systems Renate Croker |
| AS Traveller, Cargo and Trade Systems Jakub Bartkowiak |
| AS Corporate and Case Systems Kathy James |
| AS Technology Operations and Support Abby Tripathi |
| AS Architecture and Innovation Matt Jones |
| AS Hardening the Borders Project Belinda Conn A/g Claire Roennfeldt (Desig) |

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| SAS Major Capability Claire Roennfeldt A/g |
| AS Capability Delivery Governance Stephen Dryden |
| AS Sourcing and Vendor Management Duane Stokes |
| AS Operational Capability Belinda Duffy |
| AS National Criminal Intelligence System Stephen McCarey |

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| Group Manager Legal General Counsel Pip de Veau |
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| Deputy General Counsel AS Legal Strategy and Services Alicia Wright |
| SAS Civil, Commercial and Employment Law Nicole Ingram |
| AS Civil Litigation Sarah Marshall |
| AS Legislation Heimura Ringi |
| AS Migration and Citizenship Law Anton Bockwinkel |
| AS National Security and Law Enforcement Legal Steve Webber |
| AS Migration and Citizenship Litigation Marlan Adhinia |

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| Special Counsel Ian Dean PSM |
| AS Counsel Wancy Lam |

KEY

FAS – First Assistant Secretary
SAS – Senior Assistant Secretary
AS – Assistant Secretary
RD – Regional Director
MC – Minister Counsellor
SD – Senior Director
CS – Chief Superintendent
A/g – Acting
Desig - Designate

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Personal Ministerial Powers

Key Highlights

The Department of Home Affairs (the Department) administers legislation that includes personal (non-delegable) powers of the Minister. These powers relate to the national interest or public interest or otherwise are to be exercised by the Minister personally (some of which are non-compellable).

Overview

A selection of the most common and significant personal powers under a selection of Acts administered by the Department are provided below. All legislation administered by the Department is included in the Administrative Arrangements Order (AAO) made on 18 March 2021. If two or more Ministers (including Assistant Ministers and Parliamentary Secretaries) are jointly appointed to administer a Department, then each Minister is 'the Minister' under the legislation administered by the Department, as specified in the relevant AAO.

Migration Act 1958 (Migration Act)

The Migration Act contains personal powers the Minister exercises in the public or national interest including:

- non-compellable powers to substitute a more favourable decision than one made by the Administrative Appeals Tribunal (AAT) (public interest - ss 351, 417 and 501J);
- lifting the bar preventing a person making a valid visa application (public interest - ss 46A, 46B, 48B, 91L and 91Q);
- granting a detainee a visa (public interest - s 195A);
- making a residence determination (which has the effect of transferring a detainee from held detention into community detention (public interest – s197AB)
- designating that a country is a regional processing country (national interest - s 198AB); and
- refusing or cancelling a visa on character grounds (national interest - s 501(3)).

There are also personal powers in ss 72, 133A, 133C, 133F, 137N, 197AD, 198AD(5), 198AE, 261G(1)(b), 336L, 501A, 501B, 501BA, 501C and 502.

Australian Citizenship Act 2007 (Citizenship Act)

The Citizenship Act contains several personal powers of the Minister including:

- determining alternative special residence requirements for certain citizenship applicants (ss 22A(1A) and 22B(1A));
- revoking a person's citizenship in certain circumstances (s 34A(1)); and
- determining that a person's citizenship ceases if satisfied that they have engaged in certain conduct (s 36B) or for certain convictions (s 36D) and other related revocation powers (ss 36G, 36H and 36J).

Customs Act 1901 (Customs Act)

Under the Customs Act the Minister has the following personal powers:

- order a Collector to detain goods specified in the order if it is in the public interest (s 77EA(1));
- authorise the delivery into home consumption of detained goods (s 77ED(1)); and
- authorise the export of detained goods (ss 77EE(1)) and the export of goods that have not, under the Minister's authority, been delivered into home consumption or exported (s 77EF(2)).

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Maritime Powers Act 2013 (Maritime Powers Act)

The Maritime Powers Act has personal powers, exercisable in the national interest by the Minister including the power to determine that maritime powers may be exercised between Australia and another country in specific circumstances (s 75D) and a power to give specific and general directions about the exercise of powers in ss 69, 71 and 72 to detain and move vessels and persons (s75F). There is also a personal power in s 75H to exempt certain vessels involved in maritime operations from the application of certain Acts.

Australian Border Force Act 2015 (ABF Act)

A reference in the ABF Act to the Minister doing something is a reference to the Minister acting personally. The Minister has a number of personal powers including prescribing a kind of information for the purposes of the definition of 'Immigration and Border Protection Information' (s 4(7)). There are also personal powers included in ss 14, 17, 18, 22, 23 and 58.

Security, Law Enforcement and other legislation

The Minister also personally exercises the following selection of powers in the Home Affairs Portfolio:

- Issuing guidelines to the Director-General of ASIO under s 8A of the Australian Security Intelligence Organisation Act 1979 (ASIO Act);
- Determining whether notice of a security assessment should be withheld from a person for security reasons under s 38 of the ASIO Act;
- Issuing a public interest certificate to withhold certain information relating to the review of an ASIO security assessment under s 39B of the Administrative Appeals Tribunal Act 1975;
- Issuing a security notice to stop an individual receiving welfare payments under the Paid Parental Leave Act 2010, Social Security Act 1991 and A New Tax System (Family Assistance) Act 1999;
- Consenting to requests for interim control orders under the terrorism provisions in Part 5.3 of the Criminal Code Act 1995 (the Criminal Code);
- Other powers and functions including under the Security of Critical Infrastructure Act 2018, Telecommunications Act 1997, Counter-Terrorism (Temporary Exclusion Orders) Act 2019, Proceeds of Crime Act 2002, Intelligence Services Act 2001 and AusCheck Act 2007;
- The Minister also has various personal powers in the Aviation Transport Security Act 2004 for the purposes of safeguarding against unlawful interference with aviation, such as the power to specify prohibited items under s 9A and the power to prohibit the entry of certain kinds of cargo into Australian territory under s 65B.

The Attorney-General and the Minister for Home Affairs share both administrative and policy responsibility for the Crimes Act 1914 and while the Attorney-General administers the Criminal Code Act 1995 (Criminal Code), the Minister for Home Affairs has primary policy responsibility. In practice what this means for the Criminal Code is that:

- the AFP investigates federal offences;
- the Attorney-General 'owns' the Criminal Code and responsibility for amendments to it; and
- the Minister for Home Affairs develops policy for offences, working with the Attorney-General.

Contact Details

Name: Pip de Veau
General Counsel/Group Manager Legal, Legal Group

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Providing Advice to Your Office

Key Highlights

The Department provides a range of advice to you as Minister. This will come to you in the form of Cabinet and Ministerial submissions, briefs, correspondence and email advice. We will work with your office to finalise personal preferences on language, style and templates to ensure the advice is targeted to meet your needs.

Overview

The Department is committed to providing you with advice that is timely, succinct, evidence-based and impartial. Our advice is apolitical and intended to support you to deliver the Government's policy agenda and priorities.

Our advice will be provided to you in written format and will provide information to assist you in decision making. There will be times when there is value in having oral discussions and in support of this the Department will provide you with such advice in writing to allow for transparent decision making.

Executive Division provides direct support to you and all Portfolio Ministers through the management and coordination of advice to Ministerial Offices, including:

Cabinet Submissions

A Cabinet Submission is a proposal that seeks agreement from the Cabinet to take a particular course of action. Submissions must be sponsored by the relevant Cabinet Minister with portfolio responsibility, and may be jointly sponsored by more than one Minister across one or multiple portfolios. Whole-of-Government consultation on a Submission occurs through the circulation of an Exposure Draft—where policy comment and drafting suggestions are sought—and through the circulation of the Co-ordination Final—where affected agencies provide a formal comment on their support for the proposal.

Ministerial Submissions

A Ministerial Submission is a formal document that provides you with advice or information on a particular subject or case. A Ministerial Submission provides you with a recommendation that requires you to make a decision, for example: Note, Approve, Sign or Agree. Each Submission must be signed by you as the Minister. Ministerial Submissions are generally initiated by the Department.

Ministerial Briefs

A Ministerial brief provides you with advice or information regarding an upcoming event or meeting, an individual case (visa, citizenship, detention, etc.) or any other matter on which you have requested information. Ministerial brief requests are usually initiated by your office. Ministerial briefs are provided for information only. There is no recommendation or decision and the document is not required to be signed.

Ministerial Correspondence

Ministerial correspondence is any hard copy or electronic correspondence sent to you. Your electronic correspondence will be managed through a web-form. All Portfolio-related Ministerial correspondence is registered in the whole-of-government Parliamentary Document Management System (PDMS) where a high priority is placed on the development of responses for your signature or departmental delegate.

Email Advice

It is Departmental policy that all written advice provided to Ministerial Offices be submitted through a Ministerial Submission or brief and be recorded in PDMS. Urgent advice will be provided by email as required with the email copied to the MO Registration mailbox for record-keeping purposes.

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Question Time Briefs

Prior to each Parliamentary sitting, a folder (or electronic package) of Question Time Briefs (QTBs) is prepared, providing suggested talking points and background information in relation to issues that may be raised in question time.

Parliamentary Questions on Notice

The Department monitors the parliamentary notice papers for written questions asked of you and drafts responses for your consideration and approval. Once approved, the Department will table the response on your behalf.

Contact Details

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Deputy Secretary/Chief Operating Officer

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Oversight and External Scrutiny

Key Highlights

The Department engages regularly with the Australian National Audit Office, the Commonwealth Ombudsman, the Australian Human Rights Commission, Australian Red Cross and the United Nations High Commissioner for Refugees.

Overview

The Department enjoys a robust and productive relationship with external scrutiny bodies, and welcomes their feedback and recommendations on issues affecting individuals, systemic issues and procedural issues.

Current Situation

The Australian National Audit Office (ANAO), the Office of the Commonwealth Ombudsman (OCO), and the Australian Human Rights Commission (AHRC) have legislative oversight responsibilities. These bodies conduct oversight activities, and publish their reports and recommendations along with the Department's response on their websites.

There are three ANAO performance audits in-progress, and the 2020-21 Financial Statements audit:

- Management of Civil Maritime Surveillance Services Contract – the audit is due to be tabled in August 2021
- Managing travel across the Australian border during COVID-19 – the audit is due to be tabled in November 2021, and
- Safer Communities Fund – the audit is due to be tabled in February 2022.

The Secretary of the Department, the Commonwealth Ombudsman (the Ombudsman) and you, have statutory obligations around the oversight of long-term immigration detainees. These provisions are intended to provide greater transparency in the management of long-term detainees through independent assessments by the Ombudsman.

The Secretary must provide reports to the Ombudsman on individuals who have completed a cumulative period of two years in detention and then for every six months that they remain in detention. The Ombudsman must provide an assessment of these individuals' detention to the Minister who must then table a de-identified version of the assessment, including any recommendations from the Ombudsman.

For the 2020-21 year to date, reports on 1,740 detainees have been provided to the Ombudsman who has provided 44 assessments on 859 detainees. The Minister has tabled 43 assessments.

The Australian Red Cross (ARC) and the United Nations High Commissioner for Refugees (UNHCR) act as humanitarian observers. All engagements with the ARC and UNHCR are confidential. Reports including recommendations and the Department's response are not published.

Legislation Framework

The following Acts have broad application to external scrutiny of the Department:

- *Auditor-General Act 1997*;
- *Australian Human Rights Commission Act 1986*;
- *Ombudsman Act 1976*; and
- *Migration Act 1958*.

Stakeholders

The Department engages with the following external scrutiny bodies:

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- the ANAO which supports improvement to public sector performance, accountability and transparency in the Australian Government sector through independent reporting to the Parliament, the Executive and the public. The Auditor-General provides Portfolio Ministers with an embargoed audit report prior to tabling, and offers Ministers a briefing on tabled audit reports;
- the Office which undertakes complaint investigations, own motion investigations, and compliance auditing. The Ombudsman has met with a Portfolio Minister once in the last two years on matters of interest;
- the Commission which manages and assists with the resolution of human rights complaints. The Human Rights Commissioner and the Race Discrimination Commissioner have met with Portfolio Ministers three times in the last two years on matters of interest, and
- Australian Red Cross and the UNHRC act as humanitarian observers, particularly with regard to the Australian immigration detention network. Red Cross has met with Portfolio Ministers four times in the last two years.

Outlook

There are four potential ANAO performance audits identified in the 2020-21 ANAO Annual Audit Work Program:

- Coordination of Border Intelligence,
- Department of Home Affairs' Management of its Public Communications and Media Activities,
- Integrity and Corruption Controls at International Airports, and
- Support to the Aviation Sector.

Two reports regarding immigration detention monitoring activities are anticipated to be received by the Department for comment in April 2021:

- The Ombudsman report for the period January to June 2020, and
- The President of the Commission's report on the Department's management of COVID-19 in immigration detention.

Contact Details

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Chief Operating Officer

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Working with General Counsel and Legal Group

Key Highlights

The work of Legal Group is fast paced. It is often legally complex, integral to delivering lawful outcomes and may attract significant public and/or media interest as well as interest at Parliamentary Hearings.

Overview

Legal Group is a centralised in-house practice, headed by General Counsel/Group Manager Legal, Pip de Veau. Legal Group delivers high quality in-house legal services to the Department and provides strategic legal advice and support to the Executive, Portfolio Ministers and the Attorney-General as First Law Officer.

Legal Group is comprised of six Branches that actively manage legal risk in a diverse environment. The work ranges from issues concerning: national security; commercial law; employment law; law enforcement and border protection; strategy, training and support; a large and dynamic legislative reform agenda; advice on the Migration Act 1958 (Migration Act), Citizenship Act 2007 (Citizenship Act) and Australian Border Force Act 2015; and the highest litigation caseload in the Commonwealth.

Engagement with the Office

Due to the nature of work, Senior Executive Service Officers within Legal Group may at times communicate with you or your office directly via email and/or phone call if urgent issues arise and time does not permit a submission being provided and considered. This will likely arise in relation to the legislative program or where the Department is to provide an update at short notice in a sensitive/high profile litigation matter. Where possible, Legal Group will otherwise report to you on the litigation caseload through a Weekly Litigation Report. Legal Group will also provide submissions to you for consideration and/or noting in relation to other broader legal issues that may arise. Further there are:

- certain decisions that only you can make because they require the exercise of non-compellable, personal Ministerial powers; and
- a suite of instruments and delegations that can only be signed by you.

Accordingly, Legal Group will engage with you from time to time in relation to these matters. A separate brief detailing personal Ministerial powers has also been prepared (see "Personal Ministerial Powers" brief).

Litigation

The Department manages, on your behalf a large and diverse litigation caseload. You are the most litigated Minister in the Commonwealth. The two primary areas of litigation are:

- migration and citizenship litigation; and
- other civil litigation.

Litigation matters can be high profile in terms of media and parliamentary scrutiny, both in terms of substance and legal expenditure. Legal Group will brief you separately on significant litigation matters.

Migration and Citizenship

As at 31 January 2021, Legal Group was managing an active migration and citizenship administrative law litigation caseload of 15,650 matters. These are matters where non-citizens are seeking judicial review in the courts and the General Division of the Administrative Appeals Tribunal (AAT) of decisions made under the Migration Act, Citizenship Act and Freedom of Information Act 1982, including injunction applications to prevent removal from Australia. The Department has maintained a high success rate of over 89 per cent in defended matters over the last four years in the courts. In 2019-20 less than 1 percent of matters were commenced on your behalf. Consistent with the Legal Services Directions 2017, appeals are only filed on your behalf where there are reasonable prospects of success or the appeal is otherwise justified in the public interest. In most circumstances, these decisions are made at a departmental level and reported in the Weekly Litigation Report provided to your office.

Other civil litigation

As at 31 January 2021, Legal Group was managing approximately 459 cases seeking general compensation which include foreshadowed and filed in the courts and the Fair Work Commission. These are claims filed in the courts for damages or where litigation has been foreshadowed and challenges to regional processing arrangements. The majority of litigation or foreshadowed litigation, involving claims for compensation, is handled by Comcover within the Department of Finance, in accordance with the Department's insurance arrangements. While Comcover will consult with the Department in managing these claims, ultimately Comcover provides the instructions and makes the decision on litigation strategy.

Australian Government Solicitor (AGS) in-house Special Counsel

The Senior Executive Service of the Department has access to the services of two full time lawyers from the Australian Government Solicitor (AGS). Special Counsel, Mr Ian Deane PSM, is a key provider of significant high level strategic legal and related advice services. Mr Deane is currently supported by Ms Wancy Lam who is also out posted from AGS. Mr Deane and Ms Lam provide advice on sensitive visa and citizenship decisions, the development of amendments to portfolio legislation, significant matters before the courts, complex or sensitive legal and policy issues and issues that may attract significant public or media interest.

Legal Services Directions 2017 (the Directions)

The Directions provide categories of work tied to particular government providers and which cannot be provided in-house. This includes work that involves: constitutional law issues, Cabinet work, national security issues, public international law; and legislative drafting work.

Pursuant to the Directions, the Department briefs external firms to conduct court litigation as solicitor on the record. The Department reports to the Attorney-General on significant legal issues as described in the Directions and seeks the Attorney-General's agreement to settle or finalise litigation matters in accordance with the requirements in the Directions.

Contact Details

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General Counsel/Group Manager Legal, Legal Group

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Legislative Program

Key Highlights

There are currently 12 Portfolio Bills before the Parliament.

Bills before Parliament

The following Portfolio Bills are before the Parliament. Further information on Portfolio Bills approved for introduction in the 2021 Winter sittings period can be provided in a separate brief.

1. **Security Legislation Amendment (Critical Infrastructure) Bill 2020** - amends the *Security of Critical Infrastructure Act 2018* to introduce government assistance powers (to step in in the event of a cyber-security incident), a positive security obligation and an enhanced cyber security obligation.
2. **Identity-matching Services Bill 2019** - authorises the collection, use and disclosure of identification information to provide identity-matching services that employ facial biometric matching, when used for fraud prevention, law enforcement, national security and related purposes.
3. **Transport Security Amendment (Serious Crime) Bill 2020** - provides for the prevention of the use of aviation and maritime transport or offshore facilities in connection with serious crime, and provides for the conduct of criminal intelligence assessments by the Australian Criminal Intelligence Commission to assist with reducing criminal influence at Australia's airports and seaports.
4. **Telecommunications Legislation Amendment (International Production Orders) Bill 2020** - introduces a regime for Australian agencies to obtain independently-authorised international production orders for interception, stored communications and telecommunications data directed to designated communications providers in foreign countries with which Australia has a designated international agreement. It also removes legislative barriers under Australian law to enable Australian industry to respond to orders or requests for communications and related data from foreign countries with which Australia has a designated international agreement.
5. **Surveillance Legislation Amendment (Identify and Disrupt) Bill 2020** - amends the *Surveillance Devices Act 2004*, the *Crimes Act 1914* and associated legislation to introduce new law enforcement powers to enhance the ability of the Australian Federal Police and the Australian Criminal Intelligence Commission to combat serious crime online, including child abuse and exploitation, terrorism, the sale of illicit drugs, human trafficking and the distribution of weapons.
6. **Migration and Citizenship Legislation Amendment (Strengthening Information Provisions) Bill** - amends the *Migration Act 1958* and the *Australian Citizenship Act 2007* to restrict circumstances in which an officer can be required to produce or give evidence about protected information provided by gazetted law enforcement and intelligence agencies in relation to character-related decisions, to a court, tribunal or parliament.
7. **Migration Legislation Amendment (Regional Processing Cohort) Bill 2019** - bars any unauthorised maritime arrival taken to a regional processing country after 19 July 2013 from ever being eligible to apply for an Australian visa, and allows the Minister to lift the bar if the Minister thinks it is in the public interest to do so.
8. **Migration Amendment (Strengthening the Character Test) Bill 2019** - creates an additional ground for visa refusal or cancellation where a person has been convicted of certain serious crimes, regardless of the length of sentence.
9. **Migration Amendment (Streamlining Visa Processing) Bill 2019** - enables the Minister to specify groups of visa applicants who must provide one or more specified personal identifiers in order to make a valid visa application.
10. **New Skilled Regional Visas (Consequential Amendments) Bill 2019** - makes consequential amendments to Commonwealth legislation to ensure that holders of skilled regional provisional visas

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(which commenced on 16 November 2019) will have access to welfare payments and government services as if they were holders of permanent visas, with time on the provisional visa to contribute to any applicable waiting periods.

11. **Migration Amendment (Prohibiting Items in Immigration Detention Facilities) Bill 2020** - amends the *Migration Act 1958* to determine 'prohibited things' and strengthen the powers of the Department of Home Affairs to search for and seize 'prohibited things' from detainees in immigration detention facilities operated by or on behalf of the Commonwealth.
12. **Migration Amendment (Clarifying International Obligations for Removal) Bill 2021** - amends the Migration Act 1958 to ensure that it does not require or authorise the removal of an unlawful non-citizen in breach of Australia's non-refoulement obligations, and to ensure that protection claims are always considered in the assessment of a protection visa, including where the applicant is ineligible for a visa due to criminal conduct or risks to security.

Contact Details

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OUR COVID-19 RESPONSE

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National Coordination Mechanism

Key Highlights

The National Coordination Mechanism (NCM) has been added to the new Emergency Management Coordination (EMC) Group to support and coordinate nationally consistent approaches to emergency management, including relief, recovery and resilience efforts

Overview

On 5 March 2020, the NCM was commissioned by the National Security Committee of Cabinet to provide a centralised coordination function for the whole-of-government non-health response to COVID-19, and to support a consistent national approach, where possible.

In November 2020, the NCM - previously established as a taskforce - was imbedded permanently into the Department and operates as a division in the EMC Group.

Current Situation

The NCM is part of the Department's emergency response capability. The NCM works closely with Emergency Management Australia (EMA) to ensure coordinated response efforts during the 2020-21 high-risk weather season, including the development of plans, procedures and protocols to support emergencies in a COVID-19 environment.

In March 2021, severe storms and heavy rains have resulted in large-scale flooding across eastern Australia. As part of the relief and recovery response, the Government is working closely with industry to ensure there is a supply of essential goods. Accordingly, on 23 March 2021, the Director General of EMA activated the NCM to engage with the supermarket industry to ensure the supply chain and stock in the affected communities is being monitored and managed.

Legislation Framework

The NCM has no legislative authority to effect decisions. However, in October 2020, it has been added as a key stakeholder under the Government Crisis Management Framework (AGCMF), managed by the Department of the Prime Minister and Cabinet. The NCM will support EMA emergency response measures as required under the AGCMF.

Stakeholders / Forums

The NCM takes a sector-based approach to stakeholder engagement, convening collaborative forums (sector meetings) as required to address the specific impacts of a national crisis. These sectors include representatives from both federal and state and territory agencies, as well as industry bodies and the private sector as required.

The NCM has convened meetings for more than 30 sectors, including Major Events/Mass Gatherings, Education, Resources, Vulnerable Persons, Remote/Regional Communities and Law Enforcement. In addition, the NCM has held regular meetings with senior officials from First Ministers' Departments.

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Outlook

The NCM's scope of work includes all national crises, including security incidents, natural disasters and public health crises. Within the Home Affairs Portfolio, national crises usually fall within the responsibilities of the Minister for Home Affairs.

The NCM will continue to maintain and develop strong relationships and a diverse network in order to effectively and efficiently facilitate the resolution of issues impacting federal, state and territory governments and industry partners during a crisis.

Contact Details

Name: Kaylene Zakharoff
Acting Deputy Secretary/ Emergency Management Coordination

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COVID-19 Impacts at the border

Key Highlights

The ABF's response to the COVID-19 pandemic, primarily through the rapid implementation of Australia's border controls, has been a critical factor in slowing the introduction and spread of the virus throughout Australia.

Given Australia's geographical proximity to the outbreak, it was those early decisive actions that have put us in a much stronger position than other nations around the world.

Overview

Following Australia's first confirmed COVID-19 case on 25 January 2020, the ABF worked quickly with partner agencies, airlines, and industry partners to implement the Government's decisions and strengthen our border measures. Many of these changes were unprecedented and were implemented within hours of each new measure being announced.

As the situation overseas deteriorated, the ABF played a key role in bringing Australians home on Government-assisted repatriation flights from China and Japan. More than 700 people were evacuated from Wuhan, China and after disembarking the Diamond Princess in Tokyo. The ABF worked with the Department of Foreign Affairs and Trade and the Department of Health to facilitate these passengers to board flights, clear customs and immigration processes mid-flight, for transfer to North West Point on Christmas Island or Howard Springs in Darwin to undergo quarantine before returning home.

The quick establishment of quarantine facilities at North West Point and Howard Springs demonstrated our capability, agility, and close working relationships with partner agencies in unique and challenging environments.

Working ahead of the border, ABF officers engaged with airlines to ensure travellers who had been in high-risk countries or were unwell did not board flights to Australia. Officers helped screen passengers arriving in Australia, handing out fact sheets and isolation declaration cards to incoming travellers, and referring unwell people to biosecurity officers.

Alongside the Department, the ABF managed an exemptions process that permitted international travel in a limited set of circumstances. This process was consistent with relevant health advice and the public messaging for Australians abroad to return home. Since the introduction of travel restrictions thousands of applications have been processed, often within very tight timeframes. This has required a significant and sustained surge of officers from across the organisation.

Current Situation

The work carried out by the ABF has not stopped as a result of COVID-19. Our borders remain strong. It is business as usual when it comes to detecting illicit substances, stopping illegal imports and preventing worker exploitation.

We continue to target the black economy and criminal syndicates trying to take advantage of COVID-19 to circumvent border controls and import prohibited and illicit goods. We have surged officers at air and sea ports, to examine sea containers and items sent through the mail centre and air cargo consignments. We are still detecting and stopping illicit goods coming into Australia.

The ABF continues to reinforce the integrity of Australia's migration system by identifying, disrupting, and deterring facilitators responsible for systemic and deliberate exploitation of foreign workers. Operation BATTENRUN has targeted unscrupulous labour hire intermediaries and those exploiting foreign workers through issuing warnings and infringement notices, and at the more serious end visa cancellations, detention, and removal from Australia.

ABF will continue future targeted national operations to disrupt foreign worker exploitation utilising specific approaches to achieve operational effect.

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COVID-19 has impacted our ability to remove unlawful non-citizens from Australia, due to offshore travel restrictions and limited availability of commercial flights. This places additional pressure on the immigration detention network and has a significant impact on detention populations

The ABF has put in place comprehensive measures to protect those accommodated at immigration detention facilities during the COVID-19 pandemic. This includes a range of protective and preventative measures in accordance with the Communicable Diseases Network Australia (CDNA) National Guidelines for the Prevention, Control and Public Health Management of COVID-19 Outbreaks in Correctional and Detention Facilities in Australia. The ABF will continue to monitor and adjust its COVID-19 response arrangements to the advice provided by health officials and through any updated CDNA guidelines.

Air and sea arrivals

From 11 March 2020 until 31 January 2021 a total of 1,234,267 travellers arrived in Australia by air and sea, a reduction of 94 per cent compared to the same period in 2019-20. Of these:

- 749,585 travellers arrived by air (95 per cent reduction).
- 277,924 travellers arrived by sea (26.1 per cent reduction).

Air and sea cargo

The reduction in the number of flights entering Australia has resulted in a shift from the air cargo environment to sea channels where smaller consignments have been consolidated during the COVID period (compared to 2019).

There has been a significant rise in e-commerce (such as on-line shopping), which has resulted in an increase in the total number of air cargo consignments compared to the previous year. However, the number of large air cargo consignments (400kg+) has decreased compared to the previous year, which reflects the impact of COVID-19 on larger business activity.

While this year has seen unprecedented travel restrictions, Australia's borders have not closed. Air and sea cargo continues to arrive into Australia with goods that the country relies on. The ABF has kept the economy moving as much as possible, while maintaining our commitment to ensuring our borders remain strong.

Vaccine Rollout

Under Op HANGFIRE, the ABF is continuing to lead whole-of-government efforts to facilitate legitimate COVID-19 vaccines importation through to a secure domestic distribution network managed by Department of Health. By defining the legitimate vaccine importation pathway, the ABF in partnership with Australia's Therapeutic Goods Administration (TGA) can apply appropriate intervention strategies against suspect goods under TGA legislation, which is a long-standing and effective framework for controlling the entry of illegitimate medicaments into the Australian community. Between 9 April 2020 and 15 March 2021, the ABF has facilitated the importation of 189,070 approved vaccine viral units.

The ABF is playing a crucial role in the importation of the vaccine by working with industry to strengthen the supply chain to facilitate the importation of legitimate vaccines and disrupting any unauthorised or illegitimate supplies.

The ABF is working across government and with partners in the airline industry to develop comprehensive plans to reopen Australia's international borders when it is safe to do so.

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Outlook

The ABF is working across government and with partners in the airline industry to develop comprehensive plans to reopen Australia's international borders when it is safe to do so.

Contact Details

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Deputy Commissioner, Operational Strategy and Coordination

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Inbound and Outbound Travel Exemptions

Key Highlights

Australia's travel restrictions are a key government measure that have successfully limited the spread of COVID-19 in the Australian community. Travel restrictions have been in place since 20 March (inwards) and 25 March (outwards) 2020. Policy settings are reviewed regularly in line with the advice of the Australian Health Protection Principal Committee (AHPPC).

Overview

The travel exemption process has evolved from an emergency response in February/March 2020 to a high volume business process, with high expectations from clients and stakeholders for responsiveness and transparency. Decisions to approve exemptions must be balanced against the potential health risks posed to the Australian community by international travel. The Minister for Home Affairs has responsibility for the implementation of Australia's travel restrictions and the travel exemptions process.

Current Situation

From March 2020, travel restrictions have been in place prohibiting travel of all foreign nationals into Australia, and Australian citizens and permanent residents from leaving Australia, unless they fall within certain exempt categories.

The Australian Border Force (ABF) Commissioner or authorised decision makers may consider additional exemptions from travel restrictions, including for persons with critical skills or with compelling and compassionate reasons to enter or depart Australia. Individual exemption categories are outlined on the Department's website: <https://covid19.homeaffairs.gov.au/travel-restrictions>.

On 24 July 2020, Minister Dutton set processing standards for travel exemptions as follows:

- Inwards applications to be finalised within seven days,
- Outwards applications to be finalised within 48 hours.

In the week ending 28 March 2021, 75.90 per cent of Outbound requests and 97.10 per cent of Inbound requests were finalised within service standards. As at 28 March 2021, 278,803 Outwards and 261,169 Inwards travel exemption requests have been received.

On 17 September 2020, the Commissioner's Inwards Decision making statement, Commissioner's Guidelines and two Operational Directives were published on the Department's website to increase transparency about the exemption assessment process and decision making. Version three of the Commissioner's Guidelines was published on 14 December 2020.

Travel exemption guidelines and policy settings are reviewed as circumstances evolve. Recent updates include changes to the outwards travel exemption considerations for persons wanting to travel to Papua New Guinea, in recognition of the evolving COVID-19 crisis there and the serious health risk that travel from PNG currently presents to the Australian community.

Student Returns

As at 31 January 2021, 70.4 per cent (444,285) of Student visa holders were onshore and 29.6 per cent (186,731) of all Student visa holders were offshore. Currently, the primary mechanism for international students to return to Australia is through the international student pilot program. Pilots are proposed by the relevant State or Territory government and are provided to the Commonwealth for endorsement. The

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Northern Territory is the only jurisdiction that has implemented a pilot, with 63 students from five countries arriving in Darwin on 30 November 2020 and quarantining in Howard Springs.

The wider return of students in Semester 1 in 2022 remains contingent on health advice and the wider trajectory of the virus around the globe.

Legislative Framework

Inwards travel restrictions are implemented through policy, and relate to people who are neither citizens nor permanent residents (or their immediate family). Non-citizens travelling to Australia who are not exempt may be considered for visa cancellation under s116 (1) (e) of the Migration Act 1958 (the Act) on the basis that they may present a health risk.

On 25 March 2020, the Minister for Health, the Hon Greg Hunt MP, issued the Biosecurity (Human Biosecurity Emergency) (Human coronavirus with Pandemic Potential) (Overseas Travel Ban Emergency Requirements) Determination 2020 (the Overseas Travel Restrictions) to give effect to the outbound travel ban which commenced at midday on 25 March 2020.

Outlook

Australia's travel restrictions policy settings will continue to evolve throughout 2021 to support Australia's recovery from the COVID-19 pandemic and a phased reopening of international borders. Most significant travel exemption policy changes have been oversighted by or determined through the National Security Committee of Cabinet. This policy approach is expected to continue.

Contact Details

Name: Andrew Kefford PSM
Deputy Secretary Immigration and Settlement Services

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Home Affairs Portfolio Support for Papua New Guinea

Key Highlights

The Home Affairs Portfolio (Portfolio) through the ABF, Emergency Management Australia and the Australian Federal Police (AFP) continue to support whole-of-government efforts by assisting the Papua New Guinea government to manage the COVID-19 situation, particularly recognising the importance of continued services in the Torres Strait and preventing transmission of cases in this vulnerable cohort.

The Portfolio's bilateral engagement with border security partners remains strong. The Department's Counsellor in Port Moresby is working with agencies to support a range of strategic Portfolio issues including preventing the spread of COVID-19 in the Torres Strait, strengthening border security, assisting with consular and visa issues.

Due to surging COVID-19 cases in Papua New Guinea (PNG), additional support has been provided to PNG and the ABF has again increased its presence in the Torres Strait under Operation OVERARCH.

Additionally, the COVID-19 vaccination rollout in the northern Torres Strait took place from 15 to 25 March 2021 in Boigu Island, Saibai Island and Dauan islands.

With the increased posture in the Torres Strait, ABF officers have been deployed on Saibai and Boigu islands providing 24/7 land-based patrols and on Thursday Island for surge capability. Additional assets such as fast response boats have also been deployed.

Overview

The predominant reason for PNG boat arrivals into Saibai and Boigu islands is to access medical treatment. COVID-19 testing is conducted on all medical presentations with no positive results recorded to date.

On-going monitoring suggests no increased movements across the Torres Strait has occurred as a result of COVID-19 transmission in PNG.

Current Situation

Movements from PNG into the Torres Strait are at a record low compared to previous years. Arrivals of PNG nationals at Saibai and Boigu islands since the border closure have been almost exclusively to seek medical treatment.

Due to current travel restrictions in place to and from PNG, consistent messaging has been delivered by the ABF and Department of Foreign Affairs and Trade to Torres Strait communities and leaders through Torres Strait Island Regional Council stressing border closures remain in place and urging all community members to report suspicious activity.

Emergency Management Australia has liaised with the National Critical Care Trauma Response Centre to deploy an initial forward Australian Medical Assistance Team (AUSMAT). Two AUSMAT specialists are currently in Port Moresby making an initial assessment.

The team will assess the public health, epidemiological, medical and equipment needs (including testing and vaccination) requirements in country. In addition, it will provide high level advice and confidence to PNG crisis and health facility managers (including PNG's National Crisis Controller) on how authorities can best respond to the current crisis.

The AFP is heavily supporting the Royal Papua New Guinea Constabulary with its preparedness and response to COVID-19. AFP Advisors are embedded within the COVID-19 National Control Centre providing strategic operational guidance to action protocol and response measures to mitigate the community transmission of COVID-19.

AFP has one advisor supporting Commissioner Manning to undertake his role as Controller, and another Advisor in the National Control Centre as liaison in a governance and policy role.

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AFP remains committed to providing specialist services including forensics and support to the Royal Papua New Guinea Constabulary Water Police to deliver critical proactive sea patrolling of their borders to Australia and Indonesia, as well as promoting health measures associated with COVID-19 in the Western Province.

Key Australian resource companies operating in PNG have advised the Department of Industry, Science, Energy and Resources (Department of Industry) and DFAT that extended travel restrictions will likely result in a shutdown of their operations unless a compromise solution can be found.

The Department of Industry and DFAT are actively engaged with impacted Australian resource companies and relevant associations (the Mineral Council of Australia and the Australian Petroleum Production & Exploration Association) to understand:

- the short, medium and longer-term impacts of extended travel restrictions for operations in PNG (including planned maintenance and other projects); and
- the protocols and processes these companies already have in place, or could put in place, to address COVID risks to staff, the PNG community and the Australian community.

Legislation Framework

Due to the COVID-19 pandemic, the traditional movement provisions of Australia and PNG's *Torres Strategy Treaty* have been suspended temporarily.

Stakeholders / Forums

The ABF has been leading Operation Overarch as part of the whole-of-government response to COVID-19 to enhance border measures in the Torres Strait.

The ABF conducts joint-agency patrols in the Torres Strait, including with officers from the Queensland Police Service and Australian Federal Police.

Additionally, the Department of Foreign Affairs and Trade, the Queensland Government and its agencies, and the Torres Strait Island Regional Council are key stakeholders.

Outlook

The ABF will continue to monitor the situation in PNG and the Torres Strait, and will adjust its operational posture to control the risk of the coronavirus entering northern Australia via the Torres Strait.

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Our COVID-19 response – protecting our staff

Key Highlights

A dedicated departmental COVID-19 Taskforce (the Taskforce) has ensured staff health and safety while maintaining the ongoing delivery of critical activities in response to the COVID-19 pandemic.

To ensure continuity of our operations, and based on clinical advice, the Department developed and implemented protocols to ensure it can promptly respond to changing state and territory health advice and continue to provide a COVID-safe environment for staff and clients.

Vaccination of staff whose role places them within Phase 1a or Phase 1b, and who have consented to being vaccinated, is underway.

Overview

The Taskforce was established on 10 March 2020, to provide a coordinated and consistent response across the Department, including ABF and Portfolio agencies, to ensure a COVID-safe operating environment and delivery of all necessary departmental functions and activities.

Measures in place to support onshore and offshore staff throughout the Pandemic include leave and working from home arrangements, access to Personal Protective Equipment (PPE), installation of sneeze screens in certain client-facing areas and enhanced cleaning services. Departmental staff working in Immigration Detention Centres have received clinical advice and support from the Clinical Advisory Team (CAT) within Health Services Division, including with respect to vaccination for COVID-19. The CAT has provided clinical assurance in a number of operational areas to ensure high levels of hygiene, compliance with the requirements of the respective State and Territory Health Services and effective use of PPE has been maintained.

The Department has developed clear communication for staff and visitors to our sites. To ensure consistency across a wide geographic area we have developed eight protocols to assist with safely managing our operations and functions; 73 factsheets and guides to ensure staff have information across all facets of their employment; 11 posters and six instructional videos to support staff to be COVID-safe, including guidance for first aid officers and peer support officers. Additionally, support packs have been developed specifically for each state and territory as staff returned to working in the office. Our in-house psychologist and one of our Medical Officers of the Commonwealth undertake Question and Answer sessions both nationally and by jurisdiction as required.

Staff attendance in our offshore network has been impacted by COVID-19. At peak impact in April 2020, around 75 per cent of Australia-based staff from the overseas network had or were seeking to return to Australia, and less than 10 per cent of Locally Engaged Staff were undertaking visa processing work due to the impact of COVID-19 in each country. A number of overseas staff have been redirected to support repatriation of Australians currently overseas and border measures. While staffing capacity is increasing, this varies significantly depending on the COVID situation in key processing locations. As at 31 January 2021, the overseas immigration network was operating at 69 per cent of its overall capacity.

The taskforce has procedures in place to rapidly respond to COVID-19 outbreaks and/or changes in state and territory health advice and continues to actively monitor this health advice as matters progress. The CAT continues to proactively engage with the Department of Health, and State and Territory Health Services, in order to provide health intelligence to inform the Department's policies, responses and activities.

Current Situation

As of 29 March 2021, in line with health and related advice from State and Territory Health Services our staff have largely returned to work in their usual places of work without restriction. In line with directions from the Queensland Government, as at 29 March 2021, and in response to a cluster of COVID-19 cases, staff in Greater Brisbane are required to temporarily work from home where possible from 30 March 2021 to 1 April 2021. The Department has facilitated arrangements for non-essential workers to work from home for this

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period and continues to monitor advice from Queensland Health to facilitate staff transitioning back into the workplace at the appropriate time. Workers undertaking essential roles are exempt from these requirements and continue to attend their normal workplace.

COVID-19 vaccinations commenced on 22 February 2021 for Department and ABF staff whose role placed them in Phase 1a and who consented to being vaccinated. As at 29 March 2021, 3,716 staff (comprised of 3,489 ABF officers and 227 Home Affairs staff) had been identified as being within Phase 1a. Of these, 3,010 have consented to being vaccinated, of which 1,713 (approximately 46 per cent) had received their first vaccination dose and 460 have received their second dose. Just 221 staff had indicated non-consent to be vaccinated and 485 had not yet responded. The number of staff who had not yet responded includes staff who are on marine duty and have not returned to their home base. Vaccination of approximately 291 further staff identified within Phase 1b commenced on 22 March 2021. As at 29 March 2021, 10 staff in Phase 1b had received their first vaccination dose.

Although the vaccination is voluntary, all priority staff are encouraged to be vaccinated. The Department's current position is that it will not redeploy staff to other roles unless it is required to comply with a Public Health Order. No state or territory government has issued a Public Health Order requiring any industry to mandate the COVID-19 vaccine. The Department and ABF will reassess on a risk basis the requirement and ability to deploy staff who are not vaccinated taking into account all relevant laws, employee risks and emerging advice about the efficacy of the vaccination in preventing the spread of COVID-19.

The CAT continues to provide clinical travel risk assessments in relation to staff undertaking essential travel to ensure any clinical risk is considered prior to travel occurring in light of geographical COVID-19 patterns and levels of contagion.

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Chief Operating Officer

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AUSTRALIAN BORDER FORCE

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ABF Overview

The ABF supports national prosperity by facilitating legitimate trade and travel and supports national security by securing Australia's border.

The ABF is positioned as a global leader in border enforcement to protect Australia's borders and ensure our customs and border processes can meet today's challenges and future requirements.

As Australia's customs service, the ABF is the second highest revenue collector for Australia.

A summary of our activities is provided below:

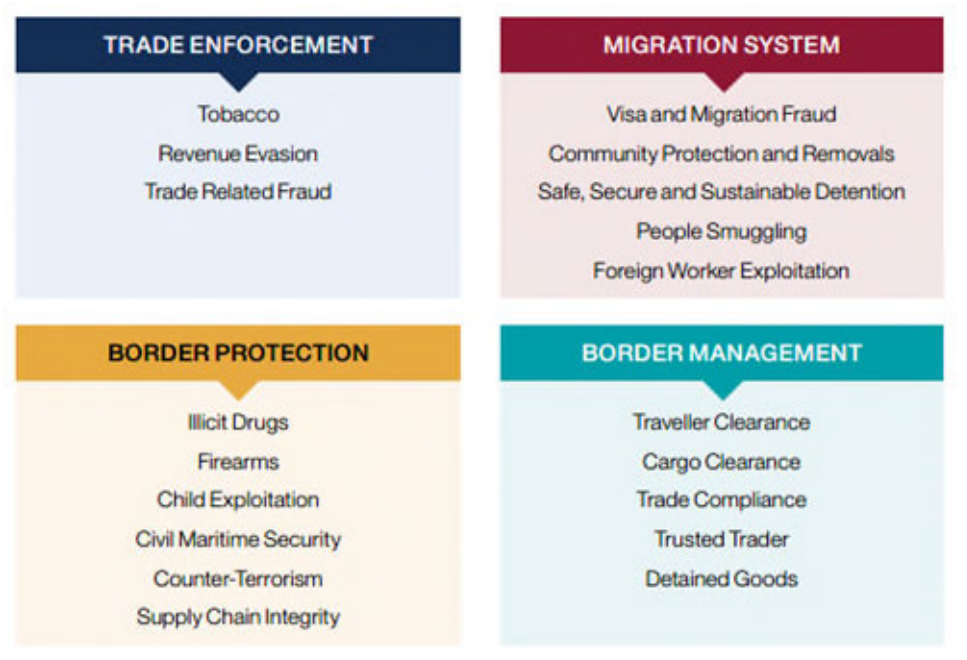
- The ABF's role in border protection involves facilitating traveller and cargo clearance while preventing the cross border movements of illicit goods and individuals who represent a threat.
- The ABF plays a crucial role in maintaining the integrity of the migration and visa system, which enhances Australia's economic interest, and promotes a prosperous and cohesive society.
- Our work with partner agencies helps identify, target and disrupt high-level criminal activity associated with the unlawful movement and exploitation of people.

Operational Priorities

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

Our Operational Priorities for 2020-21 focus on four key pillars: Trade Enforcement, Migration System, Border Protection and Border Management.

The ABF continues to adapt a flexible model for reviewing and updating Operational Priorities, particularly as threats change and risks emerge.



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Relationship with the Department of Home Affairs

The ABF is an operationally independent body with a statutory head known as the Commissioner. The Commissioner is also the Comptroller-General of Customs for purposes of the Customs Act 1901.

While the ABF is operationally independent, it forms four groups within the Department of Home Affairs with the Department's Secretary as the Public Governance, Performance and Accountability Act 2013 accountable authority for the ABF, with budgetary and employment responsibilities.

The Department provides the ABF with strategic policy, intelligence support, planning and coordination support, and corporate and enabling services such as ICT, technology and human resource services.

Governance arrangements

The functional and legislative inter-relationship between the ABF and the Department of Home Affairs requires a level of alignment between respective governance arrangements, including avenues for reporting and escalation of decision-making where required.

The ABF's senior executives participate as members in the Department of Home Affairs' governance framework. The ABF has complementary governance arrangements in place that align to the Department of Home Affairs, governing and monitoring our operational priorities and performance. This provides the primary mechanism for organisational stewardship, accountability, and operational performance monitoring.

Operating Model

On 26 October 2020, the ABF commenced implementing a new operating model to better support its longer-term strategic intent and enhance its capabilities to meet future challenges through a strengthened regional presence. The new operating model is connecting delivery to decision-making. It is positioning leadership closer to industry, law enforcement partners, and other stakeholders, promoting strategic engagement and the co-design of solutions.

In October 2020, three Assistant Commissioners (SES Band 2 officers) were redeployed to locations in Sydney, Brisbane, and Melbourne, with a fourth to be redeployed to Perth in 2021.

Additionally, the Deputy Commissioner Operational Strategy and Coordination (SES Band 3) is based in Brisbane and the Group Manager for Industry and Border Systems is based in Melbourne.

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ABF Senior Executive Biographies

Michael Outram APM

Australian Border Force Commissioner



Michael joined the Immigration and Border Protection Portfolio on 9 March 2015 and was sworn in as Commissioner of the Australian Border Force (ABF) on 14 May 2018.

Michael brings to the ABF over 30 years of law enforcement experience in a diverse range of specialised areas, including community policing, covert operations, criminal intelligence, protective and major event security, public order management, and the investigation of terrorism, transnational organised crime, corruption and other serious crime types.

Prior to being sworn in as the Commissioner of the ABF, Michael led the Operations Group, which is responsible for compliance and enforcement operations relating to the movement of travellers and goods throughout the border continuum.

From 2011 Michael served as an Assistant Commissioner with the Australian Federal Police (AFP) and had responsibility for the AFP's national protection function. He was responsible for the delivery of a range of protective services including close personal protection, the National Witness Protection Program, uniform protection and special event planning. In 2014, Michael was the AFP's operational commander for the G20 Summit in Brisbane and the response to the downing of Malaysian Airlines Flight 17 over the Ukraine.

Michael has also worked at the national and international level in relation to establishing and overseeing joint agency investigations, intelligence operations and task forces dealing with serious organised crime; in 2004 Michael was appointed as Executive Director, Serious and Organised Crime, at the Australian Crime Commission, where he was responsible for the investigative and intelligence functions of the Agency. Michael played a leading role in developing and implementing national approaches for managing crime targets and with peers from the AFP and ATO, established Operation Wickenby in 2004, which created a framework for future joint agency operations and led to significant recovery of revenue and behavioural change in the sector.

Following a secondment to the New South Wales Police Service in 2000, Michael migrated to Australia in 2002 and commenced work at the Independent Commission Against Corruption in New South Wales as the Executive Director Strategic Operations, with responsibility for investigations and intelligence operations.

Michael commenced his law enforcement career with the London Metropolitan Police Service (MPS) in 1980, where he spent 20 years in a variety of areas and leadership roles. He served as a detective from 1989 to 2002, rising to the rank of Detective Chief Inspector and served in the Anti-Corruption Command, Anti-Terrorism Branch and Major Investigation Teams.

Michael was awarded the Australian Police Medal in 2014 in recognition of his outstanding service in law enforcement. In 2014 he was also awarded a Master of Business & Technology degree by the University of New South Wales and won a university prize for academic achievement. In April 2018, Michael completed the Harvard Kennedy School executive education programme Leadership in Crises: Preparation and Performance, which he attended having won a Sir James Wolfensohn Public Service Scholarship.

Justine Saunders APM

Deputy Commissioner, National Operations



Justine Saunders APM joined the ABF on 29 October 2018 and commenced in her current role of Deputy Commissioner ABF Operations in June 2020. In this role, Justine has responsibility for providing high-level strategic direction across all operational activities around the border. This includes the management of travellers, goods and cargo, as well as enforcement and maritime operations.

Prior to commencing in role, Justine was Deputy Commissioner ABF Support and had responsibility for delivering strategic capabilities to bring to affect the ABF'S operational outcomes.

Justine brings to the Deputy Commissioner position a significant breadth and depth of experience from across law enforcement and government, and has consistently demonstrated her ability to handle complex operational, capability and policy challenges with success.

Justine is an experienced leader who has the ability to drive and guide successful change through collaboration, consultation and negotiation. Prior to joining the ABF, Justine was a member of the Australian Federal Police (AFP) for 29 years and a member of the senior executive since 2005.

Previously as the Chief Police Officer of the ACT, Justine ensured ACT Policing delivered on government and community expectations in terms of operational delivery, whilst also driving and implementing significant cultural and capability reforms aimed at developing a sustainable and effective policing service for the future.

As an Assistant Commissioner in the broader AFP, Justine had responsibility for managing strategic relationships with key government stakeholders and law enforcement partners domestically and internationally, and had portfolio responsibilities for strategic policy, governance, corporate communications and support to the Commissioner as Chief of Staff.

Justine holds a Master of Leadership and Management (Policing), Bachelor of Social Sciences (Policing Studies) with Distinction and Graduate Certificate in Applied Management.

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Dwayne Freeman

Deputy Commissioner, Operational Strategy and Coordination Group



On 11 December 2020, Mr Dwayne Freeman was announced as the Deputy Commissioner Operational Strategy and Coordination Group (DC OSC).

Following a restructure in October 2020, the Operational Strategy and Coordination Group was established, consisting of Operational Coordination and Planning, ABF Workforce, and Close Support Command. As the inaugural Deputy Commissioner for this Group, Dwayne is responsible for providing strategic and operational planning, workforce management, and civil maritime, technical and surveillance capability support to achieve ABF outcomes.

Dwayne joins the Australia Public Service following an extensive career in the private sector, most recently as the Chief Executive Officer (CEO) Abbot Point Operations for Adani Australia from 2016-2020. As CEO, Dwayne developed and led the strategic development, transformational change and operation of the multi-billion dollar bulk export facility in Bowen QLD. In addition, Dwayne was accountable for the project leadership of the proposed multi-billion dollar port expansion project including stakeholder engagement and the development of a greenfield heavy haul train business to operate in North Queensland.

Dwayne has previously worked in senior executive roles in Tier one logistics and supply chain companies in Australia namely Asciano Ltd, formally Australia's largest national rail freight and port operator (2007-2014), and TOLL Holdings (2003-2007). Dwayne has demonstrated results and experience in a broad range of industries and specialties including business development, M&A, capital raising, finance, strategy, operations, transformation, program management, stakeholder engagement and has previously held directorship positions and on industry boards/committees.

Dwayne commenced his career as an apprentice electrician, he holds a Bachelor of Commerce (Accounting) from the University of Newcastle, he also became a Certified Practicing Accountant in 2001 (CPA Sydney), and has completed the General Manager Program at the Melbourne Business School. Dwayne is based in Brisbane.

Dwayne's prior experience in dealing with difficult and diverse roles, and as an influential, innovative, and collaborative transformational leader will make him a tremendous asset to the ABF in navigating through the reform and implementation of the new operating model.

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Malcolm Skene

Group Manager, Industry and Border Systems



Malcolm Skene joined the Australian Border Force (ABF) in February 2021 to take up the role of Group Manager, Industry and Border Systems. In this role, Malcolm is responsible for leading the ABF's engagement with industry and the modernisation of the border through technological advancement, operational change and system reform.

Malcolm brings to the ABF extensive experience in the infrastructure sector and transport-related assets. Immediately prior to joining the ABF, Malcolm was with AustralianSuper's infrastructure team, where he was responsible for leading the team's investment management activities and oversight of portfolio companies. He was previously a board director on a number of portfolio company boards. Prior to joining AustralianSuper in 2016, Malcolm held senior management positions at major airport operating businesses and investors in Australia, Europe, and the United Kingdom. He has worked across a variety of disciplines over the past 20 years including Finance, Strategy and Planning, Operations, Business Improvement and Technology.

Malcolm's senior leadership, extensive commercial and operational experience across industry will be invaluable in the continuing development of the Industry and Border Systems Group.

Malcolm holds an MBA from the University of Cambridge, with Dean's honours, a BA & BComm (Dean's List) from the University of Melbourne, and is a graduate of the Australian Institute of Company Directors.

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Vanessa Holben

Deputy Comptroller-General/ Group Manager Customs



Vanessa is the Deputy Comptroller-General of Customs in the Australian Border Force and leads the Customs Group responsible for ensuring Australia's customs and border policy settings allow for the unimpeded movement of legitimate goods across the border and preventing the movement of prohibited goods. Customs Group also leads Australia's whole-of-government response to modern slavery and human trafficking, including in respect of supply chains and criminal justice.

Prior to this, Vanessa was the First Assistant Secretary of the National Coordination Mechanism (NCM) within the Department of Home Affairs. The NCM was established to coordinate and facilitate non-health response measures to the COVID-19 pandemic, through strategic and operational engagement with stakeholders across the Commonwealth, states and territories, industry and the private sector.

Vanessa has also held the role of First Assistant Secretary, Aviation and Maritime Security Division, the security regulator for the aviation, maritime and offshore oil and gas sectors. In this role, Vanessa was responsible for providing advice and assurance to Government on transport security policy, regulation, compliance and practice.

Vanessa has held other senior executive roles in the Australian Border Force including as the Assistant Commissioner responsible for offshore regional processing arrangements, including regional capacity building efforts, and the onshore immigration detention network.

She holds a Bachelor of Arts, Majoring in Criminology.

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Rear Admiral Mark Hill CSC RAN

Commander JATF Operation Sovereign Borders and Maritime Border Command



Mark Davenport Hill was born in Adelaide, South Australia and joined the Royal Australian Naval Reserve in 1979 before transferring to the RAN.

Rear Admiral Hill saw his first sea command as a Lieutenant in the minesweeper Brolga, followed by commands in HMA Ships Brunei and Rushcutter. As a Lieutenant Commander, he assumed command of the new minehunter HMAS Gascoyne and commissioned the ship.

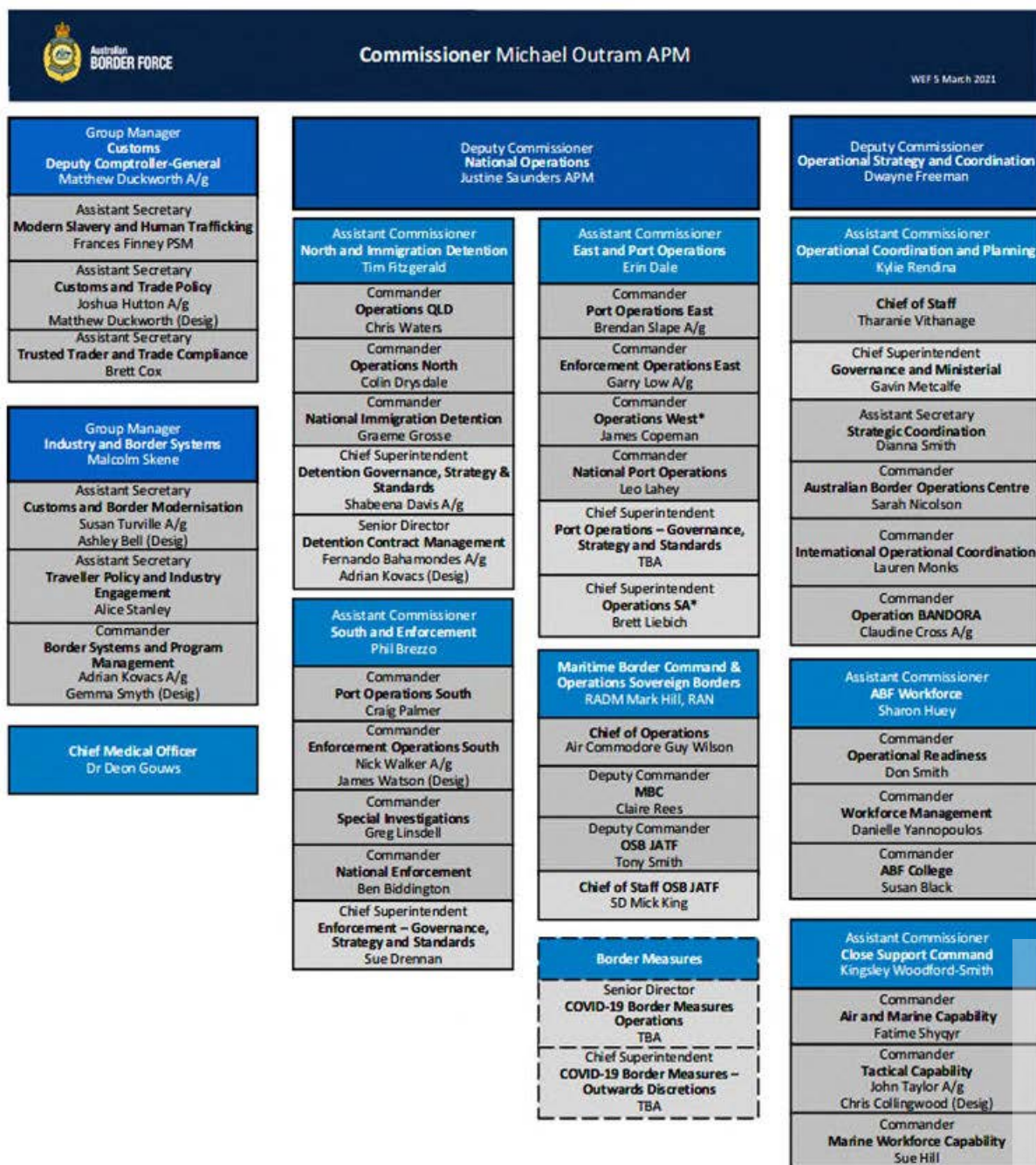
In addition to his sea service, Rear Admiral Hill has served on operations ashore in East Timor, Iraq and Afghanistan, including a period in command of Task Group Afghanistan. In January 2019, he deployed as the Deputy Commander Joint Task Force 633, which commanded and administered the 1600 ADF personnel undertaking operations in the Middle East and Afghanistan. Mid-way through his appointment he assumed Rear Admiral rank and commanded the Joint Task Force until January 2020.

Rear Admiral Hill is currently the Commander of the Joint Agency Task Force, Operation Sovereign Borders and Commander Maritime Border Command.

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ABF Organisation Chart



| KEY |
|---|
| Desig – Designate |
| A/g – Acting |
| SD – Senior Director |
| * Will move to Close Support Command in 2021 |
| --- Reports to First Assistant Secretary Immigration Programs, Department of Home Affairs |

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National Operations Group

Group Overview

The National Operations Group has responsibility across all operational activities of the border environment. This includes the management of travellers, goods and cargo, as well as enforcement and maritime operations.

Group Priorities

The National Operations Group priorities are:

- Trade Enforcement, including tobacco, revenue evasion and trade related fraud;
- The Migration System, including visa and migration fraud, community protection and removals, safe, secure and sustainable detention, people smuggling, and foreign worker exploitation;
- Border Protection, including illicit drugs, firearms, child exploitation, civil maritime security, counter-terrorism and supply chain integrity;
- Border Management, including traveller clearance, cargo clearance, trade compliance and detained goods management

The National Operations Group consists of four operational programs:

The Enforcement Program

The Enforcement Program designs and implements the strategy, policy and governance to deliver enforcement effect across the ABF. The Enforcement Program detects, deters and disrupts operational and strategic border threats through field operation activities and the investigation and enforcement of serious offences against the Customs Act 1901 and Migration Act 1958, as well as other legislation pertaining to the illegal movement of people and goods across the Australian border.

The Port Operations Program

The Port Operations Program designs and implements the strategy, policy and governance to deliver the functional management and protection of Australia's international gateways, including international airports and seaports. The program is responsible for the management and facilitation of legitimate trade and travel and guides the operational settings in the prevention, deterrence and detection of the illegal movement of people across Australia's border and the unlawful movement of prohibited, restricted, or regulated goods into Australia.

The Detention Operations Program

The Detention Operations Program designs and implements the strategy, policy and governance to deliver the functional management and security of all onshore immigration detention facilities, including Christmas Island. This encompasses both operational and contractual management and reporting.

Maritime Border Command/Joint Agency Taskforce Operation Sovereign Borders

Maritime Border Command (MBC) is a multi-agency taskforce within the ABF responsible for civil law enforcement in the Australian Maritime Domain. MBC combines the resources and expertise of the ABF and the Australian Defence Force to deliver a coordinated approach to Australia's offshore civil maritime security.

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Operation Sovereign Borders was established in 2013 as a whole-of-government enterprise to protect the integrity of the Australian border, and prevent loss of life at sea, by denying an irregular pathway to settlement in Australia, and deterring vulnerable people from attempting dangerous maritime ventures.

These programs are led by strategically located Assistant Commissioners based in:

- Sydney – the Port Operations Program, with regional oversight of New South Wales, South Australia and Western Australia;
- Melbourne – the Enforcement Program, with regional oversight of Victoria and Tasmania.
- Brisbane – the Detention Operations Program, with regional oversight of Queensland and the Northern Territory.
- Canberra - Maritime Border Command/Joint Agency Taskforce Operation Sovereign Borders

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Deputy Commissioner National Operations

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Operational Strategies and Coordination Group (OSCG)

Group Overview

OSCG delivers strategic planning, coordination, risk management and assurance, workforce and specialist capability across the ABF. Together, the Divisions within OSCG provide high-level strategic advice to the Commissioner and ABF Executive. The Divisions implement and evaluate strategic and operational support priorities and support the ABF and its workforce through the coordination of strategic initiatives and bids to the Government for resources, corporate planning, compliance assurance programs and workforce and culture initiatives. The OSCG is responsible for the delivery of ABF's maritime, aviation and special tactical capabilities to meet frontline operational requirements.

Group Priorities

- Operational Performance Reporting providing agility to decision makers at all levels to move resources (people and capability) to risks and opportunities,
- ABF Risk Management providing an overview of the health of risk management controls and issues identified through audit and assurance activities,
- establish the Container Control Programme in the Oceania Region,
- implementation of key initiatives from the 'Realising Our Full Potential' (ROFP) strategy 2020- 2025,
- review ABF's Border Force Officer Model and career pathway development,
- deliver Transitional Maritime Surveillance Capability; and
- delivering against the Government's Strengthening Aviation Security Initiative.

Operational Strategies and Coordination Group consists of the following three divisions:

- ABF Workforce Command focuses on our people and workforce. It is responsible for strategic workforce planning, data modelling and analytics; workforce transformation and innovation; culture and behaviour initiatives; recruitment, attraction and retention strategies; managing the ABF's operational safety program including policy, systems, training and armouries; developing and delivering the vocational and leadership learning and development needs of frontline officers through the ABF College. Successful delivery of these priorities ensures ABF officers have the right skills, knowledge, certifications, uniform and equipment to safely and competently perform their role.
- Close Support Command is responsible for delivering maritime, aviation and tactical capability to front line operations in supporting our mission to protect Australia's borders and enable legitimate trade and travel. This includes management and deployment of ABF Cutters, management and capability of the maritime workforce, Detector Dog Program breeding, training and operations, covert physical surveillance and digital forensic capabilities.
- Operational Coordination and Planning is responsible for the operations coordination capabilities of organisational strategy, planning and governance (including risk and quality assurance frameworks) coordinated across functions, centralised reporting including performance reporting, operational coordination, governance, planning and critical incident response as well as Chief of Staff, ministerial and media coordination.

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Customs Group

Group Overview

Customs Group is responsible for customs and trade policy, trade compliance, supply chain integrity including the Trusted Trader program, modern slavery and human trafficking, customs international engagement.

Group Priorities

- Administering Australia's Customs Tariff and border revenue.
- Leading negotiations on customs, migration and other Home Affairs portfolio interests in Australia's free trade agreement negotiations with the European Union and United Kingdom.
- Leading Australia's strategic engagement with the World Customs Organisation.
- Designing and implementing Australia's policy and legislative responses to illicit trade in tobacco, alcohol, and prohibited imports and exports.
- Policy and regulatory reform to streamline import/export arrangements for goods and vessels.
- Enhancing compliance outcomes on protection of supply chain integrity.
- Maximising revenue protection for the Commonwealth.
- Promoting efficient cross-border outcomes for legitimate traders.
- Growing the number of companies involved with the Australian Trusted Trader Program.
- Advancing actions under the whole-of-Government National Action Plan to Combat Modern Slavery 2020-25.
- Facilitating receipt and publication of modern slavery statements submitted by reporting entities under the *Modern Slavery Act 2018* following key deadlines.
- Leading the whole-of-Government submission to the Senate Foreign Affairs, Defence and Trade Legislation Committee's inquiry into the Customs Amendment (Banning Goods Produced by Uyghur Forced Labour) Bill 2020.

Customs Group consists of three branches:

Customs and Trade Policy Branch

The Customs and Trade Policy Branch is responsible for policy and legislation governing the movement of goods across Australia's border. This includes the policy framework for the importation, exportation, reporting, revenue, movement and clearance of goods at the border, and administering Australia's customs tariff and prohibited import and export regimes. The branch leads the Home Affairs portfolio's contribution to Australia's free trade agreement negotiations, response to black economy risks, strategic engagement with the World Customs Organization, and the international aspects of the Australian Trusted Trader program.

Trusted Trader and Trade Compliance:

The Trusted Trader and Trade Compliance Branch administers the Australian Trusted Trader program and provides guidance on trade services to create a strong, secure and efficient border. It oversees the National Trade Advice Centre and Australia's Tariff Concession System, which assists industry by removing customs duties on input goods that are not produced locally. The branch leads the Australian Border Force's national trade and goods compliance activity, which is focussed on reducing evasion of regulatory and revenue obligations. It also licenses border service providers such as depot and warehouse operators and customs brokers.

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Modern Slavery and Human Trafficking Branch

The Modern Slavery and Human Trafficking Branch coordinates whole-of-government policy on modern slavery and human trafficking. The Branch administers the Commonwealth *Modern Slavery Act 2018*, which includes providing guidance information to business, managing the Government's online register for modern slavery statements, and preparing the Commonwealth's annual modern slavery statement. The Branch leads Australia's broader criminal justice response to modern slavery, including developing legislation and implementing the National Action Plan to Combat Modern Slavery 2020-25 and its associated grants program. The Branch delivers international capacity building for partner governments in the Indo-Pacific region to combat modern slavery and human trafficking.

Contact Details

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Industry and Border Systems Group

Group Overview

The Industry and Border Systems Group develops, coordinates and delivers capability to enhance the ABF's operational effect, often acting as the conduit for capability and systems between the ABF and Home Affairs. The Group is responsible for all industry engagement and collaboration across Government, and leads the ABF's border modernisation and simplification agenda across passenger, cargo and mail business lines.

Group Priorities

Industry Engagement

- Lead point for the ABF's engagement strategy and activities with industry.
- Work with key industry players on border modernisation and simplification agenda.

Traveller

- Digitisation of passenger data to support border re-opening in the near term as well as passenger processing and customer service in the mid-term.
- Ongoing automation of traveller processing and the delivery of tech into border operating environment (e.g. next gen kiosks and smartgate).
- Explore opportunities and improvements through combining border services with DAWE.

Trade, Goods and Cargo

- Support and drive the implementation of the Government's Simplified Trade System agenda to boost Australian businesses' international competitiveness, expand trade opportunities and bolster supply chain resilience.
- Work in partnership with DAWE to develop new intervention models for sea and air cargo and explore technologies for accuracy and enhanced decision making, to enable higher rates of screening and increased detections.
- Continue to progress and trial modernisation initiatives, utilising frontier technology, to inform future regulatory and ICT systems reform at the border.

International Mail

- Design and pilot an integrated future screening operating model in partnership with industry and impacted government agencies.

Group Structure

The Group consists of three Branches:

Customs and Border Modernisation Branch

The Customs and Border Modernisation Branch drives the ABF's customs and border modernisation agenda for cargo and trade, delivering major initiatives under the Government's Simplified Trade System reform agenda. This includes streamlining border regulations and developing the evidence base for future investment in new systems and technologies to improve the efficacy of the trade system. The Branch conducts live system trials, engages closely across Government and collaborates with international Customs Agencies and businesses.

Traveller Policy and Industry Engagement Branch

The Traveller Policy and Industry Engagement Branch leads innovative and responsive traveller and port initiatives, to optimise the traveller experience and enhance robust border controls. This includes working with industry stakeholders and partner agencies on future operating models at our air and sea ports, and streamlining the delivery of our functions. Traveller Policy and Industry Engagement also drives our collaboration and engagement with industry in both the travel and trade space for the Group and ABF more broadly. The team leads the Home Affairs the Portfolio premier industry engagement event, the Industry

OFFICIAL

Summit, which brings together over 500 people from the Portfolio, other government agencies, industry and the general public.

Border Systems and Program Management Branch

The Border Systems and Program Management Branch is the central channel and broker for ABF business change and ensuring business benefit. It facilitates project delivery and represents the ABF business needs in capability development, project implementation and technology management. The Branch is the custodian of over 70 IT systems used by the ABF to support clearance activities (traveller and cargo) and ensure other operational outcomes are achieved.

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