
DEPARTMENT OF IMMIGRATION AND CITIZENSHIP

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DEPARTMENT OF IMMIGRATION AND CITIZENSHIP

SECTION 1: AGENCY OVERVIEW AND RESOURCES; VARIATIONS AND MEASURES

OVERVIEW

Since Budget 2006-07, the department has launched the DIAC Plan. The Plan is a high-level document which outlines the department's future direction. It incorporates the department's new purpose statement which is *enriching Australia through the well managed entry and settlement of people*.

Department of Immigration and Citizenship in 2006-07

In 2006-07, DIAC is strongly committed to a comprehensive reform and improvement programme, introduced last year as a response to the Palmer and Comrie reports. The scope of these essential reforms encompasses all areas of the department's operations involves close monitoring of available financial resources, expenditure and pressures. Management of actual expenditure levels, as well as forecast expenditure to align with the new agenda, is being given close attention by the department.

DIAC reaffirms its commitment to an improvement agenda that focuses our three key themes:

- developing and maintaining an open and accountable culture;
- promoting fair and reasonable dealings with clients; and
- encouraging well trained and supported staff.

The largest single reform, the *Systems for People* programme, is valued at \$495.0 million over four years. This involves major changes to business processes and computer systems across all areas of the department and impacts on all three key themes.

A number of other initiatives have either been completed or are currently underway:

1) *Developing and maintaining an open and accountable culture*

The department's National Office has been restructured, three new deputy secretaries and more than 30 new senior executive appointments have been made to provide stronger strategic leadership and better lines of accountability. The new structure has ensured that there are appropriate spans of control in areas of highest risk to programme outcomes.

Governance arrangements in the department have also been enhanced and are undergoing further review. An expanded Audit and Evaluation Committee, with an external chairman and an independent member, is providing rigorous oversight of the enhanced internal audit programme.

Communications capability has been significantly strengthened with the formation of the National Communication Branch. The Branch ensures balanced messages and factual information are readily available to the media, provides an expanded communications planning, advice and production to improve communication with internal and external audiences, and includes a network of state-based officers to build the communications capacity and engagement with communities across Australia.

For the first time in many years there has been a comprehensive staff survey to assess the views of staff and to provide a benchmark for monitoring change. The results of the survey have been analysed and are informing longer term planning in DIAC.

The department is also engaging closely with a broad range of stakeholders – clients, critics and other organisations, particularly those who have a role in scrutinising the activities of the department. Planning is underway for comprehensive client surveys and Value Creation Workshops have been held where DIAC staff actively listened to the views and concerns of clients. This feedback has also informed the development of the DIAC Plan for 2006-07 and beyond.

The *Systems for People* programme will promote an open and accountable culture by delivering:

- effective record keeping;
- stronger management and quality assurance of processes, performance and decisions; and
- effective operational and management reporting.

Following recommendations made in the Roche Review, the former Minister announced new contract arrangements to re-tender detention services and create a separate health strategy. The new Detention Services Branch has been created to run the tender process for the procurement of detention services.

The new health strategy will separate health and psychological services from the detention services contract. Health care will be directly managed by health professionals in line with best practice under a separate contract and will build upon work already implemented to improve health services at detention facilities.

A Detention Health Advisory Group (DeHAG) has been formed to be the key professional body advising DIAC on future detention strategies and health care standards.

Recent improvements to detention infrastructure include:

- the completion of the Sydney Residential Housing Centre and the commencement of a similar facility in Perth;
- improvements made to the Baxter facility, including a new visitors processing centre, sporting facilities, a centralised dining facility and accommodation compounds; and
- upgrade of the Darwin facility to accommodate up to 600 illegal foreign fishers.

2) *Promoting fair and reasonable dealings with clients*

A new Client Service Charter was launched on 2 June 2006. The Charter was developed after extensive consultations with clients, stakeholders and staff and covers all services delivered by the department. The Charter is an overarching statement of the department's commitment to client service and practical tool informing clients what to expect and how to get what they need. The Charter gives practical implementation to our philosophy 'people our business'.

In addition, improved arrangements are in place for handling and recording client feedback and a strategy will be implemented for a managed and consistent approach for servicing of clients through the various client service channels the department offers.

A number of positive changes to the migration legislation and detention operations are to be proposed to improve the management and support of immigration detainees and the operation of immigration detention facilities and other places of immigration detention.

To further assist staff in establishing client identity, a National Identification Verification Advice Section has been established. Instructions have also been revised to assist staff in making judgements about whether or not there is reasonable suspicion that someone is an unlawful non-citizen.

The *Systems for People* programme will promote fair and reasonable dealings with clients by delivering a single view of client dealings, globally consistent business processes and online client service. The initiatives delivered by the programme will provide clients with the certainty that all relevant information will be considered in their dealings with the department. They will have the assurance that their cases will be handled consistently no matter which office they attend.

A Case Management Framework, to ensure that individual cases are managed more effectively and consistently across the department, is now being implemented with all states and territories to have case management officers.

3) *Encouraging well trained and supported staff*

A key benefit delivered by the *Systems for People* programme is improved support for staff. The programme is a major business transformation programme. Staff will receive the training that they need to ensure that they have the skills and knowledge to adopt the changes delivered by the programme. The systems will also deliver built in decision support and provide on line support for staff.

The establishment of the National Training Branch and the DIAC College of Immigration is an integral part of achieving the strategic goal of having well trained and supported staff. The focus is on improved national coordination of training and the provision of timely, high quality training that prepares staff for a range of roles across the department, including at overseas post.

The DIAC College of Immigration was launched on 3 July 2006, with the objective of preparing individuals for key roles, which by their nature require certain knowledge, skills and judgement before the powers relating to those roles are exercised. The first programmes provided under the College have been the Compliance Officer Training Course and the Detention Training Course. Programmes for staff in Investigations, Case Management and Border Security roles will progressively be included in the College curriculum as a matter of priority.

The former Minister approved the model for the College which includes a board with an independent chair. Mr Mick Palmer AO APM was appointed by the Minister to chair the College Advisory Board on August 2006. The Advisory Board provides strategic advice to the Secretary and the Minister concerning strategic training needs for departmental officers for nominated roles.

Leadership skills are a high priority for the department given its reform and improvement agenda. An Executive Leadership Programme has been implemented and will continue to be provided in 2006-07 for all executive level staff. Enhanced induction training and a supervisory skills programme are also underway. A Senior Executive Service (SES) development strategy is being implemented which includes DIAC specific learning and development initiatives complemented by participation in Australian Public Service Commission and the whole-of-government learning and development initiatives. As part of this strategy, a DIAC SES Leadership Development Programme has been developed and piloted.

Enhanced training for staff in overseas roles and client contact roles is also underway and will be a focus in 2006-07.

Table 1.1: Agency outcomes and output groups

Outcome	Description	Output groups
Outcome 1		
Contributing to Australia's society and its economic advancement through the lawful and orderly entry and stay of people.	This outcome relates to the management of the annual Migration (non-Humanitarian) and Humanitarian Programmes, temporary entry, litigation, detention and the prevention of unlawful entry.	<p>Output Group 1.1 Migration and Temporary Entry</p> <p>Output Group 1.2 Refugee and Humanitarian Entry and Stay</p> <p>Output Group 1.3 Enforcement of Immigration Law</p> <p>Output Group 1.4 Safe Haven</p> <p>Output Group 1.5 Offshore Asylum Seeker Management</p>
Outcome 2		
A society which values Australian citizenship, appreciates cultural diversity and enables migrants to participate equitably	This outcome includes provision of settlement services, the implementation of the government's multicultural policy and the promotion of the value of Australian citizenship.	<p>Output Group 2.1 Settlement Services</p> <p>Output Group 2.2 Translating and Interpreting Services</p> <p>Output Group 2.3 Australian Citizenship</p> <p>Output Group 2.4 Promoting the Benefits of Cultural Diversity</p>

ADDITIONAL ESTIMATES AND VARIATIONS TO OUTCOMES

The department is to receive additional appropriations for measures announced since the 2006-07 Budget and other variations through the additional estimates. Details of these variations and their impact on the appropriation bills by outcome are explained below.

Departmental

The total appropriation received for DIAC's departmental outputs for 2006-07 has increased from \$1,148.9 million to \$1,184.6 million since the 2006-07 Budget. The \$35.7 million increase is related to \$22.0 million additional funding for the new measures and \$13.7 million additional appropriation to increase DIAC's base funding to cover additional costs of implementing significant changes that DIAC has undergone in response to the Palmer and Comrie Reports.

Equity injections have increased by \$16.0 million which includes \$4.0 million capital injection due to the new measure and \$12.0 million cash injection to reimburse DIAC's cash holding depleted by the 2005-06 financial loss.

Administered

Total administered appropriations (including specific purpose payments) have increased from \$234.1 million to \$235.1 million since the 2006-07 Budget. The increase of \$1.0 million is entirely related to additional funding for new measures.

Detailed explanations of variations are outlined in Section 2 by Outcome. Aggregate movements with the financial statements are provided in Section 3.

Detailed breakdowns of additional estimates and variations to outcomes are available in Table 1.2 (Measures) and Table 1.3 (Other Variations)

Table 1.2: Additional estimates and variations to outcomes – measures

	2006-07 \$'000	2007-08 \$'000	2008-09 \$'000	2009-10 \$'000
Administered estimates increase/(decrease)				
Bill 3				
Outcome 2				
National Action Plan for social cohesion, harmony and security - community engagement	500	511	522	533
Total Outcome 2 increase/(decrease)	500	511	522	533
Total administered Bill 3 increase/decrease	500	511	522	533
Bill 4				
SPECIFIC PAYMENTS TO THE STATES AND TERRITORIES				
Outcome 2				
National Action Plan for social cohesion, harmony and security - community engagement	450	459	470	480
Total Outcome 2 increase/(decrease)	450	459	470	480
Total administered Bill 4 increase/decrease	450	459	470	480
Total administered increase/(decrease)	950	970	992	1,013
Departmental estimates increase/(decrease)				
Bill 3				
Outcome 1				
Visas - improvements to the management of temporary skilled migration	3,802	4,538	4,592	4,647
Lebanon - evacuation, recovery and reconstruction	690	-	-	-
Total Outcome 1 increase/(decrease)	4,492	4,538	4,592	4,647
Outcome 2				
National Action Plan for social cohesion, harmony and security - community engagement	2,854	2,726	2,759	2,792
Citizenship test - introduction	14,622	-	-	-
Total Outcome 2 increase/(decrease)	17,476	2,726	2,759	2,792
Total departmental Bill 3 increase/(decrease)	21,968	7,264	7,351	7,439
Bill 4				
Outcome 2				
Citizenship test - introduction	3,988	-	-	-
Total Outcome 2 increase/(decrease)	3,988	-	-	-
Total departmental Bill 4 increase/(decrease)	3,988	-	-	-
Total departmental increase/(decrease)	25,956	7,264	7,351	7,439

Table 1.3: Additional estimates and variations to outcomes – other variations

	2006-07 \$'000	2007-08 \$'000	2008-09 \$'000	2009-10 \$'000
Administered increase/(decrease)				
Bill 3				
Outcome 1				
Change in forecast economic parameters	-	577	599	421
Total Outcome 1 increase/(decrease)	-	577	599	421
Outcome 2				
Change in forecast economic parameters	-	2,076	2,294	2,249
Total Outcome 2 increase/(decrease)	-	2,076	2,294	2,249
Total Bill 3	-	2,653	2,893	2,670
Bill 4				
SPECIFIC PAYMENTS TO THE STATES AND TERRITORIES				
Outcome 2				
Change in forecast economic parameters	-	27	31	32
Total Outcome 2 increase/(decrease)	-	27	31	32
Total Bill 4	-	27	31	32
Special Appropriation				
Outcome 1				
Changes in programme specific parameters	-	250	500	500
Total Outcome 1 increase/(decrease)	-	250	500	500
Total Special Appropriation	-	250	500	500
Total administered increase/(decrease)	-	2,930	3,424	3,202
Departmental increase/(decrease)				
Bill 3				
Outcome 1				
Change in forecast economic parameters	-	7,141	8,367	9,570
Funding base adjustment - workload variation	12,385	7,184	9,001	2,173
Total Outcome 1 increase/(decrease)	12,385	14,325	17,368	11,743
Outcome 2				
Change in forecast economic parameters	-	1,209	1,364	1,534
Funding base adjustment - workload variation	1,310	1,332	1,349	1,366
Total Outcome 2 increase/(decrease)	1,310	2,541	2,713	2,900
Total Bill 3	13,695	16,866	20,081	14,643
Bill 4				
Outcome 1				
Funding base adjustment - workload variation	7,371	-	-	-
Total Outcome 1 increase/(decrease)	7,371	-	-	-
Outcome 2				
Funding base adjustment - workload variation	4,669	-	-	-
Total Outcome 2 increase/(decrease)	4,669	-	-	-
Total Bill 4	12,040	-	-	-
Total departmental increase/(decrease)	25,735	16,866	20,081	14,643

MEASURES — AGENCY SUMMARY**Table 1.4: Summary of expense measures since the 2006-07 Budget**

Measure	Outcome	Output	2006-07 (\$'000)			2007-08 (\$'000)			2008-09 (\$'000)			2009-10 (\$'000)		
			Admin items	Dept outputs	Total	Admin items	Dept outputs	Total	Admin items	Dept outputs	Total	Admin items	Dept outputs	Total
Visas - improvements to the management of temporary skilled migration	1	1.1	-	3,802	3,802	-	4,538	4,538	-	4,592	4,592	-	4,647	4,647
National Action Plan for social cohesion, harmony and security - community engagement	2	2.4	950	2,854	3,804	970	2,726	3,696	992	2,759	3,751	1,013	2,792	3,805
Lebanon - evacuation, recovery and reconstruction	1	All	-	690	690	-	-	-	-	-	-	-	-	-
International Council of Christians and Jews biennial world conference - contribution	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Citizenship test - introduction	2	2.3	-	14,622	14,622	-	-	-	-	-	-	-	-	-
Total of All Measures			950	21,968	22,918	970	7,264	8,234	992	7,351	8,343	1,013	7,439	8,452

Table 1.4: Summary of capital measures since the 2006-07 Budget

Measure	Outcome No groups affected	2006-07 (\$'000)		2007-08 (\$'000)		2008-09 (\$'000)		2009-10 (\$'000)	
		Admin capital	Dept capital	Admin capital	Dept capital	Admin capital	Dept capital	Admin capital	Dept capital
Citizenship test - introduction	2	-	3,988	-	-	-	-	-	-
Total of All Measures		-	3,988	-	-	-	-	-	-

BREAKDOWN OF ADDITIONAL ESTIMATES BY APPROPRIATION BILL

Table 1.5: Appropriation Bill (No. 3) 2006-07

	2005-06 available \$'000	2006-07 budget \$'000	2006-07 revised \$'000	Additional estimates \$'000	Reduced estimates \$'000
ADMINISTERED ITEMS					
Outcome 1					
Contributing to Australia's society and its economic advancement through the lawful and orderly entry and stay of people	75,242	44,209	44,209	-	-
Outcome 2					
A society which values Australian citizenship, appreciates cultural diversity and enables migrants to participate equitably	173,014	187,689	188,189	500	-
Total	248,256	231,898	232,398	500	-
DEPARTMENTAL OUTPUTS					
Outcome 1					
Contributing to Australia's society and its economic advancement through the lawful and orderly entry and stay of people	831,392	992,488	1,009,365	16,877	-
Outcome 2					
A society which values Australian citizenship, appreciates cultural diversity and enables migrants to participate equitably	134,867	156,412	175,198	18,786	-
Total	966,259	1,148,900	1,184,563	35,663	-
Total administered and departmental	1,214,515	1,380,798	1,416,961	36,163	-

Table 1.6: Appropriation Bill (No. 4) 2006-07

	2005-06 available \$'000	2006-07 budget \$'000	2006-07 revised \$'000	Additional estimates \$'000	Reduced estimates \$'000
SPECIFIC PAYMENTS TO THE STATES AND TERRITORIES					
Outcome 2					
A society which values Australian citizenship, appreciates cultural diversity and enables migrants to participate equitably					
	2,196	2,253	2,703	450	-
Total Outcome 2	2,196	2,253	2,703	450	-
Non-operating					
Departmental equity injections					
	35,983	116,165	132,193	16,028	-
Administered assets and liabilities					
	-	-	-	-	-
Total non-operating	35,983	116,165	132,193	16,028	-

SUMMARY OF STAFFING CHANGES**Table 1.7: Average Staffing Level (ASL)**

	2006-07 budget	2006-07 revised	Variation
Outcome 1			
Contributing to Australia's society and its economic advancement through the lawful and orderly entry and stay of people			
	5,215	5,563	348
Outcome 2			
A society which values Australian citizenship, appreciates cultural diversity and enables migrants to participate equitably			
	784	966	182
Total	5,999	6,529	530

SUMMARY OF AGENCY SAVINGS

Table 1.8: Summary of agency savings

The department has no estimated savings. For this reason, table 1.8 is omitted.

OTHER RECEIPTS AVAILABLE TO BE USED

Table 1.9 provides details of FMA s.31 receipts available to be spent by DIAC.

Table 1.9: Other receipts available to be used

	Budget estimate 2006-07 \$'000	Revised estimate 2006-07 \$'000	Additional estimates 2006-07 \$'000	Reduced estimates 2006-07 \$'000
Departmental other receipts				
Outcome 1				
Contributing to Australia's society and its economic advancement through the lawful and orderly entry and stay of people	27,859	27,571	-	(288)
Outcome 2				
A society which values Australian citizenship, appreciates cultural diversity and enables migrants to participate equitably	16,840	16,605	-	(235)
Total departmental other receipts available to be used	44,699	44,176	-	(523)

REVENUE FROM INDEPENDENT SOURCES

Supplementary table 2: Revenue from independent sources

	Budget estimate 2006-07 \$'000	Revised estimate 2006-07 \$'000	Increase/ (decrease) 2006-07 \$'000
ADMINISTERED REVENUE			
Outcome 1			
Application for migration to Australia	106,923	112,711	5,788
Application for permanent visa onshore	86,961	83,890	(3,071)
Application for resident return visa	9,867	9,075	(792)
Application for student visa	95,907	98,064	2,157
Application for temporary resident visa	48,038	44,657	(3,381)
Application for visitor visa	63,214	60,188	(3,026)
Application for migration agent registration	4,500	4,500	-
Employer sanctions	1,152	-	(1,152)
Forfeited bonds - compliance	1,600	1,000	(600)
Forfeited bonds - family visitors	550	550	-
Miscellaneous revenue	420	420	-
Penalty payments by passenger carriers for breaches of section 229 of the Migration Act 1958	4,000	3,500	(500)
Recovery of detention and removal costs	24,215	34,758	10,543
Second instalment visa application charge (Migrant Health Services charge)	115,640	113,780	(1,860)
Sponsorship fees for applications under the employer nomination scheme	1,400	1,400	-
Sponsorship fees for temporary residents	8,897	6,989	(1,908)
Total Outcome 1	573,284	575,483	2,199
Outcome 2			
Adult Migrant English Program fees and charges	14,444	15,692	1,248
Application for decisions on status of Australian citizenship	12,909	15,074	2,165
Total Outcome 2	27,353	30,766	3,413
Total non-appropriation administered revenue	600,637	606,249	5,612
DEPARTMENTAL REVENUE			
Outcome 1			
Section 31 (FMA Act) revenue	35,835	36,498	663
Resources received free of charge	883	932	49
Total Outcome 1	36,718	37,430	712
Outcome 2			
Section 31 (FMA Act) revenue	16,863	16,628	(235)
Resources received free of charge	160	168	8
Total Outcome 2	17,023	16,796	(227)
Total non-appropriation departmental revenue	53,741	54,226	485

ESTIMATES OF EXPENSES FROM SPECIAL APPROPRIATIONS

Table 1.10: Estimates of expenses from special appropriations

	Outcome No	Budget estimate 2006-07 \$'000	Revised estimate 2006-07 \$'000	Additional estimates 2006-07 \$'000	Reduced estimates 2006-07 \$'000
Estimated expenses					
Statutory self-regulation of migration agents Section 332B, <i>Migration Act 1958</i>	1	4,500	4,500	-	-
Total estimated expenses		4,500	4,500	-	-

ESTIMATES OF SPECIAL ACCOUNT FLOWS

Table 1.11: Estimates of special account flows

	Outcome No	Opening Balance 2006-07 ⁽¹⁾ 2005-06 \$'000	Receipts 2006-07 2005-06 \$'000	Payments 2006-07 2005-06 \$'000	Closing Balance 2006-07 2005-06 \$'000
ADMINISTERED					
Outcome 1					
Australian Population, Multicultural and Immigration Research Program Account - s20 FMA Act	1	186 179	100 150	222 143	64 186
Other Trust Monies Account - s20 FMA Act	1	35,480 29,294	97,277 98,632	96,880 92,446	35,877 35,480
Services for Other Governments and Non- Agencies Bodies - s20 FMA Act	1,2	- -	- -	- -	- -
Total Special Accounts					
2006-07 Revised Estimate		35,666	97,377	97,102	35,941
<i>Total Special Accounts</i> <i>2005-06 actual</i>		29,473	98,782	92,589	35,666

Note (1) The revised Opening Balance for 2006-07 is the same as the final closing balance for 2005-06. This balance has changed from that shown in the 2006-2007 PB Statements as the actual for 2005-06 has been updated to reflect the final budget outcome for that year.