



Australian Government

Department of Immigration and Citizenship

Internal Audit Report

Examination of settlement services information for people found to be refugees who entered Australia as IMA's

21 January 2011

Audit reference:	G
Form of Order approval date:	9 September 2010
Date report to be presented to DAC:	3 March 2011
Work undertaken by:	PricewaterhouseCoopers

Milestone	Agreed completion date	Actual completion date
Planning:	29 October 2010	29 October 2010
Fieldwork:	17 December 2010	17 December 2010
Final report with management comments to DAC Secretariat	4 February 2011	3 February 2011

Task	Planned Date	Actual Date	Variance (working days)	Reason for variance
Form of Order approval	n/a	9 September 2010		
Commencement of planning stage	16 September 2010	16 September 2010		
Entry interview (draft audit plan based on high level scope)	6 October 2010	6 October 2010		
Draft plan to lead accountable	6 October 2010	6 October 2010		
Revised draft plan sent to IA	26 October 2010	26 October 2010 28 October 2010 1 November 2010	3	IA requested updates to audit plan to link to strategic risks
IA submit draft plan to DAC	27 October 2010	8 November 2010	7	
Final DAC approval of plan (Completion of planning)	1 November 2010	10 November 2010 (via email)	6	
Commencement of fieldwork stage (Completion of fieldwork)	4 November 2010	4 November 2010		
Draft audit report to IA	21 January 2011	20 January 2011		
Draft audit report to lead accountable	21 January 2011	21 January 2011		
Exit interview	21 January 2011	22 December 2010		
Final report with management comments to DAC Secretariat (Completion of report)	4 February 2011	3 February 2011		
Final report to DAC	25 February 2011	3 March 2011		

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1. Executive Summary

1.1 Context

As part of the 2010-11 Internal Audit Program for the Department of Immigration and Citizenship (the department), Internal Audit has undertaken an examination of how information in relation to initial settlement services is being captured and used to improve settlement services into the future. In particular, we focused on initial settlement services provided to refugees who entered Australia as irregular maritime arrivals (IMAs).

The Integrated Humanitarian Settlement Strategy (IHSS) delivered by the department provides initial, intensive settlement support to newly-arrived humanitarian visa holders. IHSS services are generally provided for around six months, but may be extended in particular cases. Services include:

- on-arrival reception and initial orientation
- information about linking to other service providers, mainstream agencies, community and religious bodies
- assistance with accommodation and basic household goods
- short term torture and trauma counselling.

Additional settlement services are also available to all eligible entrants (SGP, AMEP and TIS) and some are provided on a referral basis such as Complex Case Support. While the department has provided settlement services for humanitarian visa holders for many decades, it has been predominantly for an offshore caseload. IMAs found to be refugees is only a relatively recent caseload (from approximately February 2009) for IHSS service providers. There are unique challenges that arise through this change due to the tight timeframes imposed and the general demographics of IMAs.

Objective

The objective of this audit was to examine initial settlement outcomes (i.e. within the first six to twelve months of settlement) and how information is used to inform decision making.

Scope and Approach

The audit is seeking to identify how information relating to initial settlement services is being captured and then used to identify weaknesses and improve settlement services into the future. The audit focused primarily on initial settlement services provided through the IHSS program to refugees who entered Australia as irregular maritime arrivals (IMAs). Full details of the objective, scope and approach are attached at Appendix F.

1.2 Findings

Overall, we confirmed that appropriate systems, processes and reporting frameworks are in place to allow informed decision making on the placement of IMA refugees and the overall delivery of initial humanitarian settlement services to refugees who entered Australia as IMAs. We noted the following positive practices in place:

- Close working relationship between teams in the Refugee Support Branch to support a holistic approach in delivering settlement services.
- Research has been conducted on identified trends and emerging communities to help inform decisions on settlement services.
- The department is refining the existing contractual arrangements with service providers for delivering humanitarian settlement services through a current tender process.

We observed the following against the scope of work:

- **Capture of information:** The department has established appropriate processes and systems to capture and collect information on refugee settlement services, including via the Humanitarian Entrants Management System (HEMS), Quality Assurance processes, contractual reporting requirements and ad-hoc research. The table and information flow diagram at Appendix A detail the information systems/sources and what that information is used for (e.g. day-to-day contract management or longer term strategic decisions).
- **Identification of weaknesses and continuous improvement:** The department has established a broad range of adequate processes to identify and address weaknesses in refugee settlement processes. The department is using information (as outlined above) to regularly identify common trends and issues (e.g. shortage in accommodation in certain areas) and take action where appropriate. Please see Appendix B for further details on the challenges identified by the department and business process improvements already being undertaken.
- **Review of key costs associated with delivery of settlement services:** We conducted a review of costs associated with providing HSS services to refugees between 2006 and 2010. During this time, we observed a considerable increase in total costs, increasing from \$55m in 2008-09 to \$79m in 2009-10, aligning with the surge of IMA arrivals. This is largely due to an increase in the proportion of single client cases, which increased from 33% of the total case load in 2008-09 to 56% in 2009-10, and the associated costs in providing settlement services to this demographic. Further observations and the results of our review are attached at Appendix C.

We identified one finding in relation to the placement (settlement location decision) of refugees who entered Australia as IMAs. Details of this finding are included in Section 2.

Ref	Findings	Risk rating
2.1	<i>Document settlement location decision process</i> While there are a number of factors which are considered in determining where an IMA who has been successful in obtaining a protection visa is to be settled, this process is yet to be formally documented.	Moderate

1.3 Legislative non-compliance

No instances of legislative non-compliance were identified during the course of this audit.

1.4 Recommendations

The following table details the number of recommendations identified and the associated priority. The methodology used to prioritise these recommendations is provided at Appendix E.

High	Medium	Low Priority Recommendations/ Business Process Improvements (BPIs) underway
0	1	3

2. Discussion

2.1 Finding 1: Document settlement location decision process

Background/Context

The IHSS Program Management Section and Complex Needs and Unaccompanied Humanitarian Minors Section (in the case of UHMs) have approximately four (4) days to arrange placement of a client from the time they are notified that an IMA has been granted a protection visa.

There are a number of factors which are taken into consideration by the IHSS Program Management Section in determining where an IMA who has been successful in obtaining a protection visa is to be settled. Some of these factors include:

- any links the client may have in a particular location (e.g. family links, friends)
- service provider capacity (e.g. availability of accommodation)
- the capacity of mainstream services to meet additional demand on their services (e.g. mainstream services in certain geographical areas that contain large numbers of socially disadvantaged groups are under considerable pressure)
- the client's preferred settlement location
- availability of employment in an area
- locations of communities with similar ethnic backgrounds
- the age, gender, nationality, religion, trades/skills of the client
- capacity of the State Child Welfare Agencies (in the case of UHMs).

Discussions of audit findings

Whilst there are a number of factors which are considered in determining the placement location of a refugee who arrived in Australia as an IMA, this process is yet to be formally documented.

We are advised that each settlement decision (case) is assessed on its merits and there are no set weightings placed on any factors (outlined above). However, HSS Program Management personnel confirmed that service provider capacity, the capacity of mainstream services and client links (particularly family links) at a particular location are often the key drivers in determining the settlement location.

We understand that the HSS Program Management team engages with staff within State and Territory Offices via teleconference on a weekly basis to discuss the latest round of successful visa recipients, capacity within each region and ultimately where each visa recipient will be settled. This consistent approach helps to maintain the objectivity and structure in the decision making process.

Risk exposure

The lack of a formally endorsed and documented criteria/process for determining the settlement location of IMAs increases the potential for inconsistent decision making, particularly in the event of key staff turnover.

Recommendation

Finding 1	
While there are a number of factors which are considered in determining where an IMA who has been successful in obtaining a protection visa is to be settled, this process is yet to be formally documented.	
Recommendation 1	Priority: Medium
Formally document guidelines, outlining the factors to be considered and the process to be followed in determining the settlement location of refugees, who entered Australia as IMAs.	

Management response

Comments	Agree
While there are established and documented processes in place for offshore clients, business processes for IMA clients have evolved over time and need to be more tightly documented as part of business as usual activities. With the IHSS program due to finish in the coming months, the HSS Program Management section is focusing on developing clear policies and procedures in this area. Drafts of these policies and procedures have been distributed to the service delivery network for incorporation into the HSS Policy and Procedure Manual.	
Area responsible for Implementation:	HSS Program Management
Implementation date:	4 April 2011

Additional Comments
<p>Whilst finalising this review, a key audit stakeholder noted the following in relation to the delivery of settlement services to clients:</p> <p><i>There is some level of concern about differentiating the delivery of settlement services for IMAs when compared with other refugee and humanitarian entrants. There is little difference between the treatment of IMAs and other entrants.</i></p>

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Appendix A.1: Information systems/sources used for settlement decision making

Detailed below are details of the information sources that were examined as part of this audit and are illustrated in Appendix A.2. This provides further context to the details of the information stored, the purpose of the information and how it contributes to decision making for settlement outcomes.

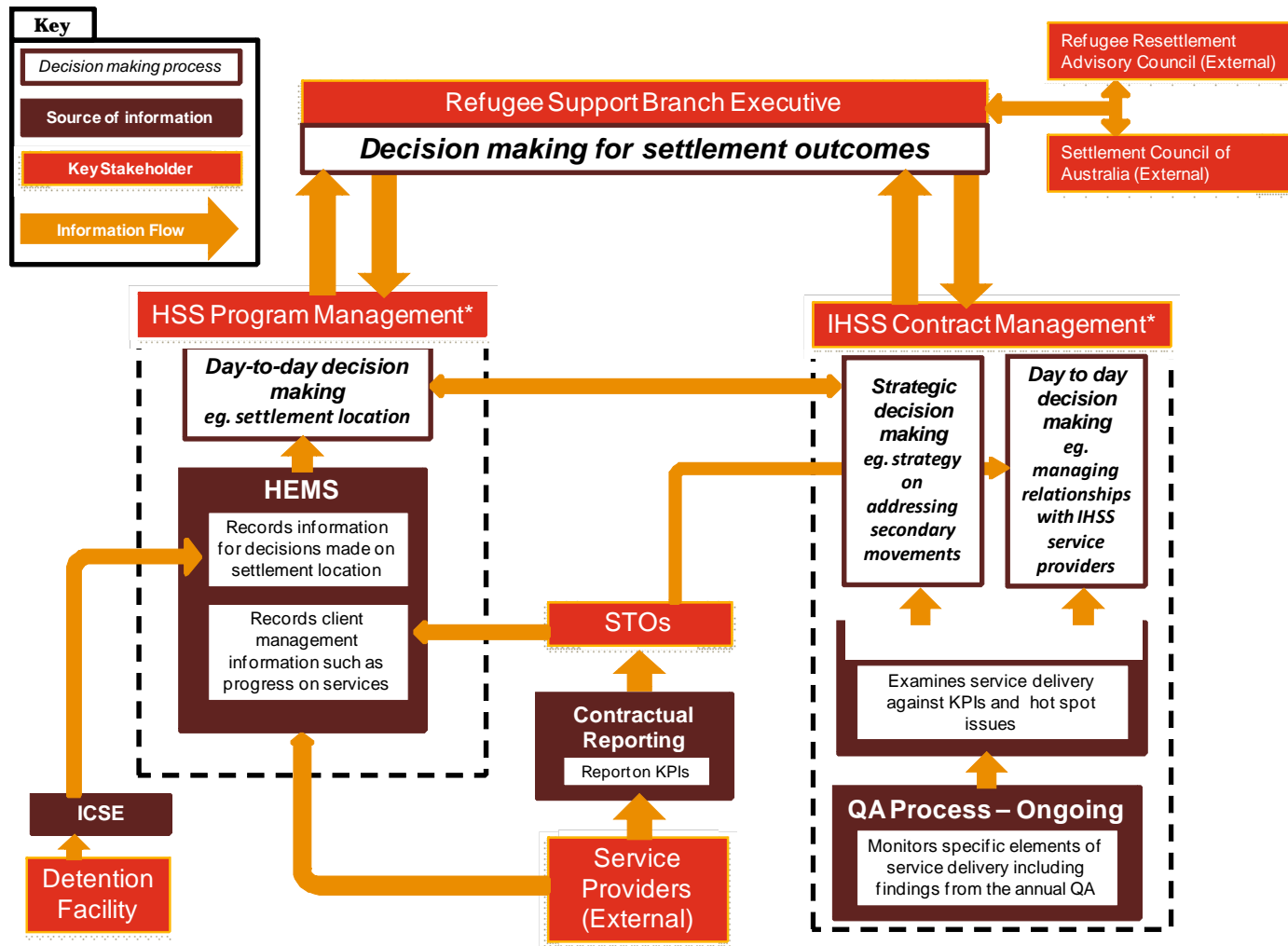
We acknowledge that this is not an exhaustive list and that there are other sources that are used for wider settlement decisions. However, these were the key information sources that were identified during the audit.

Key system/information source	Area of Ownership	Key information stored	Key purpose(s) of Information
HEMS	HSS Program Management	<ul style="list-style-type: none"> ▪ Client information used to inform decisions made on the location of settlement ▪ IHSS services progress information ▪ Client movements information 	<ul style="list-style-type: none"> ▪ Initial information collected and recorded in HEMS assists the decision made on settlement location ▪ Mainly used as a client management system as well as communications between the IHSS service providers, the STOs and National Office. ▪ HEMS produces a number of reports commonly used by the HSS Project Management Branch
QA Process – annual	IHSS Contract Management	<ul style="list-style-type: none"> ▪ Information recorded is done through interviews with service providers ▪ Information collected is compiled into report format 	<ul style="list-style-type: none"> ▪ Report is provided to the DIAC Executive, the Departmental Audit Committee and other departmental areas which have direct involvement in settlement services ▪ IHSS Contract management process improvements ▪ Identifying/clarifying causes of key settlement issues
QA Process – Ongoing	IHSS Contract Management	<ul style="list-style-type: none"> ▪ Based on client contact visits (CCVs) through the Service Delivery Network (SDN) on an ongoing basis with periodic inspections of specific elements of service delivery. 	<ul style="list-style-type: none"> ▪ To gain feedback on services provided by IHSS contractors ▪ To test the progress of recommendations made in the annual QA report ▪ To identify other areas of potential problems and where improvements can be made
Contractual Reporting	IHSS Contract Management	<ul style="list-style-type: none"> ▪ Records performance by the service providers against KPIs 	<ul style="list-style-type: none"> ▪ Contract reports are provided on a 6 monthly basis by the service providers to the STOs ▪ An STO summary of the 6 monthly contract report is provided to the IHSS Contract Management section which then develops a summarised national report ▪ The National Office summary report is distributed to areas that have direct involvement in settlement as well as the Divisional Executive and DAC ▪ The information is mainly used to ensure service provider compliance with KPIs and to instigate remedial action where necessary

Key system/ information source	Area of Ownership	Key information stored	Key purpose(s) of Information
Ad-hoc Research	HSS Program Management & IHSS Contract Management	<ul style="list-style-type: none"> ▪ Research into specific areas of concern ▪ Examples of research commissioned: <ul style="list-style-type: none"> - the settlement outcomes of new and emerging communities - secondary movements of clients to the Dandenong region. ▪ Areas of research is driven from: <ul style="list-style-type: none"> - High needs issues - Feedback from IOM - Refugee and Resettlement Advisory Council - Examining cohorts which regularly appear as complex needs clients 	<ul style="list-style-type: none"> ▪ Used mainly for the collection of strategic information to inform decisions made on the settlement process. ▪ Also informs the day to day decision making in the placement of clients.

Appendix A.2: Information Flow for Settlement Decision Making

Detailed below is a high level illustration of the key information flows for the decision making in relation to settlement outcomes. This illustration does not include all systems, but provides an overview of the key systems and processes used as part of decision making activities. Additional information is included for each of the sources of information in Appendix A.1.



* Ad-hoc research also undertaken by HSS Program Management & IHSS Contract Management

Appendix B: Work already being undertaken

We have outlined some examples of issues identified and, where relevant, business process improvements already being undertaken.

1. Short timeframe for the placement of clients

The timeframes for decisions to be made on the settlement location of people found to be refugees who entered Australia as IMAs is extremely tight, especially when compared to the timeframes available for the settlement of offshore applicants. While the department has approximately 6-8 weeks available to make preparations for the arrival of offshore applicants, including decisions on the settlement location, they only have 1 week notification for people found to be refugees who entered Australia as IMAs.

The table below details the current timeframes for placement of refugees who entered Australia as IMAs for settlement services:

Weekday	Activity
Wednesday (day 1)	Visas granted for settlement clients
Friday (day 3)	Teleconference with STOs regarding the settlement location of clients
Wednesday/Thursday (day 8/9)	Service providers receive clients for settlement

These timeframes result in some significant challenges when organising settlement services for the client, particularly relating to accommodation that is being sourced in a competitive market. In the case of UHMs, the need to find appropriate carers is an additional complicating factor.

An additional challenge faced by the department, service providers and STOs, is managing client expectations in relation to the level and standard of services that will be provided to them upon settlement. For example, in some instances, clients have unrealistic expectations of the type and standard of accommodation they will be able to obtain based on conditions within the detention services network and the standard of living they will be able to maintain on Centrelink or low level wages. The short time frame between approval of an IMA visa and the commencement of settlement services creates difficulties in educating clients about the level and standard of services they should expect. This is especially the case when compared to offshore refugees, who have a 6 – 8 week lead time.

We were advised that earlier education of IMAs in detention is not undertaken because the IMA may be on a negative path (not proceeding towards receipt of a protection visa) and advice and education of settlement services may create an unrealistic expectation that they will be granted a protection visa.

Improvement opportunity/ activities already being undertaken

- Establishing interaction between HEMS and ICSE, to eliminate or reduce initial manual data entry for IMA clients in HEMS.
- Greater flexibility in accommodation models under the new contract with IHSS service providers (which was out to tender at the time of the audit).
- Provision of the Beginning Life in Australia booklet and a letter detailing services provided and implications of various actions (eg. secondary movement) to IMAs on visa grant date, to provide high level information in relation to the standard of settlement in Australia.
- Service providers making contact with IMAs as soon as possible after visa approval, even before the refugee is released from detention, in order to educate them about the level and standard of services and accommodation they should expect upon being settled, including provision of photos.

- Provision of an IHSS services information sheet, that outlines support provided to those granted permanent protection and addresses issues relating to service expectations (including the implications of secondary movement).
- More hands on case management and structured orientation services under the new contract with IHSS service providers (which was out to tender at the time of the audit).
- Currently investigating the option of developing an audio visual aid to assist in the expectations of settlement in Australia.

2. Secondary movements

Background

In recent time there has been a trend towards IMA arrivals being single, young, males. One significant characteristic of this demographic is that they do not have the same motivations to settle and remain long-term in the same location. Secondary movements have been identified as a significant issue via HEMS secondary movement data, investigations taking place through the annual QA process and Client Contact Visits. Recent research conducted by the Refugee Support Branch has indicated that some of the reasons motivating these secondary movements are the cultural/social, financial, emotional and language support they receive from being located in close community with other individuals from their homeland as well as the potential of employment in other locations. These individuals are extremely mobile, often chasing employment whether there are actual or rumoured opportunities.

Secondary movements have provided significant challenges to the department, including financial and operational challenges for the Refugee Support Branch and the IHSS service providers. Services are being provided under a model that was established for offshore applicants that traditionally have relationship links to their destination and are less volatile in their movements. Challenges are being faced from clients breaking accommodation leases and leaving services that have been established for the client with an expectation that the client will be remaining long term in that location. This obviously places a strain on the relationship of accommodation and service providers.

Inequity in IHSS Service Provider charges

Secondary movements additionally have the potential to provide inequity in the charges entitled to be claimed by the IHSS Service Providers. Payments are currently made to the Service Providers based on the completion of four milestones (completing a case coordination plan; referral to services; establishment of long term accommodation and completing an exit interview).

The first three milestones, representing 90% of the total payments made for a client, can potentially be reached in the first week of arrival. If the client then relocates they are referred to a new service provider in the new region. Unless a duplication request is approved at National Office level, the new service provider is then only entitled to claim the fourth milestone, the exit interview, representing 10% of the total client fee. The new service provider is unable to charge for any of the previous milestones without DIAC's prior approval.

Improvement opportunity/ activities already being undertaken

- *More flexibility in accommodation models under the new HSS service provider contracts* - It is noted that the issues that currently arise because of the way that milestone payments are charged, particularly in relation to accommodation, are being addressed in the new contract which at the time of this audit was out to tender for HSS service providers. The approach under the new contract is for there to be greater flexibility in accommodation models, including the use of group accommodation for single and high needs clients, as well as the payment to the service providers for the accommodation component being based on the requirement that accommodation is for the full period of HSS settlement.

- *Temporary accommodation* - From conversations with the Queensland State Office, they have put in place an arrangement where clients that are identified as being a high risk of secondary movements are only referred to the two largest service providers and they are placed in temporary accommodation until it is clear that the individual plans on remaining in that location. Once this has been established the client is moved into long term accommodation and the third milestone representing 40% of the total client payment is claimed (under the existing IHSS services contract).
- *Continued research into the cause of secondary movements* - specific research has been conducted by the Refugee Support Branch to examine a location significantly affected by secondary movements (Dandenong). Research has also been conducted into settlement outcomes in new and emerging communities. Subject to budget constraints, there is the potential for further targeted research to be conducted into the causes of secondary movements.

3. Other improvements to be addressed under the new contract for IHSS service providers

The department's information systems and reporting frameworks have also enabled the department to identify the following areas, which are to be addressed/improved as part of the new contract for HSS service providers, which at the time of the audit was out to tender.

Ref.	Observation	Activities already being undertaken
1.	<p>New contract for IHSS Service Providers</p> <p>The department is currently managing a tender process for the renewal of contract for IHSS service providers. The tender process commenced in mid 2010 and is expected to be finalised in early 2011.</p>	<p>We understand that management have identified a number of areas for improvement in the existing contractual arrangements with IHSS service providers. These changes will be reflected in the new contract. The major areas for improvement relate to:</p> <ul style="list-style-type: none"> ▪ targeted settlement services for young clients ▪ greater flexibility in accommodation models* ▪ intensive (i.e. more 'hands on') case management ▪ structured orientation for clients ▪ emphasis on local area coordination (e.g. link between settlement grants and IHSS). <p>We also acknowledge there are various minor changes that will be reflected in this contract (eg. change in the milestone payments model).</p> <p>* Accommodation:</p> <ul style="list-style-type: none"> ▪ Group accommodation for single/high needs clients ▪ Requirements for the payment of the accommodation milestone is to provide accommodation for the whole length of settlement.
2.	<p>Removal of duplicate payments for transit accommodation</p> <p>Management confirmed that there has been some instances of payments for accommodation being duplicated.</p> <p>This duplication is a result of an overlap of responsibilities between the IMA Branch and the IHSS service providers for the booking of transit accommodation.</p>	<p>Management confirmed that the new contract, expected to be finalised with IHSS service providers in early 2011, will include provisions to prevent duplication of payment for these services.</p>

Ref.	Observation	Activities already being undertaken
3.	<p>Improvements to HEMS to support the new contract with IHSS service providers</p> <p>Management confirmed there are a number of improvements to be made to HEMS to support the arrangements outlined in the contract with IHSS service providers.</p>	<p>Detailed below are some of the changes being implemented within HEMS in early 2011 to support the new contract:</p> <ul style="list-style-type: none"> ▪ Establishing a link between HEMS and ICSE. This would help enable transfer of information and eliminate manual data entry for IMA clients. ▪ Update a system field to capture address details for IHSS clients, which will assist in case management. ▪ Introducing a tag in HEMS to identify people found to be refugees who entered Australia as IMAs. This will enable more specific reporting for this group. Audit note that reporting is currently being produced based on the 'intended post code' field.

Appendix C: Review of costs for delivering refugee settlement services

Context

We conducted a review of costs associated with providing HSS services to refugees between 2006 and 2010¹. The purpose of this review was to provide some insights on the changes in costs and demographics of clients receiving settlement services.

Review of costs associated with delivering refugee settlement services between 2006-2010

Overview

An outline of the total costs associated with HSS services is detailed in Table 1 (below). In accordance with this table, we observed a considerable increase in total costs for delivering services, increasing from \$55m in 2008-09 to \$79m in 2009-10.

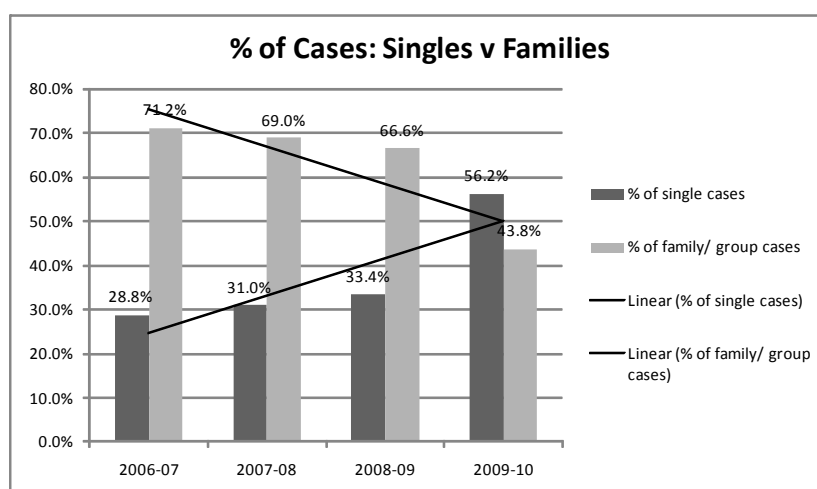
Whilst there has been a significant increase in costs, there has been only a relatively small increase in the number of clients receiving refugee settlement services (i.e. increasing from 12,307 in 2006-07 to 12,545 clients in 2009-10).

Table 1. Total expenditure for HSS services delivered between 2006-10

Year	Total Expenditure	Total Singles	Other families	Total clients (arrivals)	Total Cases	Average cost per case	Average Clients per case	% of single cases
2006-07	\$45,405,878	1,028	2,541	12,307	3,569	\$12,722	3.4	28.8%
2007-08	\$43,801,802	900	2,000	9,556	2,900	\$15,104	3.3	31.0%
2008-09	\$54,608,881	1,320	2,627	12,093	3,947	\$13,836	3.1	33.4%
2009-10	\$78,753,643	3,032	2,359	12,545	5,391	\$14,608	2.3	56.2%

Increase in costs due to the high proportion of single clients

Whilst the number of families receiving services has remained relatively stable over the past 4 years, the proportion of single clients has increased significantly from 1,028 in 2006-07 to over 3,000 in 2009-10 (as outlined in the graph below). This change in client demographics appears to be a contributing factor in the increase in total costs associated with delivering settlement services. It is important to note that this increase in single clients over 2009-10 aligns with the surge in IMAs.



Costs associated with Unaccompanied Humanitarian Minors (UHMs)

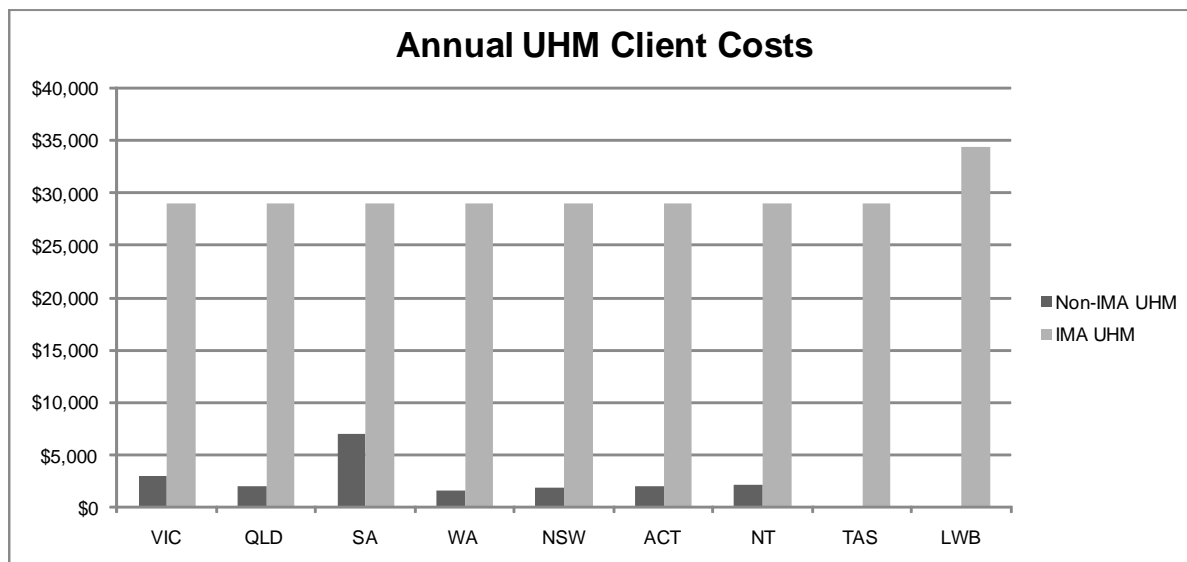
¹ Analysis of costs based on information obtained from the department on 6 December 2010.

Overview

The UHM program is provided for minors that arrive without a parent to care for them in Australia and who have been granted a visa under Australia's humanitarian program.

Costs associated

The graph below details the costs associated with delivering refugee settlement services to UHMs who arrive as an IMA or non-IMA. This graph highlights that UHMs that arrive in Australia as IMAs have significantly higher costs than those that arrive as offshore applicants.



Notes:

1. Cost per year to the Commonwealth for UHMs arriving with pre-existing carers on an Offshore Humanitarian visa (that is, non-IMAs) will remain largely unchanged from current levels, and it is envisaged that the historical 50/50 cost share arrangement will remain for those cases.

2. Based on consultation with SCWAs and dependent on an agreement on a standardised service level, it is estimated that the average cost per UHM originating as an IMA in this model will equate to \$29,000 per year if placed with a SCWA. It is assumed that LWB will continue to provide support for UHMs originating as IMAs that are over and above the limits of the SCWAs however it should be noted that LWBs do have capacity constraints. The current cost per child per year in LWB is approximately \$34,000 and it is expected that this cost will remain steady in coming years.

We understand that UHMs that originate as IMAs have unique settlement needs, and are more reliant on support services. There are no pre-existing care arrangements for these minors and as a result housing and care workers must be sourced at an additional cost. Life Without Barriers (LWB), a not-for-profit child service provider, provides accommodation and care for UHMs originating as IMAs who are unable to be placed with the State Child Welfare Agencies (SCWAs) due to capacity reasons.

We are advised that the current cost per child per year with LWB is approximately \$34,000. Recent funding proposals received by the Department from the SCWAs are significantly more expensive (up to \$110,000 per annum per UHM).

Costing data limitations

1. Data included in the above table and graphs was provided by the Department and has not been independently verified.
2. Monthly costing data is not available due to the timing differences between arrivals and contract payments.
3. The costing information provided is unable to be disaggregated in relation to the costs per service or the cost per visa class.

Appendix D: Officers consulted during the audit

Ref.	Name	Position	Purpose
1.	James Fox	First Assistant Secretary, Citizenship, Settlement & Multicultural Affairs	Discuss audit scope and approach and provide final clearance.
2.	Vincent Giuca	Assistant Secretary, Refugee Support Branch	Discuss audit scope and approach and provide final clearance.
3.	Peter Templeton	Assistant Secretary, Settlement Branch	Discuss audit scope and approach.
4.	Sandi Clissold	a/g Director, HSS Program Management Section	Discuss audit approach and examine HSS Project Management Section
5.	Michael Mays	Director, IHSS Contract Management Section	Discuss audit approach and examine IHSS Contract Management Section
6.	Oxana Reed	HSS Program Management Section	Discuss audit approach and examine HSS Project Management Section
7.	David Dedenczuk	IHSS Contract Management Section	Discuss audit approach and examine IHSS Contract Management Section
8.	Diana Trionfi	AMEP Section	Discuss IMA settlement outcomes
9.	Yasmin Davar	Research, Evaluation & Planning Section	Discuss IMA settlement outcomes
10.	Ivy Drucator	IHSS Contract Management Section	Discuss IHSS contract management for IMA settlement outcomes
11.	Frank Witting	Complex Needs and UHM Section	Discuss IMA settlement outcomes
12.	Geoff Haslem	Complex Needs and UHM Section	Discuss IMA settlement outcomes
13.	Fiona Searson	Complex Needs and UHM Section	Discuss IMA settlement outcomes
14.	Laurine Kelson	Complex Needs and UHM Section	Discuss IMA settlement outcomes
15.	Amanda Williams	Business Services Manager, Citizenship, Settlement & Multicultural Affairs Division	Discuss key settlement costs
16.	Carrie Zhao	Business Services, Citizenship, Settlement and Multicultural Affairs Division	Discuss key settlement costs
17.	Jennifer Richards	Manager Humanitarian Settlement, Victorian STO	Discuss STO interaction with service providers and National Office
18.	Angela Naumann	A/g Deputy State Director, Queensland STO	Discuss STO interaction with service providers and National Office
19.	Italo Oriolo	IHSS Contract Manager, Queensland STO	Discuss STO interaction with service providers and National Office
20.	John Stavridis	IHSS Contract Manager, Queensland STO	Discuss STO interaction with service providers and National Office
21.	Ondrae Campbell	Director, HSS Program Management Section	Discuss information collected by the HSS Project Management Section and reported to the Executive

Appendix E: DIAC risk assessment matrix

The following table outlines the method for prioritisation of risks identified in this report.

DIAC Risk Rating	Recommendation Priority	Comments
High	High	Significant system weaknesses or cases of non-compliance with prescribed procedures, which could severely compromise management control, or result in inefficient use of resources.
Significant or Moderate	Medium	System weaknesses or cases of non-compliance with prescribed procedures, which could undermine the system of management control, or result in the inefficient or ineffective use of resources.
Low	Low	<p>System weaknesses or cases of non-compliance with prescribed procedures, which could have a minor impact on the efficiency or effectiveness of the process or use of resources.</p> <p>Low priority recommendations are not included in the audit report; rather they are reported separately to line management for implementation action.</p>

Appendix F: Internal Audit Objective, Scope and Approach

Objective and Scope

The objective of this audit is to examine initial settlement outcomes (i.e. within the first six to twelve months of settlement) and how information is used to inform decision making.

The audit is seeking to identify how information relating to initial settlement services (within the first six to twelve months) is being captured and then used to identify weaknesses and improve settlement services into the future.

The internal audit objective will be achieved by undertaking an examination of information obtained by the department relating to initial settlement services for people who have entered Australia as IMA's and are found to be refugees. This audit will seek to understand how information is:

- Captured and collected on refugee settlement services (i.e. through the Humanitarian Entrants Management System (HEMS));
- Used to identify weaknesses in refugee settlement processes in addressing IMA needs (including appropriate information on settlement options);
- Used to inform management decisions and to drive process improvement for settlement services;
- Compared to existing humanitarian refugee settlement services.

The audit will seek to compare a sample of key costs associated with providing initial settlement services to refugees originating as IMA's against the equivalent key costs associated with the broader Offshore Humanitarian Settlement Program.

Approach

The audit approach included:

Audit stage	Key activities
Planning	<ul style="list-style-type: none">▪ Engage with the relevant stakeholders and audit sponsor.▪ Understand expectations, needs and performance measures.▪ Develop and agree the audit plan with the audit sponsor and departmental Audit Committee (DAC).
Fieldwork	<ul style="list-style-type: none">▪ Commence fieldwork based on a detailed work program.▪ Consultation with key stakeholders.▪ Communicate Internal Audit observations, findings and recommendations with relevant business area representatives (real-time).▪ Obtain management endorsement of the issues and agree actions and timings.
Reporting	<ul style="list-style-type: none">▪ Discuss and confirm key findings with the stakeholders.▪ Prepare the draft report for management comment.▪ Obtain management comments and incorporate into the draft report.▪ Final report to be tabled at the February DAC.
Quality	<ul style="list-style-type: none">▪ Maintain quality assurance processes throughout the audit.▪ Seek feedback and continually improve on lessons learnt from engagements.