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**DEPARTMENT OF
IMMIGRATION AND
MULTICULTURAL AFFAIRS**

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DEPARTMENT OF IMMIGRATION AND MULTICULTURAL AFFAIRS

Section 1: Overview

DIMA's mission is currently: *Australia, enriched through the entry and settlement of people; valuing its heritage, citizenship and cultural diversity.*

As part of the development of the DIMA Plan this mission will be reviewed with any changes to be reflected in the 2006-07 Additional Estimates.

Outcome 1

The department's first outcome is *contributing to Australia's society and its economic advancement through the lawful and orderly entry and stay of people.* Activities under this outcome include the delivery of the annual Migration and Humanitarian Programmes, temporary business entry, students and visitor programmes, with a high level of integrity. Crucial to the integrity of the programmes is the lawfulness of individual decisions, which are underpinned by the availability, where appropriate, of independent review to be delivered by the MRT and the RRT.

Outcome 2

The department's second outcome is to *contribute to a society which values Australian citizenship, appreciates cultural diversity and enables migrants to participate equitably.* Activities under this outcome include the provision of settlement services, including adult English language tuition and translating and interpreting services; promotion of the value of Australian citizenship; decisions on applications for citizenship and on citizenship status; and promotion of the benefits of Australia's cultural diversity within a framework of national unity through implementation of the government's multicultural policy.

DIMA in 2006-07

In 2006-07, DIMA is strongly committed to a comprehensive reform and improvement programme, introduced last year as a response to the Palmer and Comrie reports.

DIMA 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.

To better align our Outcomes and Outputs with the department's mission, a review of Outcomes and Outputs is currently underway and will include the development of clear and reasonable Key Performance Indicators.

Major initiatives are 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. An expanded Audit and Evaluation Committee, with an external chairman and an independent member is providing rigorous oversight of the enhanced internal audit programme. A new Values and Standards Committee has been established. It has four external members including the Deputy Ombudsman, the Deputy Australian Public Service Commissioner and two community members. This Committee is well placed to ensure the department is meeting community expectations.

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 DIMA.

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 DIMA staff actively listen to the views and concerns of clients. This feedback is also informing the development of the DIMA Plan for 2006-07 and beyond.

Following recommendations made in the Roche Review, the 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 DIMA 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 250 illegal foreign fishers.

2) *Promoting fair and reasonable dealings with clients*

A new Client Service Charter will be launched shortly. It is based on wide consultation and will set out clearly the expectations for both clients and DIMA staff. Better arrangements are in place for handling client feedback and providing clients with choice about how they connect with the department.

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 and instructions have been revised. 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.

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 in place by early 2006-07.

3) *Encouraging well trained and supported staff*

The DIMA College is an integral part of DIMA's strategy to have a well trained and supported staff. The Compliance Training Unit has developed a course outline, module outlines, unit descriptions and learning objectives for the first course. The Minister has approved the model for the College, which includes having a board with an independent chair to provide external scrutiny of the scope and quality of courses in line with the department's open and accountable strategic direction.

The College will provide better training for compliance and detention officers.

Specialist technical training is already being provided, addressing areas such as the development and maintenance of “reasonable suspicion”, identity investigation, emerging legal issues and search warrant training. DIMA staff are unable to participate in field operations unless they have successfully completed an enhanced accredited training programme.

Leadership skills are a high priority for the department, particularly while undergoing major reform and improvement programmes. An Executive Leadership Programme is underway and all executive level staff are participating. Enhanced induction training and training programmes for middle level managers and those staff with supervisory skills are also underway.

Systems for People

In addition, DIMA will continue to progress an active reform agenda to address concerns around systems reporting and organisational culture. The *Systems for People* measure is a very important part of this.

The objectives of the *Systems for People* programme are based on the results of the independent reviews into the department’s information technology and records management systems. The *Systems for People* programme will provide staff and clients with better systems and processes which will:

- provide a single view of the client’s dealings with the department;
- deliver comprehensive client-centric processing for all DIMA staff based on the various business roles they perform;
- establish consistency in work processes and decision making, and underpin decision making with effective record keeping and quality assurances processes;
- improve data quality, ensuring data completeness and accuracy;
- reduce fragmentation of information, data and systems;
- ensure systems are responsive to changing business needs; and
- significantly improve decision making by providing staff with clearer operating instructions and appropriate decision support tools.

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 Programme, the Humanitarian Programme, temporary entry, litigation, detention and the prevention of unlawful entry.	Output Group 1.1 Migration and Temporary Entry Output Group 1.2 Refugee and Humanitarian Entry and Stay Output Group 1.3 Enforcement of Immigration Law Output Group 1.4 Safe Haven Output Group 1.5 Offshore Asylum Seeker Management
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.	Output Group 2.1 Settlement Services Output Group 2.2 Translating and Interpreting Services Output Group 2.3 Australian Citizenship Output Group 2.4 Promoting the Benefits of Cultural Diversity