

2011-12 DIVISIONAL BUSINESS PLAN

COMPLIANCE AND CASE RESOLUTION DIVISION

Program Management

PBS Outcome	Deliverables in the PBS	KPIs	Performance Target	Strategic Risk
<b>Program 4.1: Visa Compliance and Status Resolution</b>	Provide general compliance activities including targeted communication strategies, promotion of visa obligations and education and outreach activities for employers, unions, universities and other stakeholders.	Increased engagement of peak employment bodies, employers, unions and labour suppliers, to increase the provision of employment status information to employers, through Visa Entitlement Online (VEVO), and limit the opportunity for illegal work in Australia.	12,000+ parties registered with VEVO	See tactical risk 3.7 for the risk related to this KPI.
		Provide statistics, program analysis, communications and training services to the Compliance network to support attainment of Program objectives.	Services to be delivered in accordance with schedules of requirements i.e. timeframes for Senate Estimates, Annual Report contributions and international reporting requests.	See tactical risk 3.7 for the risk related to this KPI.
		Continue implementation of the National Communication Strategy to support the Government's Status Resolution initiatives in the community.	Compliance and Case Resolution Communications Strategy evaluated annually.	See tactical risk 3.4 for the risk related to this KPI.
			Establish measurement channels that indicate that the strategy is having a positive impact by 30 June, 2012.	See tactical risk 3.4 for the risk related to this KPI.
	Undertake field activities to conduct awareness visits, locate unlawful non citizens and investigate possible breaches of immigration law.	The compliance field prioritisation matrix effectively supports field activity triaging in 2011-12	2,000+ field activities are undertaken to investigate possible breaches of immigration law and fraud, conduct awareness visits and locate unlawful non-citizens.	
			Redeveloped compliance strategy and priority framework approved by 30 June 2012 for implementation 1 July 2012	See tactical risks 3.3 & 3.4 for the risks related to this KPI.
			Compliance Quality Assurance Framework implemented by 30 November, 2011	See tactical risk 3.2, 3.3 & 3.4 for the risks related to this KPI.
	Impose prompt sanctions and where appropriate prosecute individuals and third parties involved in the abuse of immigration systems.	Enforcement strategies imposed that maintain the integrity of the Department's programs by prosecuting serious breaches of immigration law.	Proposed employer sanctions reform package submitted to the Government for decision by the end of 2011.	See tactical risk 3.7 for the risk related to this KPI.
			Respond to 100% of autonomous travel sanctions referrals from DIAC at posts and other DIAC sections including liaison with DFAT as necessary according to service standards.	See tactical risk 3.1 for the risk related to this KPI.
			Improved prevention and deterrence strategies to increase voluntary compliance and reduce the number of people overstaying their temporary visa.	Percentage of overstayers against relevant temporary entries is less than 1%

<b>Program 4.1: Visa Compliance and Status Resolution</b>	Refuse or cancel visas for individuals who are in breach of their visa conditions or present a risk to the Australian community	Provide policy and program advice to the Service Delivery Network, including penal checking process, through the ongoing management of Character Helpdesk and currency of the relevant PAMs.	95% enquiries to the Character Helpdesk are responded to within 48 hours PAM reviewed and updated by 30 June, 2012.	See tactical risks 3.2. 3.7 & 3.4 for the risks related to this KPI. See tactical risks 3.2. 3.7 & 3.4 for the risks related to this KPI.
		Effective screening of visa applications offshore to prevent people of character concern from travelling to Australia through maintaining effective relationships with law enforcement and security partners, and enhanced application of identity technology.	95% of enquiries related to country penal checking procedures are responded to within 48 hours.	See tactical risks 3.2. 3.7 & 3.4 for the risks related to this KPI.
		Provide assessments of Controversial visitors.	100% of assessments are reviewed and escalated as appropriate.	See tactical risk 3.1 for the risk related to this KPI.
		Review and escalate PAM as appropriate In relation to the Character Program: a) Provide strategic policy advice and progress legislation and policy changes as required b) Conduct research, analysis and consultation to contribute to strategic development of the Program.	a) Timely and accurate advice provided that meets the needs of the Executive and Minister and Service Delivery Network b) Timely and effective evidence based policy developed that meets the needs of the Executive and Minister and Service Delivery Network	See tactical risks 3.1, 3.5 for risks related to this KPI.
	Initiate and manage immigration detention of non-citizens in accordance with the Government's detention values	Develop and maintain immigration detention operation policy	Deliver community detention best practice guidelines by 30 October 2011 Implement vulnerability assessment tool by 31 December 2011	See tactical risks 3.2. 3.7 & 3.4 for the risks related to this KPI. See tactical risks 3.2, 3.3 & 3.4 for the risk related to this KPI.
		People held in immigration detention are to have the length and conditions of their detention subject to regular reviews to ensure that it is lawful, appropriate and neither indefinite nor arbitrary.	98% of people held in immigration detention whose ongoing detention and placement is reviewed within service standards Internal reviews of clients in immigration detention are conducted as per the Control Framework for Detention Related Decision Making	See tactical risks 3.2. 3.7 & 3.4 for the risks related to this KPI. See tactical risks 3.2. 3.7 & 3.4 for the risks related to this KPI.
		Percentage of persons in immigration detention centre that are not known or reasonably suspected of being a minor	100% of clients detained in an immigration detention centre are not minors	See tactical risks 3.2. 3.7 & 3.4 for the risks related to this KPI.

<b>Program 4.1: Visa Compliance and Status Resolution</b>	Provide resolution services that establish clear immigration pathways for clients in the community or immigration detention	Provide policy and operational guidance to the case management network Ensure timely and appropriate referral of clients for the Minister's consideration of suitable management and resolution options The effective management of lawful non-citizens and resolution of their immigration status while they are in the community on Bridging E Visas (BVEs) does not lead to an increase in non-compliance with Bridging E Visa conditions	PAMS reviewed, evaluated and updated by 30 June, 2012. 100% of client cases referred are reviewed and submitted for the Ministers consideration as appropriate Policy and procedures support the Service Delivery Network to achieve a BVE overstayer rate against relevant BVE grants of less than 10% Percentage of Bridging E visa overstayers against relevant Bridging E visa grants 9-10%	See tactical risks 3.2, 3.7 & 3.4 for the risks related to this KPI. See tactical risk 3.7 for the risk related to this KPI. See tactical risks 3.2 & 3.4 for the risks related to this KPI.
	Remove people who have no legal right to remain in Australia	People who have no right to remain in Australia are removed by the Department at the earliest practicable opportunity. Develop policy and operational framework for removal of irregular maritime arrivals under the arrangement with Malaysia	Removals PAM reviewed by 30 June 2012 100% of removals have a delegate approved Removal Availability Assessment completed prior to removal. Draft Policy and operational framework endorsed by the Executive Committee by 30 June, 2012	See tactical risks 3.2 & 3.4 for the risks related to this KPI. See tactical risks 3.2, 3.3 & 3.4 for the risks related to this KPI. See tactical risks 3.1, 3.2 & 3.4 for the risks related to this KPI.
	Provision of support, health and detention services to people in immigration detention, in both community and detention environments, in accordance with the objectives and Key Performance Indicate (KPI) targets for this program. Policy advice and program design to enable such service provision	Maintain/Develop policy and operational framework to ensure appropriate and lawful support, health and detention services are provided to people in immigration detention, including community and detention environments.	Draft Policy and operational framework endorsed by the Executive Committee by 30 June, 2012	See tactical risk 3.3 for the risk related to this KPI
	Provision in immigration detention of support, health and detention services to offshore entry persons, in both community and detention environments, in accordance with the objectives and Key Performance Indicate (KPI) targets for this program. Policy advice and program design to enable the provision of services to UNC's, OEP's and IFS. Provision of support, health and detention services to foreign fishers in immigration detention, in both community and detention environments, in accordance with the objectives and Key Performance Indicate (KPI) targets for this program. Policy advice and program design to enable such service provision	Maintain/Develop policy and operational framework to ensure appropriate and lawful support, health and detention services are provided to offshore entry persons, in both community and detention environments. Maintain/Develop policy and operational framework to ensure appropriate and lawful support, health and detention services are provided to foreign fishers in immigration detention, in both community and detention environments.	Draft Policy and operational framework endorsed by the Executive Committee by 30 June, 2012 Draft Policy and operational framework endorsed by the Executive Committee by 30 June, 2012	See tactical risk 3.3 & 3.7 for the risks related to this KPI. See tactical risk 3.3 & 3.7 for the risks related to this KPI

Corporate Deliverables			
Deliverable	KPIs	Performance target	Strategic Risk
Maintain accurate comprehensive and accessible records	All CCRD staff attend record keeping training (TRIM Training).	80% of all CCRD staff including contractors and non-ongoing staff attend TRIM training or complete refresher course every two years	See tactical risk 6 for the risk related to this KPI.
Continue to develop a highly productive performance focused workforce, with a particular focus on improving staff job fit	CCRD survey results	There is an improvement across drivers in the 2011-12 staff survey in comparison to the 2010-11 results.	See tactical risk 6.4 for the risk related to this KPI.
		90% of eligible staff have a performance development agreement in place by 31 August 2011	See tactical risk 6.4 under DIAC Strategic & Tactical Risk Map 2011/12 for the risks related to this KPI.
Improve communications, collaboration and engagement practices with all key internal and external stakeholders including the Australian Community.	<p>a) Ensure key messages are shared and communicated to staff about the work of the division and department and better promote the work and products produced within the Division.</p> <p>b) Provide a forum which facilitates engagement between CCRD, other Red group divisions, other National groups and the service delivery network in relation to deliverables within Outcome 4.</p> <p>c) Convene formal council meetings to pursue the work program in line with the CISSR Terms of Reference.</p>	<p>a) 100% key messages, including promotion of the work and products of the division, are disseminated to divisional staff and relevant stakeholders, as advised/directed by executive.</p> <p>b) Conduct CCR Program Leadership Group meeting three times a year.</p> <p>c) Formal meetings held with CISSR at least quarterly.</p>	See tactical risk 3.4 & 3.7 for the risks related to this KPI.
Understand obligations under the Work Health & Safety Act (WHS).	Ensure obligations under the Act are fully understood by all staff and that 'officers' with a liability under the Act are both appropriately trained and supported in their role.	1. Ensure all existing staff complete the mandatory Work Health Safety Laws e-learning module within prescribed timeframe.	• Awareness, Instruction & Training
		2. Ensure all staff new to the department complete the mandatory WHS training within two weeks of commencement.	• Awareness, Instruction & Training
		3. Ensure additional training is completed by any 'workers' and 'officers' impacted by the WHS laws by 31 December 2011.	• Risk Management • Awareness, Instruction & Training • Critical Incident Management
		4. Complete relevant "certificates of compliance" as requested by the Secretary by 4 December 2011.	• Risk Management
		5. Ensure risks in relation to the WHS laws are identified, assessed and managed via a risk assessment.	• Risk Management • Awareness, Instruction & Training • Critical Incident Management
		6. Report incidents immediately to Comcare and risk realisation through the Incident Reporting channels as soon as possible after identification	• Critical Incident Management