Australian Government
Department of Foreign Affairs and Trade

AUSTRALIAN
PASSPORT OFFICE

Action Plan

ANAO Audit Report

Efficiency of the Australian Passport Office

March 2024

passports.gov.au

Action Plan – ANAO Audit Report – Efficiency of the Australian Passport Office

Recommendation	FY 23-24	FY 24-25				FY 25-26
	Q4	Q1	Q2	Q3	Q4	Q1-Q4
1. DFAT improve its performance measures to include an explicit focus on the time it takes from an applicant perspective from the lodgement of an application through to the receipt or collection of a passport.	**Activities:** - Obtain approval to use Australia Post (AP) data - Initial scoping of new PBS measure - Stakeholder / staff consultation - Design, test and cost new measure **Products (deliverables):** - Draft PBS Methodology Control Document	**Activities:** - Obtain approval of new measure - Develop standard operating procedures - Trial reporting and data assurance method - Test stakeholder understanding of the measure **Products (deliverables):** - Standard operating procedures	**Activities:** - Communicate new PBS measure - Refine reporting and data assurance method - Finalise Methodology Control Document **Products (deliverables):** - PBS Methodology Control Document	**Activities:** - Update 2025-26 PBS and Corporate Plan - Test reporting and data assurance method **Products (deliverables):** - Draft PBS captures new measure - Draft Corporate Plan captures new measure	**Activities:** - Draft content for Annual Report on development of new measure **Products (deliverables):** - PBS details new measure - Corporate Plan details new measure	**Activities:** - Report against new measure **Products (deliverables):** - 2024-25 Annual Report details (development of measure)
2. DFAT establish and report on performance measures that address the efficiency with which it uses resources in processing passport applications.	**Activities:** - Finalise Passport Funding Agreement (PFA) - Initial scoping of new PBS measure - Stakeholder / staff consultation - Design, test and cost new measure **Products (deliverables):** - Draft PBS Methodology Control Document	**Activities:** - Obtain approval of new measure - Develop standard operating procedures - Trial reporting and data assurance method - Test stakeholder understanding of the measure **Products (deliverables):** - Standard operating procedures	**Activities:** - Communicate new PBS measure - Refine reporting and data assurance method - Finalise Methodology Control Document **Products (deliverables):** - PBS Methodology Control Document	**Activities:** - Update 2025-26 PBS and Corporate Plan - Test reporting and data assurance method **Products (deliverables):** - Draft PBS contains new measure - Draft Corporate Plan captures new measure	**Activities:** - Draft content for Annual Report on development of new measure **Products (deliverables):** - Draft content for Annual Report on development of new measure	**Activities:** - Report against new measure **Products (deliverables):** - 2024-25 Annual Report details (development of measure)
3. DFAT improve the processing of passport applications by equipping Austrade staff with responsibility for delivery of passport services in overseas locations with the same access to passport systems as is provided to its departmental officers in overseas locations.	**Activities:** - Engage Austrade - Update Austrade firewall **Products (deliverables):** - Firewall updated	**Activities:** - Identify approach for TARDIS Manual hosting - Consult stakeholders/staff **Products (deliverables):** - Options paper for TARDIS Manual hosting*	**Activities:** - Provide access to TARDIS Manual - Identify options for access to other resources **Products (deliverables):** - TARDIS Manual - Options paper for access to other resources*	**Activities:** - Consult stakeholders/staff - Provide access to additional DFAT resources **Products (deliverables):** - Additional DFAT resources	**Activities:** - Explore options for removing credentials for Compass and providing access to ATLAS **Products (deliverables):** - Options paper for Compass and ATLAS*	**Activities:** - Design and implement agreed solution for Compass and ATLAS **Products (deliverables):** - Compass and ATLAS
4. DFAT improve its complaints handling for passports processing by: a) expanding the capture of complaints data b) recording complaints in an electronic system capable of producing data that is reliable and complete.	**Activities:** - Consult with DataCom (DC), AP and staff - Scope options to capture all complaints data - Obtain approval of data collection approach **Products (deliverables):** - Solution document for complaints data	**Activities:** - Develop Microsoft Form to capture complaint data from outside the portal - Create dashboard to report on all complaints - Explore options for enterprise IT system* **Products (deliverables):** - Microsoft Form	**Activities:** - Implement revised complaints process - Communicate on revised complaints process - Develop updated monthly report and share with DC and AP **Products (deliverables):** - Monthly report (updated) on complaints	**Activities:** - Establish process/forum for monthly review of data and identification of systemic issues **Products (deliverables):** - Joint governance forum to review data	**Activities:** - Produce monthly report on complaints - Identify areas for improvement **Products (deliverables):** - Monthly report on complaints	**Activities:** - Produce monthly report on complaints - Identify areas for improvement **Products (deliverables):** - Monthly report on complaints
5. DFAT to improve transparency over its passport application processing by improving its systems to expand its published processing time to the number of consecutive business days that applicants can expect their passport to take from application submission to passport receipt	**Activities:** - Obtain approval to publish AP data - Design webpage to publish timeframe data - Design passport 'status tracker' - Consult stakeholders / staff **Products (deliverables):** - Solution design for webpage and status tracker	**Activities:** - Test webpage and status tracker - Publish webpage and status tracker - Communicate on webpage and status tracker **Products (deliverables):** - Timeframe webpage - Passport status tracker	**Activities:** - Monitor customer feedback - Track identified benefits **Products (deliverables):** - Customer satisfaction survey - Benefits report	**Activities:** - Monitor customer feedback - Identify enhancements, if required - Track identified benefits **Products (deliverables):** - Customer satisfaction survey - Benefits report	**Activities:** - Monitor customer feedback - Implement enhancements, if required - Track identified benefits **Products (deliverables):** - Customer satisfaction survey - Benefits report	**Activities:** - Capture changes in Annual Report **Products (deliverables):** - 2024-25 Annual Report details changes to website / status tracker
6. DFAT ensure any methodology changes that impact on reported performance, and the rationale for the changes, are explained in reporting.	**Activities:** - Update methodology control documents - Identify material changes to be reported **Products (deliverables):** - PBS – Methodology Control Documents	**Activities:** - Capture any material changes in Annual Report - Agree repository for documentation **Products (deliverables):** - 2023-24 Annual Report	**Activities:** - Document standard operating procedures - Obtain approval of approach (APO) **Products (deliverables):** - Standard operating procedures	**Activities:** - Review PBS measures to identify any material changes (excluding rec 1 and 2) **Products (deliverables):** - N/A	**Activities:** - Update methodology control documents - Identify material changes to be reported **Products (deliverables):** - PBS Methodology Control Documents	**Activities:** - Govern PBS measures changes **Products (deliverables):** - PBS Methodology Control Documents - Standard operating procedures
7. DFAT provide refunds of the priority processing fee (PPF) paid by all applicants where the department does not meet the processing timeframe advertised for those applications.	**Activities:** - Scope options to support PPF refund - Review legislation - Confirm calculation for failed PPFs **Products (deliverables):** - PPF refund scoping document	**Activities:** - Consult stakeholders / staff - Identify options for automated refunds - Seek approval for revised PPF refund approach **Products (deliverables):** - N/A	**Activities:** - Develop standard operating procedures - Communicate change to PPF refund - Implement PPF refund approach **Products (deliverables):** - Standard operating procedures	**Activities:** - Report any material changes to PBS measure - Monitor and report on PPF fail rate **Products (deliverables):** - Draft PBS reports material changes (if required)	**Activities:** - Monitor and report on PPF fail rate **Products (deliverables):** - Monthly report with PPF fail rate	**Activities:** - Capture PPF refund changes in Annual Report **Products (deliverables):** - 2024-25 Annual Report details changes to PPF refunds
8. DFAT analyse use of manual holds identify opportunities to improve time efficiency in processing passport applications.	**Activities:** - Analyse hold data - Review policy, procedures and process - Consult stakeholders / staff **Products (deliverables):** - Report on analysis of hold data	**Activities:** - Approve hold reasons and timeframes - Develop draft report for monitoring hold data - Scope implementation of changes **Products (deliverables):** - Draft report for monitoring hold data	**Activities:** - Engage IMD on required system changes - Update policies and procedures - Test changes and draft report **Products (deliverables):** - Hold policy and operating procedure	**Activities:** - Implement changes - Communicate changes to stakeholders / staff **Products (deliverables):** - Implementation and communication plan	**Activities:** - Embedding new arrangements - Post-implementation review (PIR) **Products (deliverables):** - PIR Report	**Activities:** - Ongoing monitoring of hold data **Products (deliverables):** - Monthly reporting of hold data
9. DFAT adopt an activity-based costing approach to reporting on the cost of the department providing passport services.	**Activities:** - Finalise negotiation of PFA - Transition cost model from ClearCost to Excel - Agree cost drivers for DFAT enabling costs **Products (deliverables):** - Passport funding agreement	**Activities:** - Consult stakeholders and staff - Obtain cost/expense data for DFAT enabling - Develop harness to capture all costs **Products (deliverables):** - Passport costing harness	**Activities:** - Test and refine cost model - Develop standard operating procedures - Report interim costing results **Products (deliverables):** - Standard operating procedures	**Activities:** - Finalise cost model - Draft reporting approach for cost model - Communicate on cost model **Products (deliverables):** - Passport cost model	**Activities:** - Agree approach for reporting of costs - Agree approach for annual update of cost model **Products (deliverables):** - Reporting framework	**Activities:** - Review and update cost model **Products (deliverables):** - 2025-26 Cost Model

* Solution likely to require additional funding from government