

22 DEPARTMENT OF FOREIGN AFFAIRS & TRADE

23 CORPORATE PLAN

AUGUST 2022

Creative Commons

With the exception of the Commonwealth Coat of Arms and where otherwise noted all material presented in this document is provided under a Creative Commons Attribution 3.0 Australia licence, available at http://creativecommons.org/licenses/by/3.0/au/

The details of the relevant licence conditions are available on the Creative Commons website (accessible using the links provided), as is the full legal code for the CC BY 3.0 AU licence, available at http://creativecommons.org/licenses/by/3.0/au/legalcode

Commonwealth of Australia, Department of Foreign Affairs and Trade,

2022–23 Department of Foreign Affairs and Trade Corporate Plan, August 2022.

ISSN: 2653-567X

Contact

Enquiries about this document should be directed to:

Business Planning and Performance

Executive Division

Department of Foreign Affairs and Trade

R G Casey Building

John McEwen Crescent

Barton ACT 2600, Australia

Phone +61 2 6261 1111

Contents

Contents 3

Secretary's Introduction 4

Our Purpose 6

Foreign Affairs and Trade Portfolio 7

Planning and Performance 8

Our Priorities and Key Activities 11

Our Capabilities 31

Managing Our Risks 35

Compliance with PGPA Rule 2014 38

Secretary's Introduction



I am pleased to present the Department of Foreign Affairs and Trade's 2022–23 Corporate Plan.

This Plan outlines how the department will explain and enhance Australia's standing globally, shape the world for the better and deliver high quality services for Australians.

This task is important and pressing. Australia faces a period of profound change, uncertainty and opportunity. The department will continue to lift its diplomatic, policy and delivery capability. We will project a modern Australia globally and work across Government – and across the nation – to draw together all elements of national power.

We seek a free, open and resilient Indo-Pacific, a strong US Alliance and effective multilateral cooperation. Partnerships are key. The department will drive whole-of-government efforts to work closely with our Pacific family to protect shared interests in a secure and prosperous Pacific. The department will lead an uplift in Southeast Asia and elevate our focus on climate and energy transition. We will reinforce our Alliance with the United States and cooperate with partners including Japan, India, the Republic of Korea, New Zealand and in Europe. We will pursue our global interests and uphold peace and stability and international law and norms, including by strengthening the integrity of the global non-proliferation regime. We will seek to stabilise our relationship with China.

Keeping the global economy open and businesses trading is crucial for Australia's economic resilience and security. We will pursue a wide-ranging trade diversification agenda, including supporting businesses through strengthening vulnerable and critical supply chains, briefing on political and strategic risk and implementing Australia's 16 free trade agreements with 26 economies. We will continue to advance Australia's free trade agreements with the European Union and India, as well as implementing the Australia-UK Free Trade Agreement and the Australia-India Economic Cooperation and Trade Agreement. We will engage in the Indo-Pacific Economic Framework to strengthen cooperation on key and emerging trade and investment issues.

An effective, rules-based trading system with the World Trade Organization (WTO) at its core is fundamental to the global economy – including the stability and prosperity of our region. In the WTO we build coalitions to maintain adherence to existing rules and engage in dispute settlement where necessary to protect our interests.

Our development program will continue to support recovery from COVID-19 in the Indo-Pacific. We will collaborate with our partners to ensure that Australia's support remains effective and targeted to address the severe economic impacts from the pandemic and complex development challenges. We recognise that the needs of our Pacific

family and close neighbours have evolved, and that our development partnerships will be indispensable to ensure progress in the region, including in tackling climate change.

The department will work in genuine partnership with First Nations people to weave their voices and perspectives into our overseas engagement and development programs. Through the establishment of the Office of First Nations Engagement headed by an Ambassador for First Nations Peoples, we will embed First Nations perspectives in Australia's international diplomacy.

The department will continue to support Australians overseas and ensure we are prepared to lead the Australian Government's response to an overseas crisis. We expect historically high demand for passports will continue through 2022–23 and will be a major focus of the department's efforts to support travelling Australians.

We will strengthen our support for Australians and Australian businesses abroad through our network of embassies, high commissions, and consular posts. With a continued focus on service delivery, we will modernise and strengthen our workforce capability, ensuring we represent the vibrant multicultural Australians that we serve. We will continue to maintain a fit-for-purpose, efficient and sustainable overseas property estate, and further modernise our consular and ICT systems to ensure we can continue to deliver during the challenges ahead.

This 2022–23 Corporate Plan is the department's roadmap to measure our success in delivering the Government's priorities. I look forward to reporting on how the department has delivered for Australia and Australians in the annual performance statements in the 2022–23 Annual Report.

At the time of publication, the department is undertaking a project to review its performance information guided by the requirements of section 16EA of the PGPA Rule 2014 to address identified weaknesses. This will complement existing improvements made in this 2022–23 Corporate Plan.

Statement of Preparation

I, Jan Adams, as the accountable authority of the Department of Foreign Affairs and Trade, am pleased to present the 2022–23 *Department of Foreign Affairs and Trade Corporate Plan*.

This covers the period 2022–23 to 2025–26 as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013*. The Corporate Plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*.

Jan Adams AO, PSM

Secretary

Our Purpose

OUR PURPOSE

The department works to make Australia stronger, safer and more prosperous, to provide timely and responsive consular and passport services, and to ensure a secure Australian Government presence overseas.

OUR OUTCOMES

To achieve this purpose, the department has three key outcomes (set out in the 2022-23 Portfolio Budget Statements):



The advancement of Australia's international strategic, security and economic interests including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities.



The protection and welfare of Australians abroad and access to secure international travel documentation through timely and responsive travel advice and consular and passport services in Australia and overseas.



A secure Australian Government presence overseas through the provision of security services and information and communications technology infrastructure, and the management of the Commonwealth's overseas property estate.

OUR PRIORITIES

We will pursue these outcomes through seven priorities and key activities.



Promote a stable and prosperous Indo-Pacific.



Pursue our economic, trade and investment opportunities.



Keep Australia and Australians safe and secure.



Deliver an effective and responsive development program.



Advance global cooperation.



Support Australians overseas.



Provide a secure and effective overseas presence.

Foreign Affairs and Trade Portfolio

The Foreign Affairs and Trade portfolio consists of the Department of Foreign Affairs and Trade (DFAT), the Australian Trade and Investment Commission (Austrade), the Australian Secret Intelligence Service (ASIS), the Australian Centre for International Agricultural Research (ACIAR), Tourism Australia and Export Finance Australia.

The department and its portfolio agency partners deliver a global network of embassies and missions and international affairs policy capability to support Australia's interests and influence abroad. We work in partnership across government to promote a stable and prosperous regional and global environment.

Our Key Partners and Stakeholders

We work with a wide range of stakeholders in Australia, in our region and globally to deliver the Government's agenda.

The department has strong connections across Commonwealth, state and territory governments, businesses, universities, scientific agencies, non-government organisations and the wider Australian community. These support a whole of nation effort to promote and protect Australia's interests internationally and contribute to economic growth and global stability.

We take a whole-of-government approach in the pursuit of our purpose. DFAT is supported by partner agencies in its associated leadership, advocacy and coordination roles at overseas missions. Services Australia, the Australian Federal Police and the Australian Trade and Investment Commission support DFAT in the delivery of high-quality consular services, including the provision of Australian passport information services.

Our international partnerships extend across the Indo-Pacific and around the globe. We work through international institutions like the UN, regional organisations such as ASEAN and the Pacific Islands Forum, and groupings and partnerships like the Quad and AUKUS.

The department is working to deliver the government's agenda in addressing the challenge of climate change, bolstering the region's post-pandemic recovery and promoting a strategic equilibrium in the Indo-Pacific. We will continue to work closely with regional and global institutions to reinforce international law, rules and norms that support stability and prosperity. In an uncertain world, the strength and diversity of Australia's partnerships are critical. The department will continue to invest in these relationships in Australia and globally through Australia's diplomatic network.

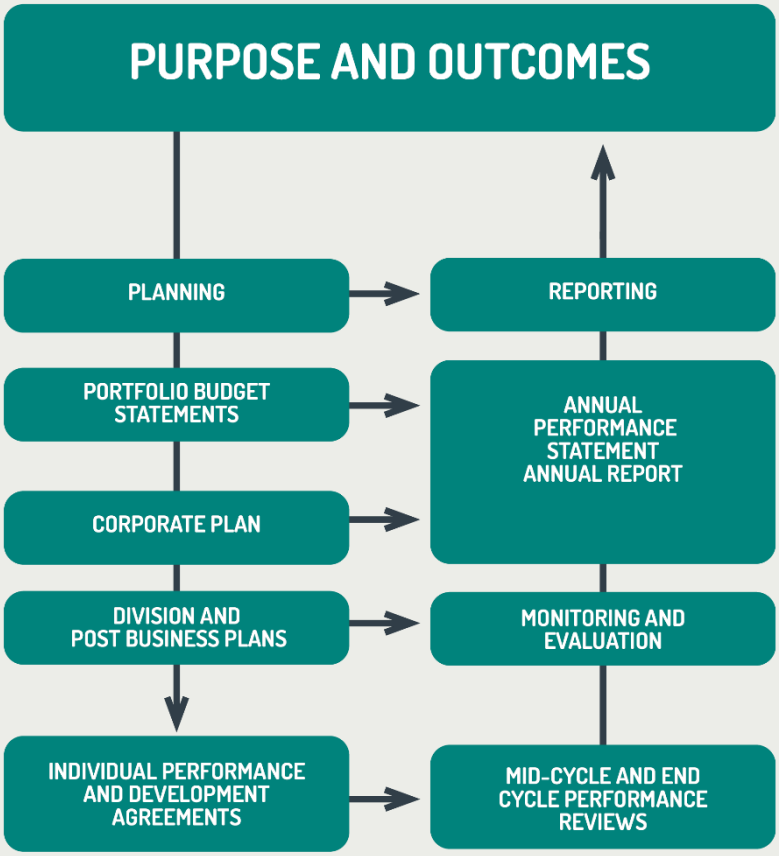
Planning and Performance

Role of the Corporate Plan

The department's 2022–23 Corporate Plan sets out the department's purpose, outcomes and priorities.

The corporate plan complements the *Foreign Affairs and Trade 2022–23 Portfolio Budget Statements* (PBS) for the foreign affairs and trade portfolio. Through the PBS, the Australian Government appropriates public funds to the department to achieve our purpose.

The corporate plan sets the parameters for the department's annual business planning cycle and individual performance and development agreements, ensuring clarity of purpose from the whole-of-enterprise to the individual level.



Performance Information

Priority	PBS Outcome	PBS Program	Performance information revisions from 2021–22 Corporate Plan*
1. Promote a stable and prosperous Indo-Pacific	1. The advancement of Australia's international strategic, security and economic interests including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities	1.1 Foreign Affairs and Trade Operations	1.1 Amended**
			1.2 Retained
			1.3 Amended**
		1.5 New Colombo Plan – Transforming Regional Relationships	1.4 Retained
2. Pursue our economic, trade and investment opportunities		1.1 Foreign Affairs and Trade Operations	2.1 Retained
			2.2 Retained
			2.3 Retained
			2.4 Retained
3. Keep Australia and Australians safe and secure		1.1 Foreign Affairs and Trade Operations	3.1 Retained
			3.2 Retained
4. Deliver an effective and responsive development program		1.2 Official Development Assistance	4.1 Retained
			4.2 Retained
			4.3 Retained
5. Advance global cooperation		1.3 Official Development Assistance – Multilateral Replenishments 1.4 Payments to International Organisations	5.1 Retained
		1.1 Foreign Affairs and Trade Operations	5.2 Retained
		1.6 Public Information Services and Public Diplomacy	5.3 Amended**
		1.1 Foreign Affairs and Trade Operations	5.4 Retained
6. Support Australians overseas	2. The protection and welfare of Australians abroad and access to secure international travel documentation through timely and responsive travel advice and consular and passport services in Australia and overseas	2.2 Passport Services	6.1 Amended**
		2.1 Consular Services	6.2 Retained
			6.3 Amended***
		2.2 Passport Services	6.4 Amended**
		2.1 Consular Services	6.5 Retained
7. Provide a secure and effective overseas presence	3. A secure Australian Government presence overseas through the provision of security services and information and communications technology infrastructure, and the management of the Commonwealth's overseas property estate	3.1 Foreign Affairs and Trade Security and IT	7.1 Retained
			7.2 Retained
			7.3 Retained
		3.2 Overseas Property	7.4 Retained
		3.1 Foreign Affairs and Trade Security and IT	7.5 Retained
		3.2 Overseas Property	7.6 Retained
			7.7 Retained
			7.8 Retained

** Performance measure 5.5 was removed to reflect our current operating environment.*

*** Performance measure amended to reflect our current operating environment.*

**** Performance measure amended from 2021–22 Corporate Plan to reflect correct PBS Program.*

Measuring Our Performance

The department is engaged in an ongoing program to improve its performance framework to better demonstrate how we plan, evaluate, report and redefine activities we deliver for Australia and Australians. Our reforms aim to enhance the department's ability to provide high-quality, meaningful information on our performance, which is an important part of our accountability to the Australian Government, Parliament and the public.

The *2022–23 Corporate Plan* reflects improvements to ensure the department's performance information is relevant, reliable and complete, including having clearer delivery targets and integrating robust methodologies. The department will continue to review and improve its performance framework and cultivate a positive performance management culture.

Methodology

The department assesses its performance on a regular basis. We have internal and external processes for assessment and contestability and utilise several data sources for performance assessment. We draw on reliable and verifiable information to provide an unbiased basis for measuring our performance.

We collect a wide range of data through internally managed data systems that focus on activity management and contracting; assess the quality and outcomes of Australian aid and humanitarian programs; track Australian passport and consular services; and assess management of Australian infrastructure overseas.

We regularly conduct quality assurance processes that generates data to support analysis of our performance. This includes internally focused assessment to track progress of our work across our divisions, 114 overseas posts and our state and territory offices. It also includes external assessments such as annual surveys assessing satisfaction of key stakeholders.

We make use of relevant external data to help us verify whether we have met our objectives. We use information produced by global institutions relevant to Australia's interests, such as externally produced reports on outcomes achieved, reported progress against relevant international conventions and other international agreements. External data provides evidence of our success in achieving outcomes through multilateral engagement and delivering outcomes vital for Australia's interest.

Delivery and Performance

The department continues to refine methodologies and targets across performance measures, where practicable. We will continue to further develop our targets, performance measures and key activities as part of the department's internal business planning processes.

The following sections set out the priorities that contribute to the department's purpose, the key activities required to deliver the priorities, and the performance measures that we will report against in the *2022–23 Annual Report*. We have reflected each priority against its PBS outcome and our key activities, which outlines how we achieve our work under each PBS Program.

Our Priorities and Key Activities



Outcome 1 – Priority 1: Promote a stable and prosperous Indo-Pacific

Operating Context

The Australian Government's foreign and trade policy is centred on a free, open and resilient Indo-Pacific. The Government recognises the region is being reshaped and Indo-Pacific countries need to work together to navigate this period of change together and to address the biggest challenges of our time, including climate change.

The department uses its overseas network and policy capability to help build a region that is stable, prosperous and respectful of sovereignty. Specifically, we will work with partners to:

- shape a strategic equilibrium where countries can make their own sovereign choices
- support the region's health response to COVID-19 and its economic recovery
- take a leading international role in responding to climate change
- support sustainable growth and development in the region
- promote international law, rules and norms that underpin the region's security, economic development and prosperity.

We will further strengthen Australia's alliance with the United States. We will deepen cooperation with India, Japan and the United Kingdom in responding to challenges across the Indo-Pacific. We will deliver practical benefits for the region through the Quad and host Quad leaders in 2023. We will strengthen our engagement with the Republic of Korea and other partners, including in Europe, to address shared Indo-Pacific priorities. We will enhance our defence and security capability through AUKUS.

We will seek to stabilise our relationship with China, our largest trading partner. A mutually beneficial relationship is in the interests of both countries. We remain open to engagement with China that advances our national interests, including to address shared challenges like climate change. We will continue to uphold international rules and norms that help to ensure our sovereignty.

We will listen and work with Pacific Island countries to help build a stronger Pacific family, with Pacific regional institutions, such as the Pacific Islands Forum, at its centre. We will take a leadership role in responding to the climate crisis, and continue to support the Pacific's response to the health and economic effects of COVID-19. We will support high-quality and climate resilient infrastructure, enhance our security partnerships, expand access to our labour market and migration program, promote disability inclusion and advance gender equality.

We will expand and deepen engagement with ASEAN and the countries of Southeast Asia. This includes supporting the region's health security and economic recovery and implementing our commitments under our Comprehensive Strategic Partnership with ASEAN, as well as under our regional trade agreements including the Regional Comprehensive Economic Partnership, the Agreement establishing the ASEAN-Australia-New Zealand Free Trade Area, and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership. We will foster collaboration bilaterally, in mini-lateral groups and through ASEAN-led forums such as the East Asia Summit. A strong and resilient ASEAN that holds the centre of the region is indispensable to achieving a secure, peaceful, prosperous and open Indo-Pacific.

Key Activities

Key Activity	PBS Program
Pursue relationships, programs and other initiatives that support Australia's interests and influence in the Indo-Pacific, including by advancing the region's recovery from the COVID-19 crisis.	1.1
Promote a shared agenda for security and prosperity with Pacific Island countries and Timor-Leste through economic, security and development engagement.	1.1
Increase Australia's engagement with the Indo-Pacific through the New Colombo Plan.	1.5

Performance

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
Effectiveness measures		
1.1 Our diplomatic efforts support a strategic equilibrium and free, open, and resilient Indo-Pacific.	Resilience of countries in the Indo-Pacific, as measured by: economic growth/recovery; strength of domestic settings; diversity of trade/supply chain resilience. Strategic equilibrium as assessed to be: avoidance of conflict; support for rules-based international system, including implementation of regional trade agreements that Australia is a party to (AANZFTA, RCEP, CPTPP and PACER Plus); support (public or private) for Australia's and/or allies' initiatives and interests, expressed by regional governments. Perceptions of Australia's strategic weight and value (regional governments, likeminded partners, civil society/ community, abroad and domestically).	Resilience of countries in the Indo-Pacific, as measured by: economic growth/recovery; strength of domestic settings; diversity of trade/supply chain resilience. Strategic equilibrium as assessed to be: avoidance of conflict; support for rules-based international system, including implementation of regional trade agreements that Australia is a party to (AANZFTA, RCEP, CPTPP and PACER Plus); support (public or private) for Australia's and/or allies' initiatives and interests, expressed by regional governments. Perceptions of Australia's strategic weight and value (regional governments, likeminded partners, civil society/ community, abroad and domestically).
Methodology: • Qualitative analysis of outcomes.		
1.2 High level of satisfaction of ministers and key stakeholders with the quality and timeliness of advice, briefing and support provided by the department.	Maintain satisfaction levels above 85 per cent.	Maintain satisfaction levels above 85 per cent.
Methodology: • Qualitative assessment through a survey of key stakeholders on satisfaction levels.		

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
1.3 Australia's enhanced engagement in the Pacific and Timor-Leste supports stronger and more resilient economies, development outcomes and regional security.	Our strong and close partnerships with Pacific Island countries and Timor-Leste are maintained and strengthened through our bilateral and regional support for: climate resilience, economic prosperity, shared security and people-to-people connections. We respond to the evolving priorities of the Pacific and Timor-Leste, including support of regional COVID-19 recovery.	Our strong and close partnerships with Pacific Island countries and Timor-Leste are maintained and strengthened through our bilateral and regional support for: climate resilience, economic prosperity, shared security and people-to-people connections. We respond to the evolving priorities of the Pacific and Timor-Leste, including support of regional COVID-19 recovery.
Methodology: • Quantitative and qualitative analysis of bilateral and regional economic, development and security agreements, engagements, and programs. • Monitoring reports and performance evaluations of programs, loans and investments – based on timely and credible data. • Evaluation of feedback, including from Pacific governments and other development partners.		
Output measures		
1.4 The New Colombo Plan delivers improved people-to-people, institutional and business links.	Revitalised engagement through the New Colombo Plan, as allowed by COVID-19 restrictions in the Indo-Pacific.	Revitalised engagement through the New Colombo Plan, as allowed by COVID-19 restrictions in the Indo-Pacific.
Methodology: • New Colombo Plan reporting, including evidence of enhanced alumni understanding of and connections to the Indo-Pacific.		



Outcome 1 – Priority 2: Pursue our economic, trade and investment opportunities

Operating Context

The international trading environment has become increasingly complex. Keeping the global economy open and businesses trading is crucial for Australia's economic resilience and security. The department is focused on upholding the rules-based trading system and securing new market opportunities for Australian businesses.

Despite challenges to multilateral rulemaking, the World Trade Organization (WTO) remains at the heart of the rules-based trading system that underpins Australia's prosperity. The department is leading efforts to reform the WTO to ensure it continues to deliver for Australia and our region. We are using the WTO dispute settlement system to protect Australia's interests.

The G20 and the Asia-Pacific Economic Cooperation (APEC) remain key vehicles for economic cooperation, including with our major trading partners. Russian participation in the wake of its invasion of Ukraine has undermined the capacity of these forums to achieve consensus, but we are engaging closely with partners to deliver meaningful trade and investment outcomes in the Indo-Pacific, including to ensure the US APEC 2023 host year is a success. Australia's participation in the recently launched Indo-Pacific Economic Framework (IPEF) will further strengthen regional economic cooperation on new and emerging trade issues. We are using the OECD to build the evidence base for a free, fair and open trading system, strengthen collaboration with Southeast Asia on trade and economic issues, and advocate for reform of market-distorting agricultural subsidies to advance climate mitigation and trade objectives.

We are pursuing a wide-ranging trade diversification agenda through bringing into force recent free trade agreements (FTAs) with the UK and India, and the Regional Comprehensive Economic Partnership Agreement; the negotiation of new comprehensive FTAs with the European Union and India; and proactive implementation of Australia's existing 16 FTAs; , including negotiating an upgrade to the Agreement to Establish the ASEAN-Australia-New Zealand Free Trade Area (AANZFTA), and expanding membership of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership.

We are supporting Australian businesses at home and around the world by addressing non-tariff barriers, creating a more level playing field for Australian exporters, and stepping up our advice to internationally-facing businesses on offshore political and strategic risks. We are opening up new opportunities in growth areas such as digital trade and deepening our economic relationships with key partners including India, Indonesia and Vietnam. We are engaging on emerging standards issues that could impact future market access and are expanding our influence multilaterally and regionally to progress our interests.

Responding to changes in the global strategic environment, we are facilitating an enhanced role for Export Finance Australia (EFA) to deliver government priorities in relation to infrastructure in the Pacific and Southeast Asia; the clean energy transition; development of Australia's critical minerals industry and economic growth and resilience through trade expansion and diversification. Together with our partner agencies, state and territory governments and Australian businesses, we are working to ensure that the Australian economy has a competitive edge around the world and remains attractive to overseas investment.

Key Activities

Key Activity	PBS Program
1. Advocate and negotiate for open markets, resist protectionism and support the rules-based trading system.	1.1
2. Support Australian businesses to secure opportunities globally, including through free trade agreements and advancing trade and investment collaboration in the region and more widely.	1.1
3. Contribute to domestic economic policy that improves Australia's international competitiveness.	1.1
4. Strengthen economic and commercial diplomacy to support Australian businesses and build domestic support for trade and investment.	1.1*

** Key activity amended from 2022–23 Portfolio Budget Statements to reflect correct PBS Program.*

Performance

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
Effectiveness measures		
2.1 Global rules-based trading system reflects Australian interests.	Results secured in the WTO, APEC, G20 and OECD that meaningfully contribute toward reducing barriers to trade and other distortions in global markets; strengthening international trade rules and enforcement mechanisms; building the capacity of regional partners to create a more positive environment for trade and investment; and promoting economic reform, integration and recovery through trade and investment.	Results secured in the WTO, APEC, G20 and OECD that meaningfully contribute toward reducing barriers to trade and other distortions in global markets; strengthening international trade rules and enforcement mechanisms; building the capacity of regional partners to create a more positive environment for trade and investment; and promoting economic reform, integration and recovery through trade and investment.
Methodology: • Qualitative assessment of outcomes of: the WTO 12th Ministerial Conference; plurilateral 'Joint Statement Initiatives'; WTO disputes to which Australia was/is a Party or Third Party; APEC, IPEF, G20 and OECD ministerial meetings, projects and related initiatives. • Review of objectives and outcomes through: Government documents, including media releases, ministerial submissions, etc; reporting from relevant bodies; emerging multilateral initiatives; reports and expert advice, and feedback from Australian business and other stakeholders.		
2.2 Increased market opening and opportunities for Australian businesses.	Increase compared to previous year of: entry into force and/or implementation of new market access commitments from trade agreements; resolution of non-tariff barriers; implementation of WTO dispute outcomes; and direct facilitation of investment and trade opportunities for Australian business.	Increase compared to previous year of: entry into force and/or implementation of new market access commitments from trade agreements; resolution of non-tariff barriers; implementation of WTO dispute outcomes; and direct facilitation of investment and trade opportunities for Australian business.
Methodology: • Qualitative and, where relevant quantitative, assessment of value and number of international market openings and expanded opportunities, including through: entry into force and/or implementation of new market access commitments under new or existing free trade agreements; positive outcomes from WTO dispute settlement; success in diversifying Australian export markets; resolution of non-tariff barriers; adoption and renewal of professional services mutual recognition and similar arrangements by Australian professions in export markets; harmonisation of standards; business feedback. • Qualitative assessment of the contribution of FTAs and the Indo-Pacific Economic Framework to Australia's geostrategic interests, particularly to supporting the ASEAN-centred rules-based order in the Indo-Pacific.		

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
2.3 Trade and investment is factored into Australia's economic policy settings.	Economic policy takes into account Australia's trade and investment interests and is consistent with our international trade law obligations. DFAT advice contributes to national policies supporting economic security and supply chain resilience. DFAT's input shapes economic policy decisions to promote trade and investment interests and to comply with international trade law obligations.	Economic policy takes into account Australia's trade and investment interests and is consistent with our international trade law obligations. DFAT advice contributes to national policies supporting economic security and supply chain resilience. DFAT's input shapes economic policy decisions to promote trade and investment interests and to comply with international trade law obligations.
Methodology: • DFAT participates in and informs national economic policy discussions, including providing input on domestic policy reforms. • Review of government documents that demonstrate implementation (or not) by government of DFAT's advice on how to manage international trade and investment obligations. • Quantitative and qualitative assessment of: 'specific trade concerns' and questions raised in WTO committees with respect to Australian measures; consultations requested and disputes brought against Australia with respect to its economic policy measures.		
2.4 Positive trade and investment outcomes supported by the department's economic and commercial diplomacy, and domestic advocacy efforts.	Increased public stakeholder understanding of the benefits of trade and investment. Increased awareness among Australian business of international trade and investment opportunities and challenges. Increased take up of trade and investment opportunities in Australian FTAs. Effective support to Australian business in overseas markets.	Increased public stakeholder understanding of the benefits of trade and investment. Increased awareness among Australian business of international trade and investment opportunities and challenges. Increased take up of trade and investment opportunities in Australian FTAs. Effective support to Australian business in overseas markets.
Methodology: • Sentiment monitoring/surveys to measure change to public understanding of the benefits of, comfort with and support for international trade and investment delivered through stakeholder consultations. • Engagement data, including social media engagement and rates of use of FTA Portal, to measure engagement with DFAT's messaging and take up of trading opportunities through Australia's FTA network. • Trade data to monitor trade and investment trends.		

Outcome 1 – Priority 3: Keep Australia and Australians safe and secure

Operating Context

The rise of new and evolving hybrid security challenges in the Indo-Pacific such as disinformation campaigns, foreign interference, malicious cyber activity and economic coercion threaten Australia's security, our freedom and our values, and the stability of our region.

To keep Australians safe and secure, the department will work with partners to tackle both emerging and more traditional security threats and build support for strong international law, rules and norms that protect Australian interests. We will enhance our diplomatic engagement on a broad range of security issues, including:

- countering disinformation and foreign interference that is harmful to Australia's strategic and economic interests
- securing stronger counter-terrorism and counter violent extremism cooperation
- reducing the threat of people smuggling and incidences of human trafficking and other forms of modern slavery in the Indo-Pacific
- strengthening international rules and norms, including those that apply to space
- working with partners to understand potential climate change related security issues, and
- promoting a safe, secure and prosperous Australia, Indo-Pacific and world, enabled by cyberspace and critical technology.

The department also works with agencies to guard against attempts by foreign governments and their proxies to exert inappropriate influence on Australia, and to undermine our sovereign institutions and decision-making.

Key Activities

Key Activity	PBS Program
1. Work with international and domestic partners to promote Australia's security interests through effective international advocacy, cooperation and capacity building.	1.1
2. Strengthen intelligence capabilities.	1.1
3. Promote international cooperation on people smuggling, human trafficking and other forms of modern slavery, particularly through the Bali Process.	1.1

Performance

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
Effectiveness measures		
3.1 Security outcomes that reflect Australia's interests.	Effective implementation of key strategies, particularly those targeting people smuggling and human trafficking, terrorism and cyber. Effective implementation of activities delivering on key strategies and divisional priorities including counter disinformation. Effective promotion of Australia as a security partner, including on building Defence capability, climate related security issues and space.	Effective implementation of key strategies, particularly those targeting people smuggling and human trafficking, terrorism and cyber. Effective implementation of activities delivering on key strategies and divisional priorities including counter disinformation. Effective promotion of Australia as a security partner, including on building Defence capability, climate related security issues and space.
Methodology: • Qualitative and quantitative analysis drawn from records of the Australian Cyber Security Centre; the Asia-Pacific Network Information Centre; the CFI Diplomatic Strategy milestones; United Nations processes outcome statement; internal reports and reporting on progress against international engagement aspects of the strategic priorities as set out in the National Action Plan to Combat Modern Slavery. • Quantitative and qualitative reports on the implementation of programs and activities delivering on key strategies and divisional priorities including countering disinformation. • Enhanced diplomatic engagement on a broad range of security issues including building Defence capability, climate related security issues and space.		
3.2 Full and active engagement with the National Intelligence Community (NIC) – including through Office of National Intelligence-led prioritisation, coordination and evaluation process – to support Australia's foreign policy interests.	DFAT contributes to NIC understanding of developments affecting Australia's foreign policy interests. DFAT regularly attends ONI-convened mission governance forums at multiple levels to provide intelligence requirements geared to our foreign policy needs. DFAT's prosecution of Australia's foreign policy interests is better targeted through this engagement with NIC agencies.	DFAT contributes to NIC understanding of developments affecting Australia's foreign policy interests. DFAT regularly attends ONI-convened mission governance forums at multiple levels to provide intelligence requirements geared to our foreign policy needs. DFAT's prosecution of Australia's foreign policy interests is better targeted through this engagement with NIC agencies.
Methodology: • Qualitative analysis drawn from NIC collaboration evaluation.		



Outcome 1 – Priority 4: Deliver an effective and responsive development program

Operating Context

Australia's development program supports our interests by working with our neighbours to address overlapping challenges facing the region, including climate, COVID-19, and strategic contest.

Australia is taking an ambitious and constructive role in international efforts to combat the climate crisis – recognising that climate change is the single greatest threat to the livelihoods, security, and wellbeing of the peoples of the Pacific.

Australia has committed $2 billion in climate finance for 2020–2025. The department is delivering the government's commitment to increase support for our region, including through a new 'Pacific Climate Infrastructure Financing Partnership' stream within the Australian Infrastructure Financing Facility for the Pacific, and a $200 million climate and infrastructure partnership with Indonesia.

Recovery from COVID-19 in the Indo-Pacific remains a key objective of Australia's development program. The severe economic impacts from the pandemic continue in many countries and are likely to be long lasting – erasing hard-won progress and exacerbating existing vulnerabilities. This means the needs of our neighbours have profoundly changed and will continue to evolve. The department is working with Indo-Pacific partners to ensure Australia's support is effective and targeted to the foremost priorities of the region.

The department draws on the expertise and experience of Australians to deliver high-quality development programs in the region. This includes incorporating First Nations identities, perspectives and practices into the work of the development program and drawing on Australia's multicultural heritage to connect with our region.

Disability inclusion and supporting women and girls is a central priority of the government. The development program will address the structural barriers that are holding women and girls and people with disabilities back, and strengthen accountability for gender equality and disability inclusion in our programs.

Through development partnerships with multilateral institutions, we support effective global responses to the pandemic and other challenges such as climate change and humanitarian crises. Our work ensures Australia meets its commitment to respond to requests for humanitarian assistance from countries in the Pacific and Southeast Asia, the most disaster-prone region in the world, within 48 hours.

Key Activities

Key Activity	PBS Program
1. Focus Australia's development program predominantly on the Indo-Pacific to promote Australia's national interest in a stable, prosperous and resilient region in the context of COVID-19, including by: • delivering assistance to neighbours, prioritising health security, stability and economic recovery, and • supporting Pacific and Southeast Asian partners to access and roll out safe and effective COVID-19 vaccines.	1.2
2. Manage the development program effectively, efficiently and transparently to deliver results and value for money in line with the Australian development program's performance framework.	1.2
3. Lead the Australian Government's response to humanitarian crises and conflicts, including an enhanced ability by Indo-Pacific countries to prepare for, respond to and recover from crises.	1.2

Performance

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
Effectiveness measures		
4.1 Australia's development program investments promote health security, stability and economic recovery.	The development program is responsive to evolving needs and risks in the Indo-Pacific region and Australian Government priorities.	The development program is responsive to evolving needs and risks in the Indo-Pacific region and Australian Government priorities.
Methodology: • Qualitative analysis of progress against bilateral and regional development plans setting out expected outcomes, key results and supporting investments. • Performance indicators for global programs and strategic agreements with multilateral organisations. • Qualitative and quantitative analysis of economic and geostrategic trends in the Indo-Pacific. • Investment monitoring reports and evaluations of Australia's development efforts.		
4.2 Timely and effective responses to humanitarian emergencies, including an enhanced Indo-Pacific ability to prepare for, respond to and recover from crises.	Australia responds within 48 hours of a request from a country in the Indo-Pacific. Effective Australian Government responses to humanitarian crises, displacement and conflict. Australian support builds the capacity of Pacific governments and communities to better prepare for, respond to and recover from climate change impacts and disasters. Implementation and establishment of strategic partnership frameworks with humanitarian partners.	Australia responds within 48 hours of a request from a country in the Indo-Pacific. Effective Australian Government responses to humanitarian crises, displacement and conflict. Australian support builds the capacity of Pacific governments and communities to better prepare for, respond to and recover from climate change impacts and disasters. Implementation and establishment of strategic partnership frameworks with humanitarian partners.
Methodology: • Investment monitoring reports and evaluations of Australia's humanitarian response efforts. • Qualitative analysis provided in end of program reviews • Progress of strategic partnership frameworks		
4.3 Effective operational and organisational management of the development program, including in its planning, implementation and responsiveness.	Ongoing effective and efficient implementation of investments.	Ongoing effective and efficient implementation of investments.

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
Methodology: • Investment monitoring reports, final investment monitoring reports, country and regional progress reports and evaluations of Australia's development efforts. • Qualitative analysis of progress against bilateral and regional development plans setting out expected outcomes, key results and supporting investments.		

Outcome 1 – Priority 5: Advance global cooperation

Operating Context

The COVID-19 crisis and current global security challenges have demonstrated that, more than ever, we need strong and effective multilateral institutions, grounded in principles of openness and transparency. The department is committed to working within the multilateral system, while at the same time seeking to strengthen it in order to better respond to contemporary global challenges.

The department will continue working to protect the global rules, norms, standards and values that underpin Australia's security and prosperity, in collaboration with like-minded partners, including those in our region. We will contribute actively to international collaboration to deal with important global challenges, including pandemic control, counter-terrorism, irregular people movement and climate change. We will continue to protect human rights and defend their universality in the UN Human Rights Council and other multilateral forums. We will also continue to promote fundamental freedoms, gender equality and social inclusion, including for people with disabilities and indigenous persons, and advocate for global abolition of the death penalty.

Through the Ambassador for Arms Control and Counter-Proliferation, the department will further Australia's international leadership on non-proliferation, counter-proliferation, disarmament and arms control. We will seek pragmatic solutions to the challenges presented by weapons of mass destruction, grounded in our vision of a world free of nuclear weapons, and ensure those who use these weapons are held to account. We will work with our AUKUS partners to ensure Australia's planned acquisition of conventionally armed nuclear-powered submarines sets the highest possible standard for the global non-proliferation regime.

We will seek strong leadership of multilateral institutions by supporting meritorious individuals with a commitment to good governance, including promoting Australian candidacies, to promote and protect our national interests and those of our Indo-Pacific region.

We are increasing engagement in international standard-setting bodies to promote and protect standards that support a level playing field and an open, interoperable global economy. In particular, we will work to ensure new standards for emerging technologies foster innovation, transparency, diverse markets and security by design, and are consistent with international law and protect human rights.

We will continue to meet our obligations under the Vienna Conventions on Diplomatic and Consular Relations, including by facilitating the effective functioning of foreign missions represented in Australia.

Key Activities

Key Activity	PBS Program
1. Further Australia's interests, including promoting and protecting the rules, norms, standards and institutions that underpin sovereignty, stability and prosperity, and enable cooperation to tackle global challenges.	1.1, 1.4*
2. Australia's Official Development Assistance is advanced through the department's work with multilateral organisations. Their reach, leverage, specialisation and other strengths play a critical role in helping Australia to meet its international development objectives	1.3**
3. Project a positive and contemporary image of Australia, and promote a clear understanding of Australian policies, objectives and engagement with the Indo-Pacific region through the department's communications delivered throughout our diplomatic network.	1.6
4. Undertake effective protocol engagement with foreign services represented in Australia and ensure their security and dignity.	1.1
5. Closely liaise with federal, state and territory governments regarding DFAT's management of the diplomatic and consular community.	1.1

** Key activity amended from 2022–23 Portfolio Budget Statements to reflect correct PBS Program.*
*** Key activity amended from 2021–22 Portfolio Budget Statements to reflect correct PBS Program.*

Performance

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
Effectiveness measures		
5.1 Australia's diplomatic and geostrategic efforts and financial contributions help shape institutions, rules, norms and standards in line with our national interests and values.	Outcomes, including statements, of global coalitions, multilateral fora and institutions, align with Australia's priorities to protect and promote rules, norms and standards.	Outcomes, including statements, of global coalitions, multilateral fora and institutions, align with Australia's priorities to protect and promote rules, norms and standards.
Methodology: • Qualitative and quantitative analysis of resolutions, statements and outcomes in multilateral forums, especially the UN Human Rights Council and UN General Assembly.		
5.2 Our relationships with Europe, the Middle East, Latin America and Africa advance Australia's interests.	Positive regard for Australian interests increasingly identified in countries of Europe, the Middle East, Latin America and Africa.	Positive regard for Australian interests increasingly identified in countries of Europe, the Middle East, Latin America and Africa.
Methodology: • Qualitative analysis of case studies of influential engagement.		
5.3 Strategic communications and public diplomacy initiatives advance Australia's interests and influence.	Maintain an average social media engagement rate of between 1–3% in line with industry standards. Maintain Australian standings in global soft power indexes and global perception and sentiment tracking.	Maintain an average social media engagement rate of between 1–3% in line with industry standards. Maintain Australian standings in global soft power indexes and global perception and sentiment tracking.
Methodology: • DFAT social media and website data analytics. • The Soft Power 30, BrandFinance and Anholt-Ipsos Nation Brands Index.		

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
Output measures		
5.4 The diplomatic and consular corps posted or accredited to Australia are satisfied with the delivery of protocol services.	Maintain satisfaction levels above 85 per cent.	Maintain satisfaction levels above 85 per cent.
Methodology: • Qualitative assessment through a survey of the diplomatic corps.		



Outcome 2 – Priority 6: Support Australians overseas

Operating Context

Support for Australians overseas is an essential part of the department's mission. The department will continue to prepare for and lead the Australian Government's response to overseas crises.

Australians are resuming international travel in increasing numbers in a more complex global environment. We will help Australians overseas in need through professional consular services and stand ready to assist during international crises and emergencies. We will inform Australians about travel risks, including ongoing COVID-19 impacts, through the Smartraveller website and provision of timely and accurate travel advice.

The department's Global Watch Office provides a 24/7 capability to monitor and initiate responses to international events that affect Australian interests. We will cooperate with private sector and international partners – as well as across the Australian Government – to broaden our reach and extend our capacity to advise and assist Australians overseas.

We continue to modernise and strengthen consular and crisis capability through IT and communications upgrades. This will ensure Australia's consular capability can effectively respond to overseas emergencies and support Australians overseas.

The Australian Passport Office (APO) will continue to deliver a world class passport service. Since the reopening of Australia's border on 1 November 2021, passport application numbers have jumped from record lows to unprecedented highs. In response, the APO has doubled staffing numbers to increase capacity in call centre, production and processing operations. Staffing numbers will increase again in 2022–23. In parallel, we will continue to pursue business and technology improvements that streamline the application process for our customers.

As countries emerge from the pandemic, we will continue to deliver tailored services that enable Australians overseas to obtain and protect their passports with consideration to local pandemic conditions and regulations.

Australia's International COVID-19 Vaccination Certificate, delivered by the APO, now plays a critical role in supporting Australians to travel overseas. In 2022–23, we will develop a new passport series that builds upon the strength and integrity of Australian travel documents and produce a passport book that is a celebration of Australia, bringing traveller identity together with our national identity.

Our work to improve delivery and further digitise our consular and passport service will continue over 2022–23 helping us to be increasingly responsive and agile in a complex global environment.

Key Activities

Key Activity	PBS Program
1. Provide Australians with high-quality passport services.	2.2
2. A responsive consular service focused on those most in need.	2.1
3. Australians empowered to help themselves overseas.	2.1
4. Preparedness for and management of overseas crises.	2.1

Performance

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
Effectiveness measures		
6.1 The department maintains a high standard in processing passports.	95 per cent of passports processed within 10 business days. 98 per cent of priority passports processed within two business days.	95 per cent of passports processed within 10 business days. 98 per cent of priority passports processed within two business days.
Methodology: • Data on processing times from the Australian Passport Office's passport systems and corporate records.		
6.2 A responsive consular service through our 24/7 global network, focusing on Australians most in need.	Australians can access consular services as outlined in the Consular Services Charter at all times, including in a crisis situation.	Australians can access consular services as outlined in the Consular Services Charter at all times, including in a crisis situation.
Methodology: • Reports on consular cases from the department's Consular Information System and related systems. • Data on call volumes and wait times from the department's Consular Emergency Centre. • Regular reporting on Smartraveller website traffic, subscribers to news and/or travel advice and followers on social media accounts.		
6.3 Australians have information to prepare for safe travel overseas.	100 per cent of travel advisories reviewed bi-annually for posts in a volatile risk environment and/or where there are high Australian interests. 100 per cent of travel advisories reviewed annually for all other posts.	100 per cent of travel advisories reviewed bi-annually for posts in a volatile risk environment and/or where there are high Australian interests. 100 per cent of travel advisories reviewed annually for all other posts.
Methodology: • Data analytics and reporting from the department's Smartraveller website.		
Output measure		
6.4 Clients are satisfied with passport services.	85 per cent satisfaction rate of overall passport service from client survey.	85 per cent satisfaction rate of overall passport service from client survey.
Methodology: • Data from an independently conducted customer satisfaction survey.		
6.5 The department is prepared to respond to overseas crises.	100 per cent of posts certify annually that crisis action plans are current, and have been exercised for countries of resident accreditation. Contingency planning and crisis management training is mandatory for all DFAT officers proceeding on long-term posting.	100 per cent of posts certify annually that crisis action plans are current, and have been exercised for countries of resident accreditation. Contingency planning and crisis management training is mandatory for all DFAT officers proceeding on long-term posting.
Methodology: • Quantitative assessment of Crisis Action Plan updates. • Quantitative assessment of completion of contingency planning and crisis management pre-posting training.		

Outcome 3 – Priority 7: Provide a secure and effective overseas presence

Operating Context

A secure and effective overseas Australian Government presence is fundamental to our ability to meet the strategic challenges ahead, protect our staff and deliver services to Australians overseas and advance Australia's interests abroad.

The department will continue to invest in efficient, cost-effective technologies and infrastructure to fully support the global network and to adapt practices to ensure our people are safe and able to operate effectively to deliver for Australia around the world. We are the eyes, ears and voice of Australia overseas.

We operate 114 overseas posts and nine Austrade-managed posts providing consular assistance around the world at over 200 global locations. The department will provide a reliable, secure and sustainable Information and Communications Technology (ICT) network that supports flexibility and innovation. We ensure a safe and secure Australian Government presence overseas by providing appropriate risk-focused security measures and a fit-for-purpose, efficient and sustainable overseas property estate.

Key Activities

Key Activity	PBS Program
1. Strengthen protective security measures commensurate with the evolving global security environment.	3.1
2. Enhance the security culture of the department across the global network.	3.1
3. Deliver and maintain accessible, reliable and secure ICT systems and infrastructure that meet Australian Government requirements.	3.1
4. Deliver a secure Australian Government presence overseas through efficient and effective management of the overseas estate that meets the Government's requirements and maintains property conditions and building services.	3.2

Performance

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
Effectiveness measures		
7.1 Effective security management with evidence of risk-based decision-making in line with the DFAT Security Framework.	Improvement in the department's protective security maturity rating by 2024.	Improvement in the department's protective security maturity rating by 2024. Forward targets to be set in future years.
Methodology: • Qualitative assessment drawn from the Protective Security Policy Framework annual assessment.		
7.2 Enhanced oversight of the functionality and effectiveness of the security controls and mitigations in place across the network.	Progress against key Security Enhancement Program milestones.	Forward targets to be set in future years.
Methodology: • Qualitative analysis drawn from assessment of the Security Enhancements Program milestones.		
7.3 Robust security culture, evidenced by staff engagement with security policy and responsiveness to contemporary and innovative security materials and training programs.	Completion of a biennial Security Culture Survey. Progress against the Security Culture Implementation plan.	Completion of a biennial Security Culture Survey. Progress against the Security Culture Implementation plan.
Methodology: • Qualitative analysis drawn from Security Culture Implementation plan. • Quantitative analysis drawn from the completion of the Security Culture Survey.		
Efficiency measures		
7.4 Construction and refurbishment of departmental overseas property estate completed to agreed quality standards to meet government requirements and deliver operational efficiencies.	Benefits identified in the approved business case are realised. Off-site construction delivered to Australian Codes and Standards. 80 per cent of construction projects delivered on time and within approved budget.	Benefits identified in the approved business case are realised. Off-site construction delivered to Australian Codes and Standards. 80 per cent of construction projects delivered on time and within approved budget.
Methodology: • Quantitative analysis of compliance with certification processes. • Actual budget spend and schedule assessed against approved forecasts.		
Output measures		
7.5 Fit-for-purpose and secure ICT systems.	ICT Security Logging - Number of unique cases generated, and complex use cases analysed, will increase by 15 per cent. Average System Uptime of DFAT critical systems maintained at 99 per cent. Collaboration tool adoption increased by 15 per cent.	ICT Security Logging - Number of unique cases generated, and complex use cases analysed, will increase by 15 per cent. Average System Uptime of DFAT critical systems maintained at 99 per cent. Collaboration tool adoption increased by 15 per cent.
Methodology: • Quantitative and qualitative analysis of events and associated productivity impacts. Including: - review of IT security log events, and use cases created and/or processed. - major incident management reports, indicating service continuity and 'uptime'. - user surveys, indicating user satisfaction, to inform improvements to user collaboration tools, and/or uptake.		
7.6 Asset management plans are in place for all owned properties in the overseas estate.	100 per cent of asset management plans are updated annually for all owned properties.	100 per cent of asset management plans are updated annually for all owned properties.
Methodology: • Quantitative analysis of updated Asset Management Plans from the Property Management Database.		

What will be measured	Planned Performance Results (Targets)	
	2022–23	2023–24 to 2025–26
7.7 Satisfaction ratings with the performance of the service provider and the Overseas Property Office.	Maintained or increased compared to previous year.	Maintained or increased compared to previous year.
Methodology: • An annual customer satisfaction survey conducted by an independent third-party service provider.		
7.8 Management and refurbishment of the domestic property portfolio, including the state and territory offices, to meet government requirements and deliver operational efficiencies.	The department has an occupational density of 14m2 per occupied work point by 2025.	The department has an occupational density of 14m2 per occupied work point by 2025. Forward targets to be set in future years.
Methodology:. • Property data reported to Department of Finance under the AGPR annual reporting requirement.		

Our Capabilities

Global recovery from COVID-19, the threat of climate change and increased strategic contest continues to shape our world. The department's global network of 114 overseas posts across six continents plays a vital role in providing support to Australians and delivering on the government's agenda. The department continues to be at the forefront of Australia's response to COVID-19 recovery. We have pivoted our development program and are supporting Australia's economic recovery through diversified trade and investment.

Our work to defend and prosecute Australia's interests during the pandemic highlighted our strengths as an organisation. It is driving innovation and adaptability. We are committed to holding on to the best of this, including our increased agility, rapid uptake of technology, use of data to inform decision-making, remote and flexible work to enhance productivity and a sharpened clarity of purpose. We are implementing an ambitious program of organisational reform across people management, IT, security, service delivery and our overseas operations to ensure our organisation can be even more effective as we transition to support recovery. We are streamlining our systems while delivering efficient and high-quality services to Australians.

People

We are the eyes, ears and voice of Australia overseas. Our people and the global network we lead on behalf of government are our core assets. We are investing in our people to ensure we can stand firm in the face of growing challenges to Australia's national interests. Our job is to be where it matters, when it matters – both domestically and overseas. Australia's ability to influence the reshaping of our region is highly dependent on the capability of our foreign service and our diplomatic capability is the key means by which the department puts foreign policy into practice. Like the nation we serve, we are courageous and innovative, and embrace risk and new ways of working.

Over the four years of this Corporate Plan, we are investing in our capability – and the capability of other government departments and industry operating internationally – to prosecute Australia's priorities and interests overseas. The department's Capability Taskforce will drive the development of a capability framework, a foundation element of our ability to attract, develop and retain our talent in order to deliver the priorities of the department and government. The department's Diplomatic Academy, working closely with the Capability Taskforce, will develop international engagement capability in Australian officials to deliver results internationally for Australia and Australians, including through close collaboration with other foreign ministries to build trust and influence.

Our workforce represents the best of Australia: diverse, high-performing and outward-looking. We are seeking out, and working to manage, existing and new talent, promoting innovative workforce practices, and building surge capacity into our future workforce to support the needs of the department in times of crises and shifting priorities, and as part of an integrated APS enterprise.

Diversity and Inclusion

Our people reflect the communities we represent and the global environment in which we operate. We proactively embrace the diversity of backgrounds, skills and experiences of all our people to create a world-class global workforce.

The department's Diversity and Inclusion agenda is underpinned by targeted strategic initiatives aimed at engaging, developing, advancing, and retaining the rich diversity of our people. Continuing to invest in diversity and inclusion will strengthen our ability to deliver domestically and overseas through a workforce that brings diverse lived experiences to addressing our complex global challenges.

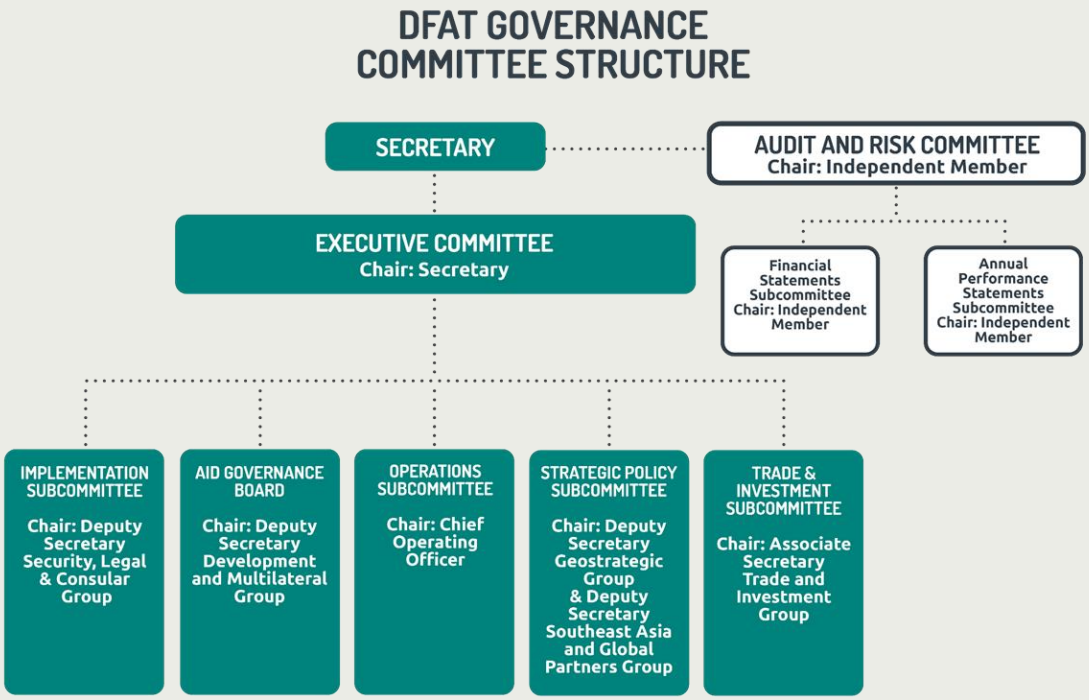
Systems

The department will continue to reform and modernise its ICT capability over the next four years, to support a reliable, secure, and sustainable global ICT network which is responsive in a rapidly changing and uncertain operating environment. ICT is a critical enabler for the department and is therefore a key focus and area of investment. Software tools, cloud technology and other new ICT capabilities have enabled DFAT staff to work smarter and remain agile to changing circumstances both domestically and abroad. The department fosters Australian government presence overseas through ICT services and infrastructure, including the provision of ICT capability for domestic and overseas partner agencies. The department will continue to focus on implementing new technologies to improve our ICT capability to ensure our systems are fit-for-purpose and secure.

Governance

Our governance arrangements are designed to effectively and efficiently support the delivery of strategic priorities, ensure organisational fitness and increase accountability. We have refreshed our committees to better enable enterprise consideration of strategic priorities across a complex set of foreign, trade and development policy and programs, and strengthen our decision-making and assurance mechanisms.

We are governed by the Executive Committee and supported by five subcommittees.



Overseas Network

An overseas Australian Government presence is fundamental to Australia's ability to meet the strategic challenges ahead, protect Australians overseas and advance Australia's interests abroad. In 114 posts, DFAT is the lead agency in ensuring a consistent and efficient use of Government resources for all agencies represented, including managing properties, staff and conditions of service, security and IT, and finance. Austrade manage an additional nine posts in the network.

The overseas network works with a wide range of stakeholders globally to ensure the Australian Government's interests are being represented in both bilateral and multilateral relationships and bodies. This engagement protects the global rules, norms, standards and values that underpin Australia's regional and global security and prosperity. The network also facilitates the delivery of Australia's aid program and assists in identifying and securing new market opportunities for Australian businesses overseas, including potential new free trade agreements.

In addition to the diplomatic engagement, the network provides consular and passport services to the Australian travelling public and manages the on-the-ground response to an overseas crisis. To assist posts, there are 48 Honorary Consuls (two managed by Austrade), in locations we are not represented to ensure public services are available in areas frequented by Australian travellers.

OUR OVERSEAS NETWORK



Managing Our Risks

The department's challenging operating environment means success depends on our ability to engage with risk, capitalise on opportunities and encourage innovative practices. The need for this has been accelerated in response to managing both the continued risks posed by the COVID-19 pandemic and the broader political, economic and operational uncertainty we currently face. Effective risk management ensures that the department is resilient and agile in the face of this uncertainty to continue to deliver for Australia and Australians.

Managing a Robust Risk Framework

The department's Risk Management Guide sets out our framework for managing risk in line with the expectations of the Commonwealth Risk Management Policy. The guide sets out responsibilities for managing risk and our processes for risk assessment, including defining the department's appetite and tolerance for risk. It also empowers areas of the department to develop policies, processes and reporting mechanisms for specialist areas of risk such as work health and safety, security, fraud, the protection of people in vulnerable situations, and the development program.

The framework is coordinated by the department's Chief Operating Officer and a dedicated enterprise risk team, which also provides outreach and support across the department. The Executive Committee oversees operation of the department's risk framework and receives reports on the management of enterprise risks. Key operational risks are monitored and reported to the Operations Subcommittee, and risks in the development program are monitored and reported to the Aid Governance Board. The department's independent Audit and Risk Committee reviews and provides independent advice and assurance to the Secretary on the appropriateness of the department's financial reporting, performance reporting, system of risk oversight and management, and system of internal control.

The department continually reviews its risk framework to ensure it accurately reflects roles and responsibilities and expresses risk appetite in a way that enables risk management to support our priorities. Capturing the lessons learned from our ongoing response to the COVID-19 pandemic and how to address changes in our international and domestic contexts is a key component of this review work.

Managing Our Enterprise Risks

The department's enterprise risks are those that have a systemic impact on our strategic priorities set out in this plan or our capacity to deliver them. These risks are set out in the department's Enterprise Risk Register. The Executive Committee, chaired by the Secretary, regularly reviews the enterprise risks and directs action to manage them.

Enterprise risks can be either 'strategic' (risks to the achievement of specific foreign policy, trade, investment and/or international development priorities) or 'operational' (risks that affect how the department delivers our priorities and maintains business operations).

The department is currently undertaking a review of the strategic risks in the enterprise risk register, ensuring they actively reflect the strategic context and the environment in which we operate. The table below sets out the current operational risks in the Enterprise Risk Register and the mechanisms we are using to manage them.

Risk	Management Mechanism
Development Program – Effective implementation of the international development program is impacted by COVID-19. We are unable to deliver on expected development objectives.	Use flexible program designs and funding mechanisms, to adapt to changing circumstances, needs and government priorities. Timely deployment of resources and continued strengthening of our international development capability. Adequate financial and agreement management mechanisms, and monitoring of safeguard and diversion risks.
Work Health and Safety (WHS) – Our management of work health and safety does not enable the department to provide a healthy and safe workplace.	Policies and processes support the management of physical and mental health risks. Assessment and assurance of WHS risk and controls across the department, with targeted WHS programs to remedy trending WHS risks. Increased training and assurance of individual accountabilities for WHS across the department. Enhance WHS issue reporting and investigation capabilities.
Personnel and physical security – Our management of personnel and physical security is insufficient for the threat environment.	Clearly define, continuously monitor and review security policies and procedures. Assess security risks and assure the effectiveness of controls across the network to support appropriate risk mitigation. Deliver security communications, training and services to build a robust security culture. Invest to enhance key security infrastructure.
Staffing – Our staffing profile, in terms of numbers and skills, is not capable of responding to our objectives.	Enhance workforce planning and recruitment activities to hire the desired people capability. Enhance performance management processes to develop individual people capability. Increase investment in staff welfare and support to sustain high-tempo operations.
ICT Sustainability – ICT capability is unable to be enhanced or sustained, resulting in service failure, diminution in systems capacity and client dissatisfaction.	Implement 3 year ICT Strategy and ICT Investment plan to ensure continued and sustainable implementation of the ICT Transformation Program. Enhance ICT workforce capability. Increase governance and transparency through the implementation of a new ICT Program board.
Information Security – Government and/or personal information is compromised.	Clearly define, continuously monitor and review security policies and procedures. Increase investment in cyber risk management capability. Target ICT maintenance to secure operations. Deliver security communications, training and services to build a robust security culture. Enhance privacy protections to protect private information managed by the department.
Asset Management – Effective management of our property portfolio is unable to be sustained compromising the achievement of government objectives and the safety and security of staff.	Maintain oversight of the property portfolio to ensure the safety and security of staff and information, alignment with DFAT and partner agency business requirements. Sustain investment in the property portfolio through the Overseas Property Special Account and departmental budget.
Passports – We are unable to deliver passport services in line with government and public expectations.	Close monitoring of operational performance and data analytics to monitor and respond to demand. Continuous improvement of systems, technology and processes to meet customer needs. Flexible workforce model and relationships with suppliers to respond to a surge in demand. Comprehensive surge plan in place to manage spikes in demand and variations in our forecasted modelling.
Financial Management – DFAT fails to ensure proper use of resources for achieving the purposes of the entity, and maintaining financial sustainability.	Careful financial planning, prioritisation, and management to achieve priority outcomes for government. Ensuring that our financial management and procurement processes readily support compliance with government regulations, and minimise the risk of fraud, misuse, and waste. An ongoing program of financial training and capability uplift for DFAT Officers.
Consular – We are unable to deliver consular services (including responding to international crises) in line with government and public expectations.	Maintain capability to deliver DFAT's obligations under the Consular Services Charter and the Australian Government Crisis Management Framework. Increased resources and modernisation of Australia's consular capability. Increased investment in Smartraveller and other communications platforms. Collaboration with partner agencies, and likeminded nations, and industry partners to support effective crisis management responses.

Building a Strong Risk Culture and Capability

The department responds to uncertainty in its operating environment by building risk management capability. Staff are supported to develop the skills needed to identify, understand and manage risks.

To support a positive risk culture, the department has identified eight positive risk culture behaviours, to assist staff to understand how they can confidently and positively engage with risk through the course of their work.



Collaborating on Shared Risks

Shared risks extend across multiple parties and require shared oversight and management. Because of the nature of the department's operating context and model, we must manage a number of shared risks with other Australian Government entities, bilateral partner governments, multilateral organisations, the private sector and non-government organisations.

Managing shared risks requires a clear and agreed understanding of the accountabilities and obligations of the department and other parties. We do this through formal agreements, including memoranda of understanding, service level agreements, contracts and bilateral partnership agreements. The department provides assurance through monitoring and reporting mechanisms of actions taken by all parties.

Compliance with PGPA Rule 2014

Topic	Matters to be included	Page
Introduction	The following: **a**. a statement that the plan is prepared for paragraph 35(1)(b) of the Act **b**. the reporting period for which the plan is prepared **c.** the reporting periods covered by the plan	5
Purpose	The purpose of the entity.	6
Key Activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	12–28
Operating context	For the entire period covered by the plan, the following: **a.** the environment in which the entity will operate **b**. the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes **c.** a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed **d.** details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes **e.** how any subsidiary of the entity will contribute to achieving the entity's purpose	11–28
Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through **a**. specified performance measures for the entity that meet the requirements of section 16EA, and **b**. specified targets for each of those performance measures for which it is reasonably practicable to set a target	12–30