



Australian Government

Department of Immigration
and Border Protection

Corporate Plan

2016–17

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Contents

Introduction	4
Our purposes	9
Our priorities	11
Our environment	15
Our risk management	19
Our capabilities	21
Our performance measures	27
Our system of oversight	42

Introduction

Foreword by the Secretary and Commissioner

The *Department of Immigration and Border Protection Corporate Plan 2016–17* describes our purposes, operating environment, ongoing priorities, capabilities and performance measures. It is a roadmap for what we are striving to achieve and how we will get there.

Through the integration of our former entities on 1 July 2015—and the establishment of the Australian Border Force within the new Department as its operational arm—we are better equipped to manage our border.

As we stand today, we are one Department with a clear mission: *to protect Australia's border and manage the movement of people and goods across it*. That mission reflects escalating volumes of people and goods moving internationally and the need to manage challenges and capitalise on opportunities.

In carrying out this mission, we help promote and advance Australia's economic prosperity and social cohesion by facilitating legitimate trade, travel and migration. At the same time, we support Australia's national security by detecting, deterring and intercepting those who seek to breach our border illegally for self-serving, opportunistic and criminal ends. These are not contradictory or even competing priorities—they are symbiotic imperatives which underpin our vision of being Australia's trusted gateway to the world, and the world's gateway to Australia.

Our priorities for the 2016–17 year are outlined in this plan and relate to our work in the areas of travel, migration, citizenship, refugees, trade, customs, border protection, civil maritime security, detention management and assurance, and organisational reform.

Looking to the future, we aspire to adopt a light touch when interacting with the majority of law-abiding travellers, migrants and traders. We envisage a fully automated border environment where we only engage directly when we suspect unlawful activity. This will allow our officers to focus their attention on unknown entities and high-risk threats.

In 2016–17 we will consolidate the progress we made last year, while bolstering our capabilities to work more effectively and efficiently. This includes:

- continuing to invest in the professionalisation of our workforce and promoting its professionalism
- embracing innovation and investing in technology
- implementing reform across our processes and systems to enhance an intelligence-informed and risk-based approach to border management
- and maintaining trusted and collaborative partnerships with our national and international counterparts to support mutual objectives.



Statement of preparation

I, as the accountable authority of the Department of Immigration and Border Protection, present the *Department of Immigration and Border Protection Corporate Plan 2016–17*, which covers the periods of 2016–17 to 2019–20, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Michael Pezzullo
Secretary

Roman Quaadvlieg APM
Commissioner

Role of the corporate plan

The corporate plan is the Department's principal planning document. It is the operational companion to *Strategy 2020* and *ABF 2020*, and aligns to the programmes contained within the annual portfolio budget statements (PBS).

The plan ensures that the activities that we undertake to achieve our purposes, as outlined in the performance section of this plan, are strategically aligned. This performance information will be reported in the Department's annual performance statements as part of the Department's 2016–17 annual report.

It also informs our annual business planning and individual performance and development agreements (PDAs) by articulating our priorities for the coming year, identifying environmental factors that might affect our ability to achieve our purposes, and outlining our approach to capability and risk management. Each of our planning documents plays a key role in supporting the Department to deliver the benefits outlined in the Department's purposes.

Aligning strategic, business and financial planning

Purpose



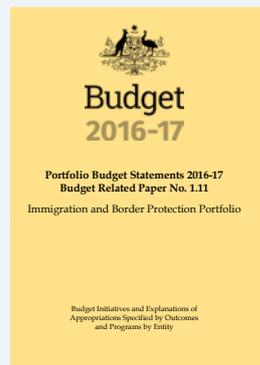
Strategy 2020

Strategy 2020 is the Department's tier-one strategy document. It is a long-term strategically focussed document that guides the Department in fulfilling its mission and vision through the articulation of strategic objectives and strategic responses



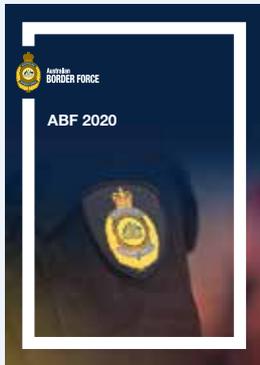
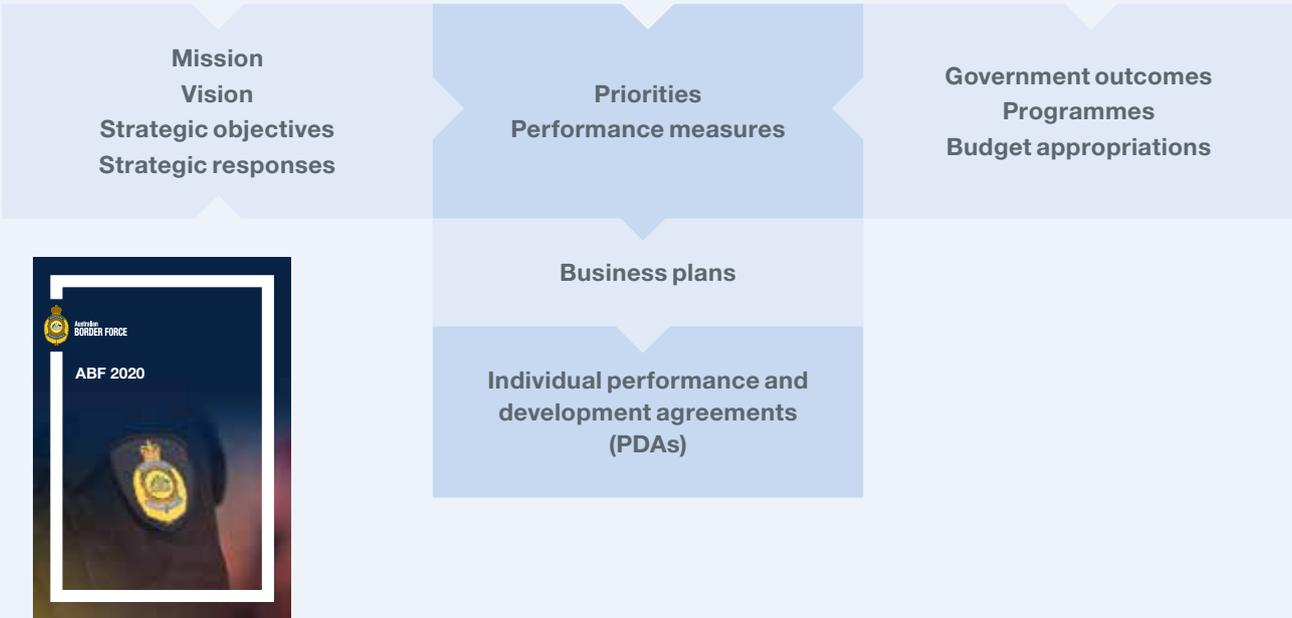
Corporate Plan 2016-17

The DIBP Corporate Plan 2016-17 is the Department's principal planning document, which sets out our purpose, priorities and performance measures over a four year period, with a focus on the 2016-17 financial year. The corporate plan supports our annual business planning cycle, and individual performance and development agreements (PDAs)



Budget 2016-17

Informs Senators and Members of Parliament of the proposed allocations of resources to government outcomes by entities within the portfolio. The PB Statements provide information, explanation and justification to enable Parliament to understand the purpose of each outcome proposed in the Appropriation Bills



ABF 2020

ABF 2020 outlines the challenges in our external environment and provides a clear roadmap for how we will achieve our mission and vision

Corporate plan – at a glance

Our mission

To protect Australia's border and manage the movement of people and goods across it

Our vision

We are Australia's trusted global gateway

The Department is the gateway between Australia and the world, facilitating trade, travel and migration while protecting Australia from threats to the border. In everything we do, we must uphold the trust of the Australian people and Government that stems from the privileged place we hold at the border and in the community.

Our purposes

Manage the movement of people and goods to contribute to a strong economy

Manage the movement and stay of people to contribute to a cohesive society

Manage the border to contribute to a safer, secure Australia

Our environment

Understanding our operating environment—those factors within or beyond our control that may affect our ability to achieve our purposes

Our risks

Effective and active management of risk to ensure that we can derive maximum benefit from opportunities, and which helps us to identify and address issues that may jeopardise our ability to achieve our purposes.

Our priorities

Delivery of migration and citizenship programmes	Facilitation and enforcement of trade and travel
Border protection (including maritime security and Operation Sovereign Borders)	Delivery of refugee and humanitarian programmes
Resolution of immigration status	International cooperation and engagement
Revenue collection	Enhancing our organisation

Our capabilities

Intelligence	Border Decisions Trade and Goods	Investigations, Compliance and Enforcement
Identity	Traveller and Trade Clearance	Maritime Surveillance, Patrol and Response
Border Decisions Visa and Citizenship	Status Resolution	Detention and Regional Processing Management

Our performance measures

Australia's visa programmes are responsive to the needs of the economy	Australia's visa programmes provide a strong foundation for social cohesion	Threats are detected before, at and after the border
The collection of border revenue is managed and enhanced	Australian citizenship is valued	The border is strengthened through the control and surveillance of the maritime domain
Seamless border management facilitates the flows of legitimate travellers and goods	Australia contributes to the global management of refugees and displaced populations	Collaboration with partners within and outside Australia improves border security
Effective partnerships both within and outside Australia build a strong economy	The integrity of visa programmes is strengthened by effective regulatory and enforcement activities	

Our purposes



Our purposes direct and give meaning to our mission, represent what we do as a Department, and demonstrate the benefit that we are achieving for society through the role that we play as Australia's trusted global gateway.

Manage the movement of people and goods to contribute to a strong economy

The Department's contribution to a strong Australian economy will be achieved through its management of temporary entrant and permanent migration programmes, and its facilitation and support for legitimate international trade and travel, to ensure Australia remains an attractive destination. This will be further supported through the effective collection of border-related revenue in the form of customs duty, visa application charges, other taxes, and other non-taxation revenue. The delivery of this purpose will be aided by collaboration at the domestic and international level with partner agencies (including the Department of Foreign Affairs and Trade, Austrade, and the Australian Taxation Office), Australian industry, international organisations and foreign countries.

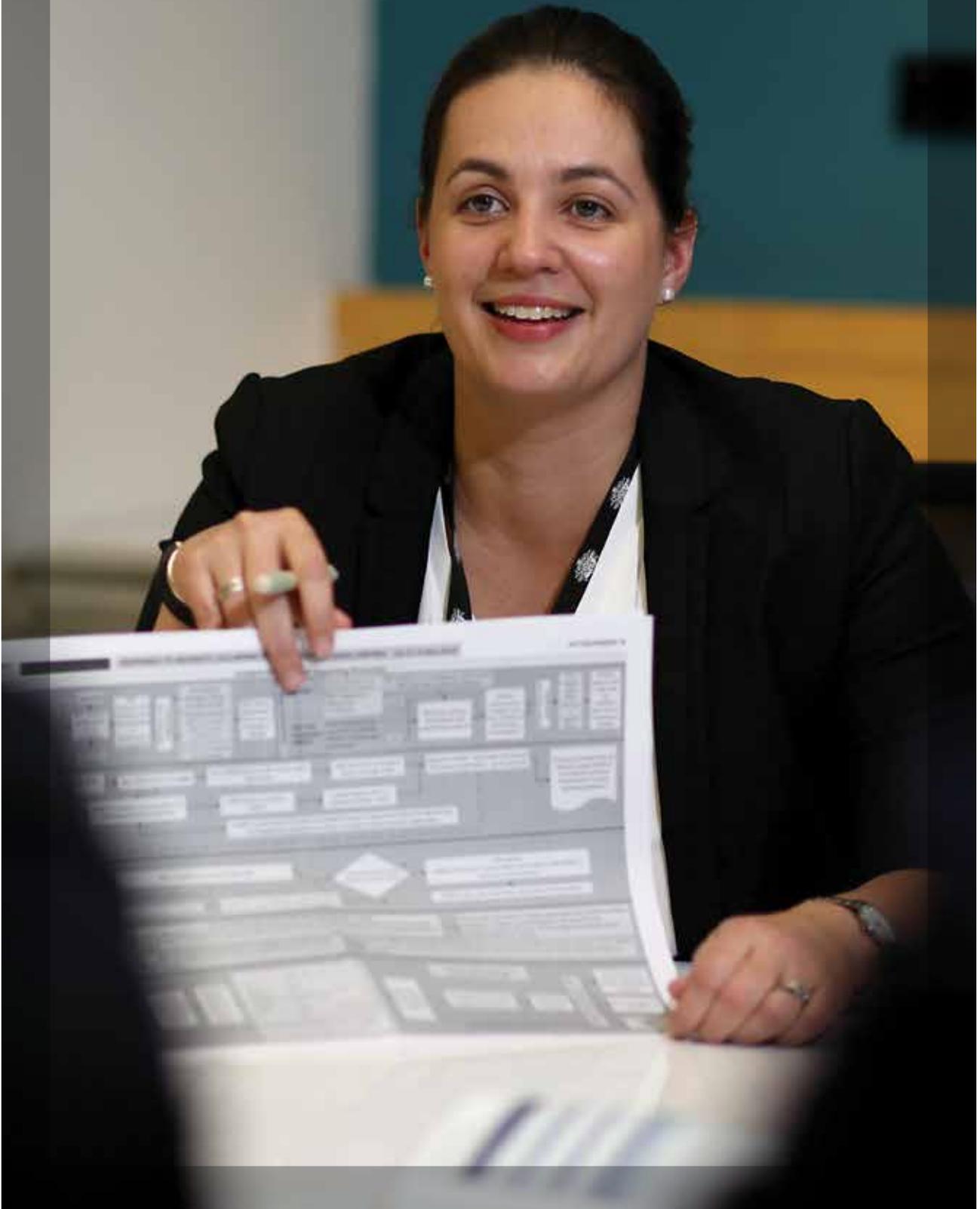
Manage the movement and stay of people to contribute to a cohesive society

The Department has a key role in contributing to Australia's social cohesion, including provision of family reunification and other non-skills-based migration pathways, fostering shared values and observance of our laws, and by ensuring that Australian citizenship represents a valued step towards becoming part of Australian society. The Department will support these activities with a robust compliance system to ensure that risks are adequately managed. In addition, the Department contributes to social cohesion by maintaining a refugee and humanitarian programme which can respond effectively to global humanitarian situations and meet the specific needs of these entrants. The Department will work collaboratively with our colleagues in other Commonwealth agencies, including the Department of Human Services, Department of Social Services and the Attorney-General's Department to jointly achieve this purpose.

Manage the border to contribute to a safer, secure Australia

The Department will achieve this purpose by treating the Australian border as a continuum, and using an intelligence-informed, risk-based approach to ensure that threats are detected and disrupted by working before, at, and after the border. As part of these efforts to detect and disrupt threats, the Department will conduct regular surveillance and patrols of the Australian maritime domain as well as risk-assess all goods and travellers entering and leaving Australia. This border threat disruption involves many Australian agencies. The Department will collaborate with key Commonwealth agencies, including the Department of Defence and the Australian Federal Police, as well as intelligence and international partners, to ensure the border is strengthened, and that the safety and security of all Australians is protected.

Our priorities



The Department has a set of annual priorities. These priorities are aligned with our enduring strategic responses to help us sustain and improve our work into the future.

Our priorities are:

- Delivery of migration and citizenship programmes
- Facilitation and enforcement of trade and travel
- Border protection (including maritime security and Operation Sovereign Borders)
- Delivery of refugee and humanitarian programmes
- Resolution of immigration status
- International cooperation and engagement
- Revenue collection
- Enhancing our organisation.

Our strategic responses, as outlined in *Strategy 2020*, are:

- we will treat the border as a continuum rather than a physical boundary
- we will use an intelligence-led, risk-based approach to strategic decision-making and operations
- we will maintain our standing and influence as a world leader in our field
- we will pursue collaborative partnerships to achieve our outcomes
- we will be credible and consistent in our approach to client services and provide a seamless experience
- we will be an agile and innovative organisation with the capability to meet current and future challenges
- we will embody a culture of professionalism and unwavering integrity.

1. Delivery of migration and citizenship programmes

- Managing the intake of 190,000 places for permanent migration comprising up to 128,550 places for skilled migration, 57,400 for family migration and 565 for migration under the Special Eligibility Stream of the managed Migration programme
- Promoting the value of Australian citizenship and the management of around 187,000 applications for Australian citizenship and more than 43,000 applications for Evidence of Australian Citizenship.

2. Facilitation and enforcement of trade and travel

- Ongoing implementation of the Australian Trusted Trader Programme which will replace burdensome customs declaration processes, streamline and facilitate trade and enhance supply chain security
- Progressing seamless traveller initiatives including increasing the number of automated departure and arrival gates at our international ports of entry and exit.

3. Border protection (including maritime security and Operation Sovereign Borders)

- Detecting and countering terrorism, organised and criminal exploitation of the visa programmes, human-trafficking and sexual servitude, outlaw motorcycle gangs, and systematic and serious revenue evasion
- Detecting, deterring and responding to trafficking of illicit drugs and commodities, firearms and tobacco in partnership with the Department of Agriculture and Water Resources (Biosecurity) and the Australian Federal Police
- Preventing illegal flows of people and goods across Australia's border including maintaining the success of Operation Sovereign Borders.

4. Delivery of refugee and humanitarian programmes

- Responding to the global refugee crisis through the ongoing resettlement of 12,000 Syrian refugees, in addition to our annual intake of 13,750 people as part of the refugee and humanitarian programme.

5. Resolution of immigration status

- Resolving the status of the Illegal Maritime Arrival (IMA) legacy caseload.
- Safeguarding children within our care
- Protecting the Australian community through effective administration of character, status resolution, case management and related functions
- Delivering effective programmes in the Australian community to provide welfare support while individuals finalise their immigration status
- Implementing a new approach to status resolution that is strategically aligned, affordable, sustainable and flexible, and which can respond quickly and with agility to changes in the migration environment and emerging risks.

6. International cooperation and engagement

- Fostering information sharing with other Commonwealth agencies and international partners
- Supporting governments in regional processing countries to administer effective refugee processing and resettlement programmes
- Driving engagement with key regional partners to deliver improved welfare outcomes for people in regional processing centres.

7. Revenue collection

- Collecting customs duty (\$14,009.2 million), visa application charges (\$2,027.7 million) and other taxes (\$1,384.1 million), as well as \$65.7 million of non-taxation revenue.

8. Enhancing our organisation

- Enhancing our intelligence capability through improving our accessibility and ability to collect, analyse and assess quality intelligence and data, as well as increasing the use of biometrics to anchor and verify identity
- Expanding the use of new technologies to improve client experiences through digitising and automating trade, travel, visa and citizenship processes
- Re-imagining and re-developing our immigration, citizenship, travel and trade policies and frameworks by reforming our visa, citizenship and trade programmes, including reducing overlapping visa pathways, deregulating visa requirements, cutting red tape for businesses and clients, and implementing new policies to attract skilled individuals to meet Australia's future labour market needs
- Establishing the ABF College to enhance the Australian Border Force to ensure it is able to tackle the future challenges facing Australia's border
- Equipping our staff with the specialist skills and professional development opportunities needed to perform their roles even more effectively and efficiently, and ensuring professionalism through integrity and security reforms, as well as strengthened accountability and assurance processes
- Working towards our future end state as articulated in the Future Operating Model.

Our environment



There is a range of factors which may affect our ability to achieve our purposes over the period of the plan, and that should be taken into account in the planning process.

On a global scale, we are seeing greater trade and cross-border investment flows and the rapid mobility of people for travel, work and migration purposes. Global economic factors, such as fluctuations in the value of trading currencies, seasonal changes in supply and demand, technological advancements and the growing complexity of global supply chains will continue to impact cross-border flows. We are dealing with greater—and growing—volumes moving at a rapid tempo. This growing level of globalisation presents exciting opportunities for individual mobility and participation in global trade. Increasing demand and volume of trade and travel will provide the Australian Government with significant revenue and contribute to economic growth. We will also continue to focus on attracting international talent and skills to support our economy. We will continue to innovate to meet the increasing expectations among travellers and traders for quick and seamless transitions and streamlined processing.

Shifts in the proportion of permanent and temporary migrants within our shores and the increased number of displaced persons world-wide seeking to move within our region may impact on social cohesion. The effects of advances in technology and social media will create opportunities to build a more connected society, while engaging with risks of extremism.

Over the past decade, the border risk profile has become increasingly complex and our role in protecting the community from harm is now more important than ever. Organised crime syndicates are operating internationally and finding increasingly sophisticated ways to identify weaknesses in border protection. Transnational crime groups and extremists can camouflage themselves within increasingly complex supply chains and travel pathways. We will be watchful for complex links that emerge between terrorism and transnational serious and organised crime, and in the diversification of criminal activity that seeks to take advantage of global trade, travel and mobility networks, including identity theft, fraud and the smuggling of illicit drugs, and prohibited or counterfeit goods, across our borders.

Changes in our operating environment will have implications for the work that we do and the regulatory settings within which we operate. Our intelligence capability will be tested and so too our efficiency and effectiveness at processing border transactions. There will also be an ongoing need for review of visa, citizenship and identity policy settings. All of these implications necessitate ongoing engagement with our key stakeholders and the public that we serve.

Our operations in 2015–16

190,000

places delivered as part of the permanent migration programme in 2015–16

13,750

visas under the regular permanent Refugee and Humanitarian programme in 2015–16

68%

skilled stream



32%

family stream

7.7 million

temporary visas granted, including:

32,400

Temporary Graduate visas

215,000

Working Holiday Maker visas

448,700

other Temporary visas



4.8 million

Visitor visas

311,000

Student visas

85,600

Temporary Skilled visas

1.9 million

Special Category visas

2.5 million

client interactions, including call centre enquiries managed

40 million

international air and sea travellers processed

133,100

Australian citizens conferred

35 million

air cargo consignments processed

3 million

sea cargo reports processed

50 million

international mail items inspected

Over four years the volumes of goods and people crossing our border is expected to continue to increase:



23%

international passengers and crew arriving and departing Australia



26%

imported air cargo consignments



14%

imported sea cargo reports

Our current state

Since 1 July 2015 the Department has experienced significant transformational changes at the structural, functional and workforce levels. Our first year demonstrated improved organisational effectiveness despite challenges including resource constraints and rapidly increasing volumes across the border. While we acknowledge and celebrate our successes in the first year of integration, we also recognise ongoing challenges such as resource management and maintaining the confidence of Government and the community. These are complex matters which we will continue to address throughout our reform journey.

Our strategic reform programme

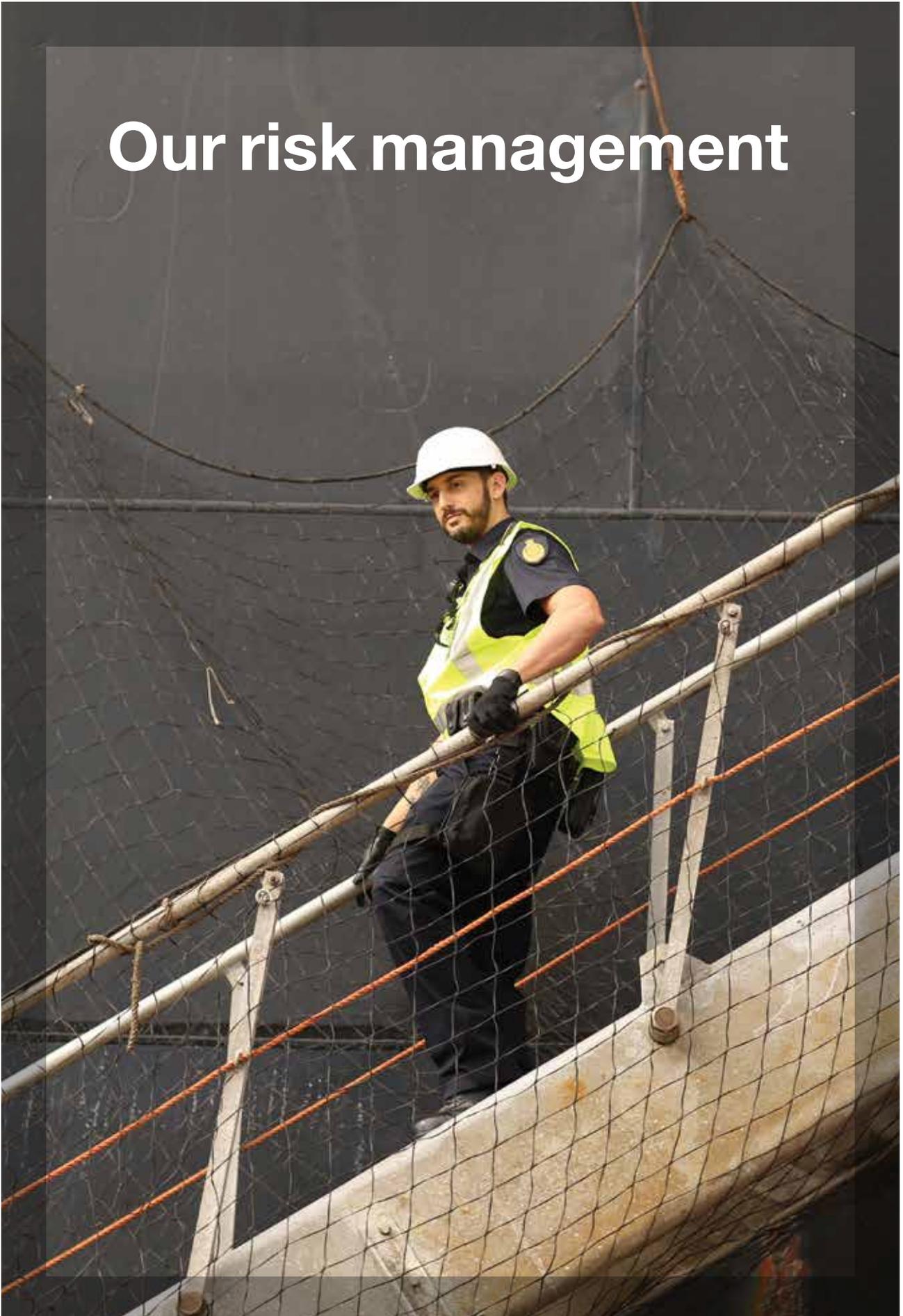
Our Department—and our complementary systems, processes, roles and responsibilities—is a critical part of our national infrastructure. We are an intelligence-informed organisation, with the vast bulk of our work focused on the facilitation of legitimate travel and trade.

As our environment changes, we will also need to continue to change and improve the way we operate to meet our future challenges. This means we will need to better understand and appreciate how our people, our business processes and our systems need to operate in order to deliver benefits across our economy and society, while ensuring the ongoing safety and security of the community. We will do this by building on the success of integration, consolidating what we have achieved and continuing to invest in our people so that we have a workforce that is professional, accountable and ethical.

Into the future we will see more seamless, less intrusive and faster processes and systems. This will require a new framework for managing what we do, and how we do it. Our Future Operating Model therefore identifies a clear set of reform priorities across the entirety of our business: visa; border and traveller; goods; intelligence and identity; ICT, and our workforce. It will provide a comprehensive view of not only what we need to adapt and improve, but also how those changes interact with one another. Underpinning this framework is a coherent set of business outcomes that describe our future state.

Our progress against these business outcomes will be monitored, tested and revalidated so that we have confidence our future end state is not only effective, but also delivered against our strategic priorities.

Our risk management



The effective management of risk is critical to achieving the Department's mission, vision and purposes. Active risk management ensures that we can derive maximum benefit from opportunities, and helps us to identify and address issues that may jeopardise the achievement of our purposes.

It also allows the Department to meet our obligations under section 16 of the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Risk Management Policy.

Our risk environment

The Department operates in an inherently complex and high-risk environment and has a wide range of diverse risks, including to our operational activities. These include ensuring the integrity of our visa and trade programmes, the resolution of immigration status, the facilitation of movement of people and goods across our border, and ensuring that we have the appropriate workforce now and in the future.

We must remain agile and responsive to changes in our internal and external environment. Risk management does not preclude adverse events from occurring, however, effective risk management enables us to appropriately identify and minimise vulnerability to threats and helps us embrace new opportunities.

Our approach to risk

We acknowledge that in order to contribute to a safer, secure Australia, a strong economy and a cohesive society, our staff frequently have to make difficult decisions in areas of complex public policy. We encourage our staff to actively and positively engage with risk, and support them to make informed and logical decisions which are evidence-based, lawful, well-founded and reasonable, and which adhere to policy and operational guidelines.

Managing our material risks

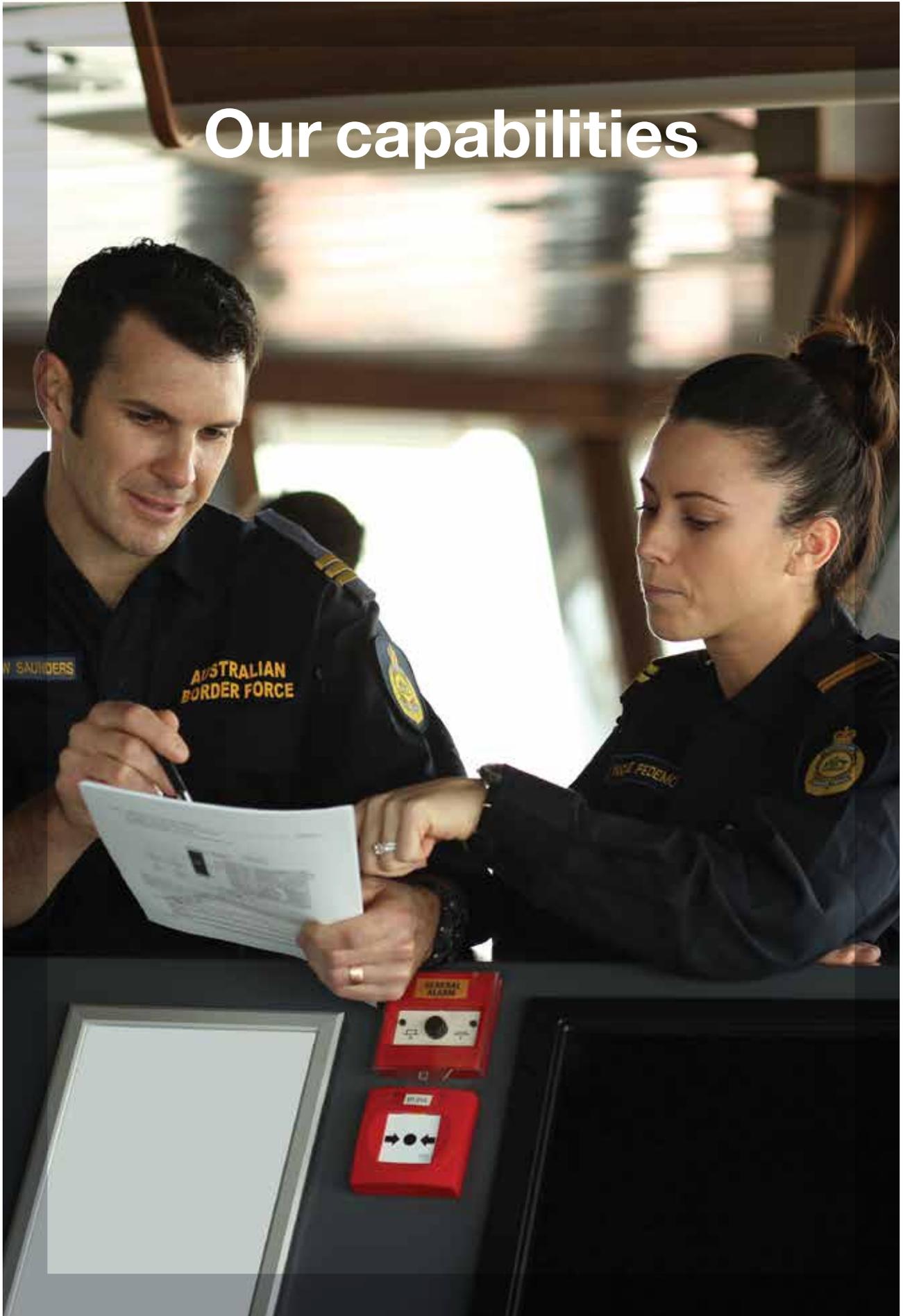
A key aspect of the Department's risk management framework has been to identify and effectively manage our enterprise risks and their controls. Enterprise risks are those that are so important that they must be visible to senior management to allow effective oversight to take place. Each enterprise risk is assigned to a senior executive for management, and oversight across the risks is undertaken by the Department's Risk Working Group.

Managing these risks effectively assists the Department's senior leaders in making strategic decisions on major threats and opportunities in an open and transparent way. It also allows the Department to identify opportunities for business improvement and to assist in the allocation of resources.

Creating a positive risk culture

The Department is working to mature its risk-management capabilities. We are developing a staged roadmap to improve risk management and to develop resilience in the Department's operations. During the period of the roadmap we aim to develop a positive risk culture where our leaders have a common understanding of our key risks, high-quality risk assessments are undertaken for all major proposals, and risk information feeds into decision-making at all levels.

Our capabilities



Our approach to capability

A capability is the capacity and ability to achieve and sustain a desired outcome in order to support the achievement of our purposes.

Our capabilities are a way of helping us focus on what we need to deliver as an organisation. The Department's capabilities are comprised of investment proposals and/or approved projects that come together to deliver an effect or outcome. In its broadest sense, capability is our ability to do a range of things and meet the Department's purposes. Capability planners then consider which proposals need to be brought forward in the short, medium and long term so the Department can deliver this outcome in the most efficient and effective manner possible.

Each capability is enabled by what are known as 'fundamental inputs to capability'. These are the critical things that help drive our business: law; policy; procedures and administration support; people; facilities; information and systems; equipment and supplies; and training.

How we will enhance our capabilities

The Department has introduced a capability management framework which will allow us to develop and maintain the most effective and cost-efficient mix of capabilities.

Capability planning provides us with a rational, defensible and strategic way to identify and prioritise new investment proposals. The Department considers its risks and gaps, and uses this information to define what investment is required and when.

The Department's capability management framework ensures that capability planning processes are repeatable, clearly documented and well-understood by stakeholders and that proposals to address gaps in capabilities are strategically aligned, contestable and well-considered, collaborative, future-focussed, timely and agile.

This year the Department will produce the *2017 Capability Plan*. The capability plan is a high-level guidance document that represents current investment at an enterprise level and assists the Department to understand the scope and future direction of its capability investment. The information detailed in the capability plan is kept at a strategic level, focussing on the most significant areas for new investment for the following financial year and into the future to achieve the objectives set out in *Strategy 2020*.

Our future operating environment is characterised by complexity in the global political landscape, fast growth in trade and people movement, and the progress and adoption of new technology. To achieve the objectives of *Strategy 2020*, the Department must have capabilities in place which deliver our mission and at the same time position ourselves to adapt to the ever-changing operating environment. A strong alignment between our strategic objectives and current and future investment is vital to ensure that the Department can deliver robust, value-for-money outcomes that are effective and forward-looking.

The following table sets out the nine organisational capabilities identified by the Department, along with their intended effects.

Organisational capabilities

<div style="display: flex; justify-content: space-around; padding: 5px;"> <div style="background-color: #c49a3d; color: white; padding: 5px; writing-mode: vertical-rl; transform: rotate(180deg);">Strong economy</div> <div style="background-color: #a52a2a; color: white; padding: 5px; writing-mode: vertical-rl; transform: rotate(180deg);">Cohesive society</div> <div style="background-color: #0070c0; color: white; padding: 5px; writing-mode: vertical-rl; transform: rotate(180deg);">Safer Australia</div> </div>	Purpose	Capability
		<p>1. Intelligence</p> <p>The ability to identify and assess threats to the border continuum, to develop the most timely and reliable understanding and assessment possible through the collection, collation and analysis of information from multiple sources, and to share and disseminate intelligence products and data as appropriate.</p> <p>Effect: Assess threats across the border continuum to effectively inform and enable operational and policy decision-making.</p>
		<p>2. Identity</p> <p>The ability to strengthen the integrity of our traveller and enforcement programmes and protect our borders by applying high volume, multi-modal, multi-purpose and accessible identity and biometric technology to lockdown and monitor the identity of travellers.</p> <p>Effect: Establish high-levels of certainty about individuals' identity.</p>
		<p>3. Border Decisions Visas and Citizenship</p> <p>The ability to foster a cohesive and prosperous society and build community confidence in the Australian border through providing seamless, transparent and available advice and decision-making processes and systems to support the legitimate movement of people.</p> <p>Effect: Successfully deliver the temporary entry and migration programmes to contribute to a prosperous and cohesive society.</p>
		<p>4. Border Decisions Trade and Goods</p> <p>The ability to build a stronger economy by providing streamlined and transparent advice, processes and systems that promote legitimate trade.</p> <p>Effect: Establish a facilitative trade environment that encourages Australia's economic competitiveness and prosperity.</p>
		<p>5. Traveller and Trade Clearance</p> <p>The ability to detect, deter and disrupt the movement of prohibited and illicit goods, and protect against the entry and exit of non-law abiding travellers, or those who present a national security risk, at the border through information sharing, targeting and focus on lesser-known or higher risk travellers and shipments.</p> <p>Effect: Deliver a fast and seamless experience for legitimate traders and travellers, and minimise vulnerabilities across the border continuum through intelligence-informed risk based approaches.</p>



Purpose	Capability
	<p>6. Status Resolution</p> <p>The ability to identify, manage and resolve non-compliant, unknown or uncertain immigration status.</p> <p>Effect: Efficiently resolve the immigration status of non-compliant people.</p>
	<p>7. Investigations, Compliance and Enforcement</p> <p>The ability to prevent, deter and intervene in potential and actual movements across the border in the land and civil maritime security domains, as well as post arrival activities onshore.</p> <p>Effect: Effectively secure the border through a program of prevention, deterrence and enforcement.</p>
	<p>8. Maritime Surveillance, Patrol and Response</p> <p>The ability to conduct activities, including Operation Sovereign Borders, to detect, patrol and respond to identified civil maritime threats to Australia's sovereignty.</p> <p>Effect: Provide civil maritime security within Australia's maritime jurisdiction.</p>
	<p>9. Detention and Regional Processing Management</p> <p>The ability to manage onshore detention and regional processing arrangements for unlawful non-citizens and illegal maritime arrivals including accommodation, health, welfare, identity and security activities.</p> <p>Effect: Deter irregular migration through border control measures and maintain public confidence in the integrity of the border.</p>

Key strategies and plans

People

Transforming our workforce to be high performing, with the highest levels of integrity and professionalism, and ensuring that staff are equipped with the leadership capabilities and the technical skills needed to meet the challenges of our future operating environment through:

- workforce planning, including mapping workforce impacts over the forward estimates
- vocation-specific plans including competencies
- leadership assessments and development, including through executive level reviews

Embedding a learning culture that empowers people to be capable and confident in their vocations. Key products include a capability and competency framework, vocational blueprints and learning demand model.

Negotiating an Enterprise Agreement (EA) to set employment terms and conditions for one department.

Transforming the Department's human resource function to ensure it is better placed to meet the needs of the Department while continuing to deliver business-as-usual human resource functions.

Information Communication Technology (ICT)

Reducing the complexity of the ICT systems by providing a consistent and intuitive experience for end-users in the business.

Adopting an organisation-wide view of all technology issues with processes, governance and engagement designed to meet the needs of the integrated Department.

Continuing to support the Department's key projects and business programmes as we continue to amalgamate legacy operating systems from the former Department of Immigration and Border Protection and the Australian Customs and Border Protection Service so that staff can collaborate in a single, consistent, fit-for-purpose ICT environment.

Reviewing our ICT operating model in order to achieve increased efficiencies in service delivery, and preparing strategic-level plans to establish milestones to guide ongoing architecture and application development work.

Publication of an ICT strategy in the 2016–17 financial year which will further define and articulate how ICT will enable and support the Department's objectives and outcomes.

Finance

Supporting the Department in managing the Government's requirement for fiscal restraint by identifying efficiencies wherever possible, with a view to offsetting its major reform programmes.

Assisting the Department, the second largest revenue collector in the Commonwealth, in managing the increasing volumes at the border with fewer resources through effective implementation of key initiatives.

Supporting the Department in focusing on managing reduced funding levels and improving financial compliance. Major initiatives include finalising the internal budget system including a costing and pricing framework, administered funding management, stepped improvement in project financial management, holistic procurement planning and revenue systems integration.

Our performance measures

The development of the Department's new performance framework is an iterative process. The strategic performance measures and detailed indicators in the following pages will be evaluated and developed over time to ensure that the Department is reporting appropriately on its activities and telling its performance story.

The Department acknowledges that its ability to achieve its purposes requires close collaboration with a range of Commonwealth entities. Over time we will work towards increasingly complementary performance measures which reflect our shared objectives in delivering benefits for Australian society.

Targets have been provided except in circumstances where performance cannot be reliably forecast. In these instances actual results will be reported in the annual report.

Purpose 1. Manage the movement of people and goods to contribute to a strong economy

Strategic Performance Measure 1.1. Australia's visa programmes are responsive to the needs of the economy

The Department manages a range of visa programmes designed to deliver economic benefits to Australia. These programmes must be responsive to the needs of the economy to deliver these benefits. This will be achieved through the following activities:

- immigration policy development
- migration planning that considers the economic impact of permanent migration
- temporary and permanent economic migration visa processing in accordance with the visa policy framework and planning levels
- client support service and channels
- immigration intelligence
- health services relating to visa processing.

The following indicators¹ will be used to report against this strategic performance measure:

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
1.1.1. Migration planning levels consider the needs of the economy	–	✓			
1.1.2. The skilled component of the managed migration programme is delivered within planning levels set by the Government for each category	Deliver up to planning levels	✓			
1.1.3. Deliver a range of temporary and permanent visa programmes that support Australia's economic needs	–	✓			

¹ Redevelopment of the indicators beneath this strategic performance measure will be undertaken in 2016–17, resulting in new KPIs for 2017–18 and onwards.

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
1.1.4. Number of visas granted ² :					
1.1.4.1. visitor visas ³	4.5m	✓			
1.1.4.2. Student visas	300,000	✓			
1.1.4.3. 457 visas	85,000	✓			
1.1.4.4. other temporary visas that respond to the needs of the economy	–	✓			
1.1.5. Percentage of visa decisions made within service standards:					
1.1.5.1. visitor visa decisions	75%	✓			
1.1.5.2. Student visa decisions	70%	✓			
1.1.5.3. 457 visa decisions	75%	✓			
1.1.5.4. other temporary visa decisions that respond to the needs of the economy	75%	✓			
1.1.6. Finalisations of visa decisions increases proportionally with increase in visa applications:					
1.1.6.1. visitor visa decisions	–	✓			
1.1.6.2. Student visas					
1.1.6.3. 457 visas					
1.1.7. Migration and temporary entry programmes do not increase risks to the safety of the Australian community	–	✓			
1.1.8. The employment rate of surveyed skilled primary applicant migrants 6 and 18 months after arrival/visa grant, as reported in the Continuous Survey of Australian Migrants	At 6 months: ≥ 85% At 18 months ≥ 90%	✓			
1.1.9. Employment outcomes of surveyed skilled primary applicant migrants of Skill Level 3 ⁴ or higher, at 18 months after arrival/visa grant, as reported in the Continuous Survey of Australian Migrants	≥ 75%	✓			
1.1.10. Employment characteristics of surveyed skill stream primary applicants 18 months after arrival/visa grant as reported in the Continuous Survey of Australian Migrants:					
1.1.10.1. percentage managers	≥ 15%	✓			
1.1.10.2. percentage professionals	≥ 50%	✓			
1.1.10.3. percentage technicians and trade workers	≥ 15%	✓			

2 Targets for planning purposes based on expected numbers of applications and resourcing. Results may vary.

3 Figure includes auto-grants and Electronic Travel Authorities (ETAs).

4 Occupations at Skill Level 3 have a level of skill commensurate with one of the following:

- NZ Register Level 4 qualification
- AQF Certificate IV or
- AQF Certificate III including at least two years of on-the-job training.

At least three years of relevant experience may substitute for the formal qualifications listed above. In some instances relevant experience and/or on-the-job training may be required in addition to the formal qualification.

Strategic Performance Measure 1.2. The collection of border revenue is managed and enhanced

The Department is one of the largest collectors of Commonwealth debt, and the collection process must be managed and enhanced to deliver an economic benefit to Australia.

The following indicators will be used to report against this strategic performance measure:

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
1.2.1. Level of significant revenue collected against budget:					
1.2.1.1. Visa Application Charge	\$2027.7m	✓	✓	✓	✓
1.2.1.2. Customs duty	\$14,009.2m	✓	✓	✓	✓
1.2.1.3. Import Processing Charge	\$399.4m	✓	✓	✓	✓
1.2.1.4. Passenger Movement Charge	\$984.6m	✓	✓	✓	✓
1.2.2. Percentage of refunds under the Refund Scheme that are delivered in accordance with client service standards	90%	✓	✓	✓	✓
1.2.3. Percentage of refund appeals decided in favour of the Commonwealth	–	✓	✓	✓	✓
1.2.4. Percentage of drawbacks delivered in accordance with client service standards	90%	✓	✓	✓	✓
1.2.5. Number of infringement notices	–	✓	✓	✓	✓

Strategic Performance Measure 1.3. Seamless border management facilitates the flow of legitimate travellers and goods

The Department is the key facilitator of legitimate travel and trade across the border continuum, allowing for risk-managed movement of people and goods for a primarily (but not exclusively) economic benefit. This will be achieved through the following activities:

- traveller verification
- primary and secondary traveller clearance
- traveller and cargo intelligence
- import cargo processing
- vessel and crew clearance
- export cargo clearance
- customs registration, licenses and permits
- management of detained goods
- engagement with travel and supply chain entities.

The following indicators will be used to report against this strategic performance measure:

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
1.3.1. Number of declarations finalised					
1.3.1.1. import	4.0m	✓	✓	✓	✓
1.3.1.2. export	1.50m	✓	✓	✓	✓
1.3.2. Number of imported sea cargo reports	3.2m	✓	✓	✓	✓
1.3.3. Number of tariff classification rulings completed	2,900	✓	✓	✓	✓
1.3.4. Number of valuation and origin rulings completed	105	✓	✓	✓	✓
1.3.5. Percentage of tariff classification, valuation and rules of origin advices completed within service standards	85%	✓	✓	✓	✓
1.3.6. Percentage of import declarations assessed pre-clearance through the general monitoring programme that are compliant	86%	✓	✓	✓	✓
1.3.7. Percentage of export declarations assessed pre-clearance through the general monitoring programme that are compliant	59%	✓	✓	✓	✓
1.3.8. Participants in the Australian Trusted Trader Programme include businesses considered as small medium enterprise; regional Australian; service providers; and large value/volume traders	–	✓			
1.3.9. By 2020, participants in the Australian Trusted Trader Programme will be entities that comprise 50% of value and 30% of volume of all two way trade	–				✓
1.3.10. Percentage of customs compliance activities identifying a significant breach					
1.3.10.1. customs cargo control checks	24%	✓			
1.3.10.2. targeted declarations assessed pre-clearance	16%	✓			
1.3.11. Number of international passengers (air and sea) and crew processed					
1.3.11.1. arrivals	19.878m	✓	✓	✓	✓
1.3.11.2. departures	19.644m	✓	✓	✓	✓
1.3.12. Percentage of passengers processed within 30 minutes of joining the inwards queue	92%	✓			
1.3.13. Percentage of the total passenger and crew arrivals refused immigration clearance at airports and seaports	< 0.015%	✓	✓	✓	✓
1.3.14. Traveller satisfaction with primary line services	> 95%	✓	✓	✓	✓
1.3.15. Percentage of eligible passengers and crew processed using automated systems:					
1.3.15.1. arrivals	50%	✓	✓	✓	✓
1.3.15.2. departures	90%	✓	✓	✓	✓

Strategic Performance Measure 1.4. Effective partnerships both within and outside Australia build a strong economy

The Department works with stakeholders domestically and internationally to improve the flow of people and goods to strengthen the national economy. This will be achieved through the following activities:

- outreach and engagement activities informing policy development and planning
- stakeholder engagement through formal consultative groups
- stakeholder engagement with international bodies, partner countries, industry, and Commonwealth and state agencies.

The following indicators will be used to report against this strategic performance measure:

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
1.4.1. Percentage of tariff classification, valuation and rules of origin advices completed within service standards	85%	✓			
1.4.2. The multilateral views of relevant stakeholders are attained through outreach and engagement activities and inform the immigration and citizenship policy development and planning process	–	✓	✓	✓	✓
1.4.3. Industry partners are involved in trade and customs policy development process through outreach and engagement activities	–	✓	✓	✓	✓
1.4.4. Effective industry engagement through Australian Trusted Trader Programme increases facilitation of legitimate goods across the border resulting in a stronger economy	–		✓	✓	✓

Purpose 2. Manage the movement and stay of people to contribute to a cohesive society

Strategic Performance Measure 2.1. Australia's visa programmes provide a strong foundation for social cohesion

The Department has a key role to play in contributing to social cohesion in Australia through its immigration and visa programmes, which complements work of other Commonwealth and state agencies. This will be achieved through the following activities:

- immigration policy development
- migration planning that considers the social impact of permanent migration
- temporary and permanent migration visa processing in accordance with the visa policy framework and planning levels
- client support services and channels
- immigration intelligence
- Translating and Interpreting Service.

The following indicators⁵ will be used to report against this strategic performance measure:

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
2.1.1. The non-skilled component of the managed migration programme is delivered within planning levels set by the Government for each category	Delivery within Government targets	✓			
2.1.2. Migration planning levels consider the needs of society	–	✓			
2.1.3. Deliver a range of temporary visa programmes that appropriately contribute to Australia's social and cultural diversity	–	✓			
2.1.3.1. number of visa decisions					
2.1.3.2. percentage that were decided within service standards					
2.1.4. Labour market outcomes of surveyed migrants 18 months after arrival/visa grant as reported in the Continuous Survey of Australian Migrants:					
2.1.4.1. percentage employed	≥ 70%	✓			
2.1.4.2. percentage unemployed	< 10%	✓			
2.1.4.3. percentage not in labour force	< 20%	✓			

⁵ Redevelopment of the indicators beneath this strategic performance measure will be undertaken in 2016–17, resulting in new KPIs for 2017–18 and onwards.

Strategic Performance Measure 2.2. Australian citizenship is valued

The Department has a unique role in conferring citizenship on new Australians. The Department helps to ensure that Australian citizenship is valued, and in doing so contributes to social cohesion. This will be achieved through the following activities:

- citizenship policy development
- citizenship application processing in accordance with the policy framework
- citizenship promotional activities
- client support services and channels
- citizenship intelligence.

The following indicators⁶ will be used to report against this strategic performance measure:

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
2.2.1. Number of visits to the Citizenship Wizard on DIBP's website	> 300,000	✓			
2.2.2. Number of applications for citizenship lodged	–	✓			
2.2.3. Percentage of citizenship conferral decisions made within service standards	80%	✓			
2.2.4. Percentage of refusal decisions for Australian citizenship overturned through an appeal process	< 1%	✓			

⁶ Redevelopment of the indicators beneath this strategic performance measure will be undertaken in 2016–17, resulting in new KPIs for 2017–18 and onwards.

Strategic Performance Measure 2.3. Australia contributes to the global management of refugees and displaced populations

The Department manages Australia's contribution to the global management of refugees and displaced populations. This will be achieved through the following activities:

- refugee and humanitarian policy development
- migration planning that considers the economic and social impact of the humanitarian programme
- visa processing in accordance with the policy framework and planning levels
- client support services and channels
- immigration intelligence
- engaging with domestic and international stakeholders, such as international bodies, partner countries, community groups and Commonwealth and state agencies.

The following indicators will be used to report against this strategic performance measure:

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
2.3.1. Number of places delivered in the 2016-17 Humanitarian Programme (excluding Syrian and Iraqi Humanitarian Crisis Measure)	13,750	✓	✓	✓	✓
2.3.2. 12,000 places delivered to Syrian and Iraqi refugees as part of the Syrian and Iraqi Humanitarian Crisis Measure by 2018-19	7,000	✓	✓	✓	
2.3.3. IMA legacy caseload:					
2.3.3.1. the number of indicative primary decisions ⁷ made	9,100	✓	✓	✓	
2.3.3.2. the number of finalised cases ⁸	–	✓	✓	✓	
2.3.4. Number of people receiving humanitarian assistance through capacity-building projects in other countries	–	✓	✓	✓	✓
2.3.5. Australia's ranking relative to other countries for resettlement of UNHCR-referred refugees, as reported by the United Nations High Commissioner for Refugees ⁹	Ranked 3rd	✓	✓	✓	✓

⁷ Pending health, character and security checks.

⁸ Includes cases which are finalised following merits and judicial review.

⁹ Ranking based on most recent edition of the UNHCR Statistical Yearbook at the time of reporting.

Strategic Performance Measure 2.4. The integrity of visa programmes is strengthened by effective regulatory and enforcement activities

Confidence of the Australian public in the integrity of Australia's visa programmes is managed through risk-based compliance and enforcement activities. This will be achieved through the following:

- employer sponsorship monitoring and enforcement
- visa compliance
- visa cancellations
- safeguarding children
- status resolution and case assurance.

The following indicators will be used to report against this strategic performance measure:

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
2.4.1. Employers are encouraged to voluntarily comply through the delivery of employer awareness activities	–	✓	✓	✓	✓
2.4.2. Voluntary compliance is the primary approach to avoiding breaches of visa conditions, evidenced by:					
2.4.2.1. number of VEVO organisation checks	–	✓	✓	✓	✓
2.4.2.2. number of VEVO self-checks					
2.4.2.3. new VEVO registrations					
2.4.3. Number of Illegal Warning Notices and/or Infringements issued under Employer Sanctions, Payment for Visa and Business Sponsor Obligations legislation frameworks	–	✓			
2.4.4. Percentage of prosecution briefs completed as the result of a formal investigation under Employer Sanctions, Payment for Visa and Business Sponsor Obligations legislation frameworks	–	✓	✓	✓	✓
2.4.5. Unlawful non-citizens seeking status resolution are appropriately accommodated based on risk	100%	✓			
2.4.6. Implement the Detention Estate Management Plan in accordance with agreed budgets	100%	✓	✓	✓	✓

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
2.4.7. Voluntary compliance is maintained as the primary approach to resolving the immigration status of people who have overstayed, had their visa cancelled, or who entered without authority:					
2.4.7.1. percentage of people actively engaged with the status resolution programme who voluntarily approached the Department	75%	✓	✓	✓	✓
2.4.7.2. ratio of people in the community lawfully on a Bridging E visa against those managed in immigration detention ¹⁰ at 30 June	At least 25:1	✓	✓	✓	✓
2.4.8. Number of unlawful non-citizens removed from Australia	–	✓	✓	✓	✓
2.4.9. Percentage of temporary visa entrants that remain lawful while in Australia	> 99%	✓	✓	✓	✓

¹⁰ Includes people subject to a residence determination (community detention).

Purpose 3. Manage the border to contribute to a safer, secure Australia

Strategic Performance Measure 3.1. Threats are detected before, at and after the border

The Department will contribute to whole-of-government efforts to ensure Australia's national security through detecting and mitigating threats across the border continuum with a risk-based and intelligence-informed model. This will be achieved through the following activities:

- surveillance
- identifying, investigating, disrupting, prosecuting and/or sanctioning threats to, or breaches of, the Australian border and its laws
- strategic, operational and tactical-level intelligence
- import and export cargo examinations and inspections
- visa refusals and cancellations
- compliance, investigations and prosecutions for the movement of people and goods
- visa, traveller and cargo intelligence
- traveller verification
- vessel and crew clearance.

The following workload indicators provide context on the demand and volumes of work undertaken by the Department. Estimates for these indicators are provided as a guide only and are not intended to be performance targets.

Workload indicators	
Indicator	2016–17 forecast
3.1.1. International passengers and crew (air and sea) processed	
3.1.1.1. arrivals	19.878m
3.1.1.2. departures	19.644m
3.1.2. Number of import reports received:	
3.1.2.1. air cargo	38.0m
3.1.2.2. sea cargo	3.2m

The following indicators will be used to report against this strategic performance measure:

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
3.1.3. Percentage of high risk vessels where targeted operational responses were performed	85-100%	✓	✓	✓	✓
3.1.4. Passenger and crew (air and sea) processed:					
3.1.4.1. percentage of referrals in relation to immigration clearance	0.60%	✓	✓	✓	✓
3.1.4.2. percentage of examinations on arrival	0.06%	✓	✓	✓	✓
3.1.4.3. percentage of detections on arrival following examination	13.5%	✓	✓	✓	✓
3.1.4.4. percentage of examinations on departure	7.5%	✓	✓	✓	✓
3.1.4.5. percentage of detections on departure following examination	0.65%	✓	✓	✓	✓
3.1.5. Air cargo consignments:					
3.1.5.1. percentage of total inspected	5.1%	✓	✓	✓	✓
3.1.5.2. percentage of inspections leading to an examination	5%	✓	✓	✓	✓
3.1.5.3. percentage of examinations that result in a detection	3.7%	✓	✓	✓	✓
3.1.6. Sea cargo twenty foot equivalent units (TEU):					
3.1.6.1. number inspected	≤ 101,500 TEU	✓	✓	✓	✓
3.1.6.2. percentage of inspections leading to an examination	15%	✓	✓	✓	✓
3.1.6.3. percentage of examinations that result in a detection	3.5%	✓	✓	✓	✓
3.1.7. International mail items:					
3.1.7.1. number inspected	50m	✓	✓	✓	✓
3.1.7.2. percentage of inspections leading to an examination	0.45%	✓	✓	✓	✓
3.1.7.3. percentage of examinations that result in a detection	30%	✓	✓	✓	✓

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
3.1.8. Illicit goods:					
3.1.8.1. number and weight ¹¹ of tobacco detections:	–	✓	✓	✓	✓
a) sea cargo					
b) international mail					
3.1.8.2. number of undeclared detections of conventional firearms, parts and accessories					
3.1.8.3. number and weight ¹² of illicit drug detections					
3.1.8.4. value of undeclared currency					
3.1.9. Percentage of prosecution briefs completed as the result of a formal investigation resulting in a conviction	85-95%	✓	✓	✓	✓
3.1.10. Percentage of the total passenger and crew refused immigration clearance at border (air and sea)	< 0.015%	✓	✓	✓	✓
3.1.11. Number of visa refusals based on security or character grounds	–	✓	✓	✓	✓
3.1.12. Number of visa cancellations based on security or character grounds	–	✓	✓	✓	✓
3.1.13. Percentage of temporary visa entrants that remain lawful while in Australia	> 99%	✓	✓	✓	✓

11 Weight may be the confirmed weight (if available) or the gross, net, or estimated weight.

12 Weight may be the confirmed weight (if available) or the gross, net, or estimated weight.

Strategic Performance Measure 3.2. The border is strengthened through the control and surveillance of the maritime domain

Australia's maritime domain is a key component of the country's overall national security. The Department will use a risk-based and intelligence-informed collaborative approach to managing potentially unlawful activities in the maritime domain to contribute to Australian national security. This will be achieved through the following activities:

- offshore maritime surveillance and response
- maritime intelligence
- close engagement with Commonwealth and state agencies and regional partners.

The following indicators¹³ will be used to report against this strategic performance measure:

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
3.2.1. Number of vessel patrol days	3,320	✓			
3.2.2. Joint ABF and ADF aircraft coverage	136 million square nautical miles	✓			
3.2.3. Number of people on-board people smuggling vessels not able to be transferred to a regional processing centre or returned	0	✓			
3.2.4. The percentage of vessels identified through surveillance operating in a compliant manner in the maritime domain	> 90%	✓			
3.2.5. The percentage of non-compliant vessels, identified through surveillance, where law enforcement responses were performed	> 50%	✓			
3.2.6. Ability to coordinate a whole-of-government maritime counter terrorism event	1 exercise	✓			
3.2.7. Number of illegal foreign fishing vessels apprehended and processed	< 40	✓			
3.2.8. Number of illegal foreign fishers apprehended and processed	25	✓			

¹³ Redevelopment of the indicators beneath this strategic performance measure will be undertaken in 2016–17, resulting in new KPIs for 2017–18 and onwards.

Strategic Performance Measure 3.3. Collaboration with partners within and outside Australia improves border security

The Department will collaborate domestically and internationally to contribute to Australia's national security. Our collaborations will have the goal of border security improvement and will be both at an operational and strategic level. This will be achieved through the following activities:

- regional cooperation and capacity building
- regional processing and health management
- offshore settlement, returns and removals
- engagement with domestic and international partners in the government, industry and community sectors.

The following indicators will be used to report against this strategic performance measure:

Performance indicators		Year to be reported			
Indicator	2016–17 target	16–17	17–18	18–19	19–20
3.3.1. Percentage of states ¹⁴ receiving Australian assistance which have implemented processes and/or systems that have led to an improvement in the management of migration and border outcomes, including the management of refugees	50%	✓			
3.3.2. Number of foreign and partner agency counterparts globally where training and capability development is successfully delivered	1,500	✓	✓	✓	✓
3.3.3. Number of major capacity-building projects funded	–	✓	✓	✓	✓
3.3.4. Number of people trained through capacity-building projects	1,500	✓	✓	✓	✓
3.3.5. Arrangements in place that:					
3.3.5.1. support the regional processing country to assess the protection claims of transferees					
3.3.5.2. support the regional processing country to accommodate and provide services, including welfare and health, to transferees pending assessment of protection claims		✓			
3.3.5.3. support regional partners to settle transferees found to be in need of international protection					
3.3.5.4. support regional processing countries to voluntarily return or remove those found not to be refugees					
3.3.6. Number of joint maritime operations with regional partners	> 5	✓			
3.3.7. Percentage of task requests from client agencies where an operational response to a maritime threat was provided	> 60%	✓			

¹⁴ Refers to countries receiving Australian assistance.

Our system of oversight

Our approach

The Department's system of oversight and assurance enables the Department to have confidence that it will achieve its purposes, deliver stated priorities and meet accountability obligations.

This system involves a variety of mechanisms, processes and structures, particularly:

- Policies and procedures: These documents set out accountabilities and responsibilities for staff members to ensure that various departmental obligations are met.
- Management assurance: Line management is responsible for evaluating the effectiveness of activities and identifying and managing risks related to the activity. This includes identifying deficiencies and implementing corrective action.
- Independent assurance: Independent and objective assurance and advice is provided through a variety of mechanisms including internal and external audit.
- Governance: This allows for ongoing monitoring of the effectiveness of the overall system of oversight and assurance.

Our journey

The Department's integration journey has been a catalyst for improving its assurance, reporting and performance evaluation arrangements. Dedicated areas are set up for strategic evaluation, risk management and performance policy, led by senior executives. An enhanced understanding of key interdependencies through the Department's enterprise business cycle allows the senior decision-making committee to have improved oversight over major key strategic, capability, budget, risk, planning, and performance priorities. The Department has strengthened the assurance role of its Chief Risk Officer, internal audit function and Audit Committee, with a particular focus on measuring performance, evaluation and contestability.

In addition to building on the existing monitoring and evaluation capabilities, the Department is undertaking external evaluation work in partnership with bodies including the Australian Strategic Policy Institute, the Lowy Institute for International Policy, the Australian National University, and the CSIRO.

Into the future

The Department is working to mature its oversight and assurance capabilities. This includes the development of an assurance strategy and roadmap for improvement.

