Australian Government

Australian Security Intelligence Organisation

Strategic Plan

2013–16



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Director-General's Foreword

ASIO performs a vital role in protecting Australia, its people and its interests from threats to security both at home and abroad.

The security environment continues to evolve, with threats to Australia remaining connected to the global environment. It is appropriate that the 2013–16 strategic plan has evolved from, and builds on, the solid foundations of the previous plan. This new plan will allow ASIO to focus on our critical priorities while responding with agility and resilience to emerging challenges, in what will be a challenging fiscal environment for the foreseeable future.

Australia faces security challenges at home and abroad. The first-order challenges are terrorism, espionage and foreign interference. Significant successes against terrorist groups have not eliminated the problem around the world, and the threat will remain as long as proponents of terrorism—organised groups or lone actors—stay committed to the promotion of their objectives by violent means.

Espionage and sabotage are also prime areas of concern and focus. Our efforts to investigate and disrupt espionage and foreign interference activity have identified a level and range of activity which will continue to pose a significant security challenge for the future.

These threats come increasingly through the cyber vector. It is important that our national infrastructure and defence systems be protected against the potential for espionage and interference, by either state or non-state actors.

We continue to deal with technology and telecommunications which are evolving at an increasingly rapid pace. We need to direct effort to security matters of the highest risk and maintain robust risk prioritisation and mitigation strategies.

ASIO's priorities during the life of this plan are clear: to protect Australian lives and interests from security threats—including terrorism and other forms of politically motivated violence, communal violence, espionage and foreign interference—and serious threats to border and territorial integrity. These priorities remain fundamental to Australia's national security. In our conduct, we will maintain a clear vision of our role and uphold the core values that guide our work: excellence, cooperation, integrity and accountability. In accordance with the legislation governing ASIO's work, we will continue to demonstrate respect for the rule of law, civil liberties and Australia's democratic values and traditions.

ASIO remains strongly committed to developing and enhancing partnerships with a range of state, territory, national and international agencies in both the public and private sectors. These partnerships are critical to succeeding in a world where security threats are increasingly complex and diverse.

This plan highlights ASIO's key strategic focus—it sets out our major goals and provides direction for us to meet the expectations of the government, our partners and the Australian community. It will be the basis for our subordinate business plans, including performance and development agreements, so that everyone in ASIO understands how they contribute to ASIO's mission and the government's national security strategy.

Director-General of Security





The ASIO Strategic Plan considers the full range of risks facing the Organisation in the next three years and beyond, including environmental, operational and organisational risks.

ASIO engages with risk at a strategic enterprise level through to the day-to-day operations of the Organisation. Risk is factored into our decision making.

Key strategic risks ASIO faces over the next three years include:

- maintaining our effective ability to collect, assess and provide accurate advice;
- managing our resources and accountability requirements; and
- preparing our capabilities adequately to meet emerging challenges.

In response, risk mitigation strategies have been instituted to ensure:

- we are sufficiently nimble to allocate resources where required;
- we can anticipate and respond to future changes in the security environment;
- our legislative and accountability framework remains modern, appropriate and enabling; and
- our advice and assessment on security intelligence matters is robust, timely and of high value to government and our partners.

ASIO's Goals 2013–16

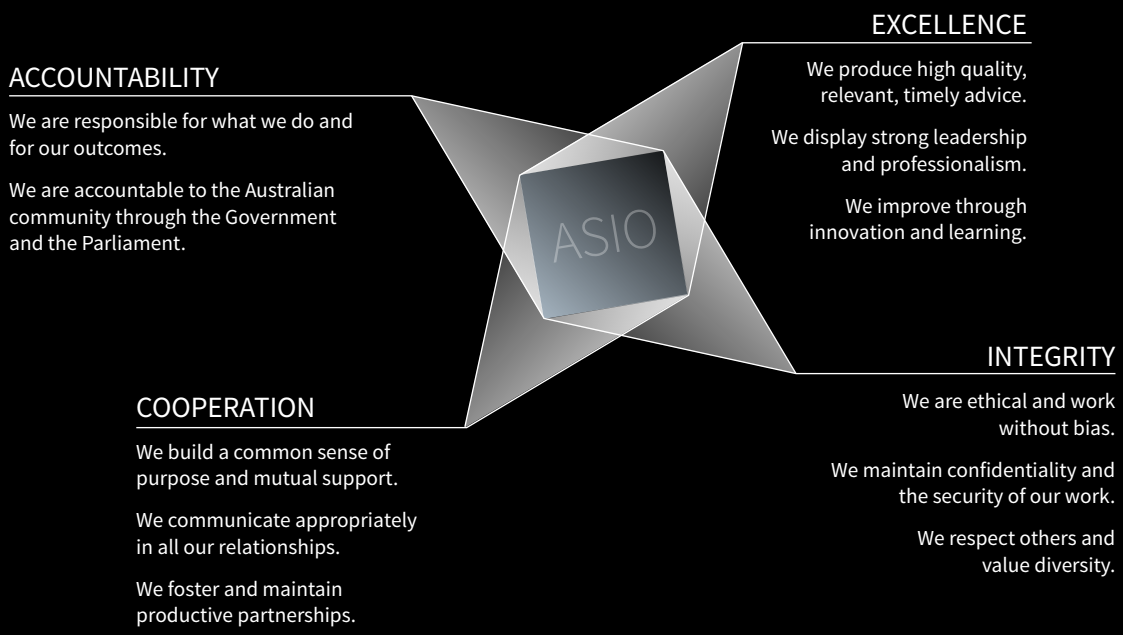
Mission	To identify and investigate threats to security and provide advice to protect Australia, its people and its interests
Vision	The intelligence edge for a secure Australia
Goals	**Deliver high-quality security intelligence collection, analysis, assessment and advice in support of our mission**
	We excel in our use of security intelligence in support of our mission.
	We work with partners to ensure capabilities are managed to optimise security outcomes.
	We provide timely and accurate security intelligence advice to support decision makers.
	We manage risk in a constantly evolving security environment.
	Continue to enhance our strategic impact and reputation
	We work effectively and collaboratively with national and international partners and are seen as a responsive and collegial partner.
	We are influential in shaping Australia's response to the national and international security environment.
	We promote security awareness and understanding across government and private industry.
	We provide leadership and expertise on security intelligence in support of our mission.
	Evaluate, evolve and strengthen our capabilities and business practices
	We are professional, with the flexibility, initiative and determination to anticipate and drive change.
	We harness opportunities and address challenges presented by technology.
	We build accountability and evaluation into everything we do.
	We evaluate activities to strengthen future planning and decision making.
	Attract, develop and retain a professional and highly competent workforce
	We exemplify excellence in security practices, cooperation, accountability and integrity.
	We develop and support people to succeed.
	We have a motivated, high-performing workforce who exemplify professionalism in all they do.
	We have a strong, unified leadership team who encourage and motivate others to achieve.

Our work

ASIO continues to deliver on its security intelligence mission and provide advice to government, supporting its national security strategy. ASIO's work directly supports the national security objectives to:

- ensure a safe and resilient population—the safety of the population as a whole;
- protect and strengthen our sovereignty—the independence of our decision making, and authority over our territory and resources;
- secure our assets, infrastructure and institutions—including physical facilities, supply chains, intellectual property, information technologies, communication networks and Australia's natural wealth; and
- promote a favourable international environment—to influence and shape our regional and global environment to be conducive to advancing Australia's interests and values.

Our values



Our performance

Our corporate governance arrangements support the measurement and evaluation of performance across the range of ASIO's functions. ASIO's performance is reviewed annually by government through the National Security Committee of Cabinet and our classified annual Report to Parliament. An unclassified version of this report is publicly available. The Parliamentary Joint Committee on Intelligence and Security reviews ASIO's performance, including via a yearly report on administration and expenditure and a range of classified formal hearings to discuss aspects of ASIO's work.

ASIO's activities are critically evaluated by multiple internal and external bodies, including the Inspector-General of Intelligence and Security, who regularly inspects and reviews, and conducts inquiries into, the Organisation's actions to ensure they are legal and proper and take into account due consideration of human rights and ministerial direction. The Attorney-General, as ASIO's minister, is responsible for approving special powers operations under warrant and providing direction through the Attorney-General's Guidelines.

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