

Australian Government

Attorney-General's Department

Corporate Plan

2024–25

Acknowledgement of Country

We acknowledge the traditional custodians of Australia and their continuing connection to land, sea and community. We pay our respects to the people, the cultures and their Elders, past and present, and thank them for their ongoing contributions to the culture and prosperity of our great nation.

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This corporate plan outlines the purpose and priorities of the Attorney-General's Department and how we will measure performance over the next 4 years. The focus is on forging strong relationships with partners to successfully deliver government priorities and maintaining and strengthening our inclusive and collaborative culture.

Statement of preparation

As the accountable authority of the Attorney-General's Department, I present the Corporate Plan 2024–25, which covers the period 2024–25 to 2027–28 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. The plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*. This plan has been compiled for the 2024–28 financial years.



Katherine Jones PSM
Secretary

30 August 2024

Secretary's overview



I am pleased to present the Attorney-General's Department Corporate Plan for 2024–2025. This plan sets out our strategic direction and provides a comprehensive framework to assess our effectiveness across the broad range of activities within our department.

We are dedicated to supporting Australia's First Law Officer in achieving a just and secure society, guided by our core values of fairness, integrity and justice. Our operational landscape is dynamic, requiring responsive and considered actions to be effective in an evolving national and global environment.

Maintaining public trust and confidence in the department is paramount. We engage with stakeholders through proactive communication and developing strong partnerships. We conduct our work ethically, and seek to achieve outcomes representative of the Australian community. As a government agency we strive to build capability in our people, and to recruit and retain a highly-skilled workforce.

Addressing our risks and challenges demands concerted effort, strategic planning and a commitment to continuous improvement. We must be vigilant in the face of cyber security threats with an increasing reliance on digital technologies. The emergence of new and unforeseen risks, such as technological changes, requires agility and proactive risk management, and we focus significant effort on this.

We are committed to building a culture that values flexibility and fosters inclusion in the way we work. We ensure that all staff have access to inclusive and flexible work practices, taking into consideration our professional and personal circumstances and leveraging our national presence with offices across all states and territories.

There are several key policy and corporate areas of strategic focus that we will be working towards over 2024-25, including:

Closing the Gap: We understand the importance of the department's role in championing the Closing the Gap Priority Reforms. We are committed to embodying Priority Reform 3 (Transforming Government Organisations) across the organisation, including by focusing on creating culturally safe environments and actively co-designing solutions with First Nations people.

Enhancing National Security and Integrity: We will continue to work diligently to safeguard national interests, to combat complex crime and promote integrity across the public service.

Providing Whole-of-Government Legal and Policy Advice: We will proactively provide advice and progress measures across national security, social policy (eg in areas such as family and domestic violence), privacy reform and provide comprehensive legal guidance to ensure effective policy and legal advice across government.

Working in Partnership and Cooperation: We will prioritise inclusive partnerships to enhance our influence and value, particularly to support policy reforms that meet the diverse needs of our communities. We will continue to collaborate with diverse stakeholders to achieve our shared goals and enhance our policy development and program delivery.

Embracing Transformation: We are committed to fostering innovation, influence and a joined up approach within our organisation, ensuring our workplaces are adaptable and effective in serving our communities. To enhance our influence we seek to meaningfully engage and collaborate with our stakeholders pursuing innovative collaboration and strategic stakeholder engagement to increase our influence and impact.

We use performance metrics to guide decision-making and track our impact, as well as measuring our performance. This enables us to improve our outputs and outcomes to fulfil our role of maintaining and improving Australia's law and justice frameworks.



Katherine Jones PSM
Secretary

Our purpose and activities

Our purpose is to **achieve a just and secure society through the maintenance and improvement of Australia's law, justice, security and integrity frameworks**.

We achieve our purpose through 4 key activities:

Providing legal services and policy advice and overseeing legal services across government

We deliver high-quality legal services, provide high-quality policy advice and oversee the effective and efficient provision of legal services to the Australian Government and its entities. We do this to ensure that decisions are based in law, to strengthen policy outcomes and to manage legal risk. We represent the Australian Government in constitutional and other disputes and assist it in resolving and managing significant and sensitive legal matters. We also manage international dispute resolution on behalf of the Australian Government.

Managing casework

We undertake casework relating to legal assistance, international crime cooperation, federal offenders, international family law, private international law and complaints under the United Nations human rights conventions in order to support Australia's law and justice frameworks.

Administering and advising on legal and policy frameworks

We design, implement, maintain, evaluate and reform legal and policy frameworks to improve outcomes for people in Australia in relation to rights, justice, security and integrity. We ensure access to fair and affordable institutions and mechanisms that promote accountability and the rule of law.

Administering and implementing programs and services

We administer and implement programs and services that improve access to justice for vulnerable people. We also deliver programs that support international regional partners to develop law and justice sectors and effective policy and legal frameworks for their country.

We have previously reported that our key activities included establishing and supporting royal commissions and other bodies. With the Royal Commission into Defence and Veteran Suicide due to conclude, the Royal Commissions Branch is expected to be decommissioned in October 2024.

Operating context

Environment

The Attorney-General's Department (the department) continues its role supporting the Attorney-General as Australia's First Law Officer, and the Assistant Minister to the Attorney-General, to achieve a just and secure society. Guided by principles of fairness, integrity and justice, we work to develop and implement policies, services and legal frameworks that align with the needs and rights of the communities we serve.

Our work is inherently dynamic, multifaceted and our workforce needs to adapt and respond to the complexities of an evolving global and national landscape. Supported by a commitment to continuous improvement, our staff leverage our expertise to positively impact the lives of all Australians.

We focus on continuous improvement in how we do business and on shaping our future operating model based on 3 pillars of *innovation*, *influence* and *one AGD*. Through transformation, we are designing and implementing new ways of working to anticipate and prepare for our current and future workforce. We strive to create workplaces that are people-centred, flexible and adaptable to diverse team needs, including both our physical and digital work environments. This approach promotes a culture of trust and empowers staff to make appropriate decisions and engage positively with risk.

We take a strategic approach to stakeholder management and strive to maintain relationships which are critical to our influence and value. Maintaining genuine partnerships to bring diverse perspectives strengthens the department's strategic outlook and our ability to assist service-delivery partners and policy-reform counterparts to deliver government priorities.

The department is entrusted with a significant reform agenda that spans a broad spectrum of policy areas, whilst continuing to undertake essential legal case work, legal assistance, judicial appointments and other foundational responsibilities. These efforts underscore our dedication to the enduring functions of government.

We have been working to deliver on the APS Reform agenda. The department continues to lead on improving protections for whistle-blowers through the creation of an effective public interest disclosure scheme. This work follows earlier department-led initiatives aligned with the APS Reform agenda, including establishing the National Anti-Corruption Commission and updating the Commonwealth Fraud Control Framework.

Central to the work of the department is our commitment to Closing the Gap, and ensuring we provide an environment that is culturally safe for our people and stakeholders. The department played a significant role in providing support and advice to the government in the establishment of the *Referendum to enshrine an Aboriginal and Torres Strait Islander Voice to Parliament in the Constitution.* The work to improve the lives of Australia's First Nations people endures. The perspectives and expertise of First Nations people must remain at the heart of co-designing and delivering solutions to the communities they represent. We take pride in our inclusive culture and the department's firm commitment to fulfilling our responsibilities under the Closing the Gap Priority Reforms. This commitment aligns with our core values and also embodies our resolve to contribute positively and significantly to the lives of First Nations Australians.

We are deeply committed to fostering a culturally safe environment, understanding this is a collective exercise requiring engagement and dedication from all members of the department. Our operating environment is enriched by diverse perspectives and backgrounds. We aspire to creating and maintaining a workplace which is respectful, inclusive and reflects our guiding principles.

The Attorney-General plays a fundamental role in steering whole-of-government integrity policies and activities and the department continues to uphold and enhance our role promoting integrity across the public service. Encouraging a speak-up culture is pivotal to embedding the highest standards of integrity into every aspect of our roles as public servants and we are committed to continuous improvement.

We have a focus on national security. The presence of the Australian Federal Police, the Australian Criminal Intelligence Commission, Australian Security Intelligence Organisation, the Australian Transaction Reports and Analysis Centre, the Australian Institute of Criminology and the Office of the Special Investigator within the portfolio strengthens our influence to combat a range of national security threats, including Counter-Terrorism, foreign interference and complex, transnational, serious and organised crime. We do this through monitoring criminal and financial intelligence systems to protect Australia's interests from criminal activity in Australia and overseas.

Within our portfolio, the National Anti-Corruption Commission serves as a critical pillar in the integrity landscape, with its extensive jurisdiction to investigate serious or systemic corruption across the federal public sector. Integrity is a cornerstone of our operations, fundamental to upholding the rule of law. In this area, we focus on ensuring that our policies, practices and engagement consistently reflect the highest standards of integrity from end to end.

The department supports the minister as the Attorney-General, the First Law Officer and the chief legal adviser to Cabinet. We play our part in building and maintaining viable and strong public institutions that instil public trust by strengthening integrity frameworks.

The department remains dedicated to providing trusted legal advice and expertise through the Australian Government Solicitor, supporting complex, sensitive and high-profile government priorities. Our focus on delivering reforms, coupled with our strategic stakeholder engagement, ensures we remain a key pillar in advancing a just and secure society.

Whole-of-government advice and policy responsibilities

We are responsible for administering frameworks to contribute to effective risk management across government. This includes privacy through the *Privacy Act 1988*, and fraud and corruption control through the Commonwealth Fraud and Corruption Control Framework. We also help Australian Government agencies to manage their legal risks through the provision of legal and policy advice. The implementation of the National Strategy for Identity Resilience exemplifies our commitment to safeguarding individuals' rights in the digital sphere.

We aim be a valued and sought-after partner and contributor to whole-of-government policy development and decision-making. We will build on our influence in partnership with stakeholders and adopt a proactive role in the provision of citizen-centric legal and policy advice.

There are many opportunities for us to lead these efforts. These include:

- maintaining and reforming accountability of Australia's national security legal regimes
- providing safeguards for women within the justice system, especially within the family law system
- strengthening safeguards for children through the National Office for Child Safety and implementation of other recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse
- supporting the establishment of the Administrative Review Tribunal, with its enhanced powers and transparent merit based selection process
- strengthening Australia's regional reputation and influence by shaping regional legal and integrity frameworks.

Our regulatory role

The department is responsible for administering 7 regulatory functions:

- Accreditation of Family Dispute Resolution Practitioners
- Accreditation of Marriage Celebrants
- Australian Government Lobbying Code of Conduct and the Register of Lobbyists

- Firearms Import Permits
- Foreign Influence Transparency Scheme
- Modern Slavery Reporting Requirements
- Office of the Communications Access Coordinator.

The Ministerial Statement of Expectations and our Regulator Statement of Intent are publicly available on the department's website (www.ag.gov.au/about-us/accountability-and-reporting/regulatory-reform).

Capability

The department needs to be capable, productive and responsive with a talented workforce. Our future requires experienced leadership, a diverse workforce with deep expertise and an inclusive workplace culture.

Ministers

The department supports the Attorney-General and the Assistant Minister to the Attorney-General.



The Hon Mark Dreyfus KC MP
Attorney-General



The Hon Patrick Gorman MP
Assistant Minister to the Attorney-General

Our portfolio

The department leads a large and diverse portfolio of agencies, statutory bodies and statutory office holders as illustrated in Figure 1.

Courts and tribunals

- Administrative Appeals Tribunal*
- Federal Circuit and Family Court of Australia
- Federal Court of Australia
- High Court of Australia

Regulation and reform

- Australian Financial Security Authority
- Australian Human Rights Commission
- Australian Law Reform Commission
- Office of the Australian Information Commissioner

National security and criminal law enforcement

- Australian Federal Police
- Australian Institute of Criminology
- AUSTRAC (Australian Transaction Reports and Analysis Centre)
- Australian Criminal Intelligence Commission
- Australian Security Intelligence Organisation
- Office of the Special Investigator

Integrity and oversight

- Commonwealth Director of Public Prosecutions
- Independent National Security Legislation Monitor
- Inspector-General of Intelligence and Security
- Inspector of the National Anti-Corruption Commission
- National Anti-Corruption Commission
- Office of the Commonwealth Ombudsman

Legal services

- Office of Parliamentary Counsel

* Administrative Appeals Tribunal will change to Administrative Review Tribunal during 2024—25.

Figure 1: Attorney-General's Department portfolio.

Our structure

As at 1 July 2024, the department consisted of 5 operational groups as shown in Figure 2.



Figure 2: Attorney-General's Department organisation structure.

Our culture

We strive to create a workplace culture that supports and is strengthened by the rich diversity of our staff. We acknowledge the unique skills and qualities of all our staff, which are embraced and celebrated. We are committed to modelling the values of respect, integrity and inclusion in everything we do.

We are committed to providing frank, clear and transparent advice to the Attorney-General and Assistant Minister, the Australian Government and its entities.

We are skilled, particularly in law and legal frameworks, the policy process and program management. We adapt, learn and harness expertise, data and knowledge to improve outcomes.

We are inclusive and respectful and treat our people, colleagues and the public fairly, lawfully and with respect. We seek to understand, appreciate and accurately represent the varied needs and diverse interests of people in Australia.

We act with integrity and model transparency and accountability. We seek to build and maintain public confidence in our work and promote trust in government decision-making.

We are innovative and committed and deploy resources flexibly and agilely so we can rapidly adapt to changing priorities and achieve desired outcomes. We adopt continuous improvement to influence and deliver the best possible outcomes for the government and the community.

Our people

The heart of our success is our workforce. The department's workforce is dedicated and brings unique perspectives and skills to serving the Australian community. The department's Workforce Strategy 2023–25 outlines our approach to attracting, developing and retaining talented and committed staff. By cultivating a workforce that possess the capabilities to deliver our priorities and adapt to new challenges, we are confident we will thrive. Our workforce is guided by 5 workforce characteristics that serve as a foundation of our efforts, allowing us to stay focused and aligned with our goals. These are:

Responsible stewards

We are responsible stewards of Australia's law, justice, security and integrity frameworks and we exemplify the APS value of 'stewardship'. We strive to be a cohesive and connected department that displays leadership and excellence at all levels. Doing so reflects our commitment to acting with integrity at all times to deliver the best results possible for the community and maintain public confidence in government.

Inclusive

We embrace diversity, flexibility, inclusion and the unique skills and qualities of all employees. A workforce that is diverse in background, culture and gender is innovative, productive and delivers better organisational outcomes.

We have established staff diversity representation targets in the Diversity and Inclusion Strategy 2022–2026[1] of at least 50% female representation at each SES band, at least 5% representation of Aboriginal and Torres Strait Islander peoples at the APS 4 to EL 2 classifications, at least 3% representation of Aboriginal and Torres Strait Islander peoples across the SES bands and at least 7% representation of people with disability at APS, EL and SES classifications.

We are committed to creating a workplace where everyone feels they belong and we foster a workforce that is representative of the Australian community. Our Innovate Reconciliation Action Plan 2020–22[2], Disability and Mental Health Action Plan 2022–2025[3] and Gender Equality Action Plan 2023–2025[4] play a significant part in delivering the commitment of the department. The actions detailed in the Diversity and Inclusion Strategy 2022-2026 focus on recruitment and progression, data, culture, education and wellbeing.

Informed by the newly released Australian Public Service Culturally and Linguistically Diverse Employment Strategy and Action Plan[5], we will also develop an agency specific Action Plan in 2025.

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[1] Attorney-General's Department Diversity and Inclusion Strategy 2022–2026: www.ag.gov.au/about-us/publications/diversity-and-inclusion-strategy-2022-2026

[2] Innovate Reconciliation Action Plan 2020–22: www.ag.gov.au/about-us/publications/attorney-generals-department-innovate-reconciliation-action-plan-2020-2022. In consultation with our First Nations staff we made the decision in 2022 to extend the 2020–22 RAP to complete and embed our commitments.

[3] Attorney-General's Department Disability and Mental Health Action Plan 2022–25: www.ag.gov.au/about-us/publications/attorney-generals-department-disability-and-mental-health-action-plan-2022-2025

[4] Attorney-General's Department Gender Equality Action Plan 2023–2025 www.ag.gov.au/about-us/publications/gender-equality-action-plan-2023-25

[5] Australian Public Service Culturally and Linguistically Diverse Employment Strategy and Action Plan: APS Culturally and Linguistically Diverse Employment Strategy and Action Plan | Australian Public Service Commission

Strategically aware

We invest in strengthening leadership and people-management capability to ensure our staff have the skills, knowledge and attributes they need to operate now and in response to emerging challenges. We do this to strengthen staff capabilities while preparing leaders of the future. Guided by the Government's Data and Digital Strategy, we develop our data infrastructure, strategies and capabilities, and empower our managers to use data to make informed decisions.

Transformative

We look for opportunities to improve our processes, skills and the outcomes we provide to Australian communities. An example is our involvement in the Australian Government Graduate Program (AGGP). Through the program, we partner with lead agencies to attract graduates from multiple professional streams in support of the 'One APS' agenda and to foster a diverse range of capabilities. We participate in the graduate program to prepare qualified and skilled graduates to be highly effective across all facets of our work including in policy, program and legal officer roles as well as human resources, data and digital skills, finance, as well as practising lawyers for the public service. The department is the lead agency for the AGGP Legal Stream.

Flexible

We adjust the way we work based on changes in our environment or deliverables and strive to improve organisational and workforce planning to be able to respond to change. The department champions flexibility and new ways of working.

Strategic Commissioning Framework

In 2024–25, the department will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework.

Our targets for 2024–25 focus on reduced outsourcing of ICT & Digital Solutions and Engineering & Technical work, with an expected reduction of $1,887,144 in 2024–25 in outsourcing expenditure on core work.

The majority (61%) of non-APS roles within the department are engaged by the Royal Commission into Defence and Veteran Suicide. The Royal Commission is due to cease in October 2024, leading to a natural reduction of non-APS roles undertaking core work.

These targets represent a continuation of the department's commitment to converting non-APS labour into APS capability. Further conversions will occur in future financial years.

Our governance and planning

Over the life of this plan, we will continue to enhance our legal and policy services and continue to implement government reform priorities. Our success depends on effective governance, accountability and planning.

Our governance structure supports decision-making as well as open and strategic discussion on policy, program and corporate issues. It also strengthens transparency and reporting arrangements.

The Executive Board is the department's primary advisory and decision-making body. It sets the vision, culture, strategy and priorities of the department.

The Board is supported by five sub-committees:

- Data Governance Committee
- Information and Communications Technology Committee
- Incident Management Team
- People and Culture Committee
- Security and Risk Management Committee.

Sub-committees consider issues that fall within their subject-matter mandate, with a particular focus on organisational performance and key risks. Complex matters and issues with strategic significance are escalated to the Executive Board. The Executive Board also fulfils an important role in shaping the department's diversity and inclusion by encompassing the Diversity Council.

Independent assurance is provided by the Audit and Risk Committee (ARC) and is appointed by the Secretary. The ARC provides independent assurance and advice on the department's financial and performance reporting responsibilities, risk oversight and management and system of internal control.

We will continue to improve the governance framework by adapting it to meet and balance the department's current and future needs.

Our IT systems

Information Technology (IT) equipment and services will continue to be provided across the department, including to some portfolio agencies. The department's ICT Strategy 2023-2026 outlines how we will enhance productivity through building our data capability and embracing a digital-first approach, supporting our digital transformation agenda and shaping the future of our work.

Cost effective and secure investments in IT infrastructure will meet the changing needs of the department and maximise user experience. We will deliver digital capability to business, designing for flexibility and interoperability, drawing on our policies relating to shared and common services, whole-of-government systems and digital transformation.

An increase to our digital capability will be achieved by building on current offerings and investigating new pathways. Activities over the next 4 years include:

- exploring the responsible adoption of artificial intelligence to support the work of the department
- accelerating our cloud adoption to improve the security of AGD systems and supporting our workforce through improved collaboration and support to remote working arrangements
- building our digital workforce
- continuing to uplift the cyber-security arrangements protecting our systems and information.

Risk management

The department's risk management framework is guided by the Commonwealth Risk Management Policy[6]. The department seeks to integrate risk management into its governance arrangements so that risk is a core consideration in all decision-making processes. Our risk management program is led by the Chief Risk Officer, a role filled by the Chief People and Strategy Officer. Section 16 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), requires Commonwealth entities to establish and maintain appropriate systems and internal controls for the oversight and management of risk. The department's Security and Risk Management Committee (SRMC) is our key internal risk governance body and oversees initiatives related to risk, business continuity, fraud and incident management. SRMC promotes a positive risk appetite and strong security culture across the department and supports and advises the Executive Board on matters relating to risk. The Executive Board monitors the department's emerging and strategic risks on a regular basis and determines the department's risk appetite.

The department maintains an Audit and Risk Committee (ARC) and an internal audit program to provide independent advice on the appropriateness of the department's financial and performance reporting responsibilities, system of risk oversight and management and system of internal control. This is in line with the requirements of Section 45 of the PGPA Act.

Strategic Risk Register, Emerging Risk Register and Climate Risk Register

The department's Strategic Risk Register (SRR) helps us to understand and manage the high-level risks that may pose a threat or present an opportunity to delivering the department's strategic objectives. It is purposefully high-level and provides an overarching view of the department's risk environment. The SRR also has an embedded risk appetite statement which outlines the amount of risk that the department is willing to accept or retain in pursuing its objectives. The department's Emerging Risk Register (ERR) complements the department's SRR, capturing newly developing or evolving issues which have not yet materialised sufficiently to be included on the SRR, but which the department wishes to monitor as part of our broader horizon scanning. The Climate Risk Register (CRR) helps us to identify and manage climate risks and opportunities to

[6] Commonwealth Risk Management Policy: www.finance.gov.au/government/comcover/risk-services/management/commonwealth-risk-management-policy

our objectives, which is reported annually through a climate risk disclosure published in the Annual Report. By implementing the CRR, it ensures we reduce the impact climate will have on our policies and frameworks.

The registers assist the Executive Board, the governance committees and our staff to make informed decisions. The SRR and ERR are live documents and are regularly reviewed by the Executive Board, the SRMC and the ARC so that the registers accurately reflect our changing risk environment and as the department matures its risk controls. The registers:

- improve our planning and service delivery
- inform the department's assurance activities
- help to confirm how risks are being managed
- assist us to deal with uncertainty
- allow for the review of the amount of risk the department accepts to maximise opportunities and growth
- help us to challenge our willingness to tolerate and manage risk to foster innovation and longer-term benefits.

The following table summarises the department's strategic risks and the approaches we use to manage them.

Strategic risks to our delivery	How we manage these risks
• That implementing changes to our portfolio functions will negatively impact on our ability to provide policy and legal advice, maintain whole-of-government frameworks and manage stakeholder relations. • That changes disrupt our ability to comply with policies, processes and procedures; and weaken control environments. • That we, or the consulting services we engage, fail to comply with integrity frameworks and expectations; and weaken confidence, trust and reputation with the department. • That policy solutions, policy and legal advice are ineffective or flawed. • That frameworks are unhelpful or unworkable. • That we fail to develop, sustain and coordinate effective relationships with stakeholders. • That we mismanage or fail to protect the department's financial, information, physical and personnel assets.	• We are guided by the priorities of the current government and engage with stakeholders so that our advice is sound, our frameworks are fit-for-purpose and our stakeholder relationships remain intact. • We use a range of compliance and control mechanisms to ensure that our frameworks are resilient and fit-for-purpose, remain intact and our resources are capable of redeployment to meet emerging priorities or new portfolio functions. • We remain agile and collaborate to respond quickly to changes to meet priorities. • We invest in meaningful consultation, via discussion papers, exposure draft legislation and consultative forums so that our policy solutions and advice are effective. • We regularly monitor developments that have implications for our work, including the update of other frameworks by other agencies, to verify our frameworks comply and work in-tandem with others. • We manage stakeholder relationships effectively using our strong relationships with ministerial offices, our portfolio agencies and other Australian Government and state and territory entities. • We use consultative forums and other mechanisms to collaborate effectively and receive early information and insights about government priorities and key issues. • We comply with legislation and better-practice guides to protect people, information and assets. • We leverage our Integrity Maturity Uplift Plan to review and improve internal integrity measures, promote integrity as central to the department's function and enhance our role promoting integrity across the public service.

Strategic risks to our capability and future outlook	How we manage these risks
• That we fail to anticipate and plan for changing circumstances. • That we fail to effectively collect, analyse, use and manage data.	• We have processes, including a regular discussion of emerging risks during Executive Board meetings, that improve our ability to anticipate policy changes and identify future issues. • We have assurance mechanisms that provide early warning of issues. These include regular executive reviews, reporting against performance measures and a robust governance structure through which issues can be escalated. • We manage data within the parameters of the Protective Security Policy Framework. • We use our Data Strategy as a vehicle for producing robust, evidence-based advice and policy solutions, making data central to decision making at all levels.
Strategic risks to our workforce	**How we manage these risks**
• That we fail to recruit people in a timely manner with the right skills, qualifications, characteristics and experience to achieve the department's purposes. • We fail to retain and maintain a resilient workforce with the right skills and capabilities. • We fail to adapt to changing workforce expectations. • That staff experience work burnout and perform below their potential or leave the department. • That illness, injury, psychosocial hazards or other circumstance decreases the wellbeing, diversity and performance of our workforce and increases the potential for legal action against the department. • That adverse economic trends such as inflationary pressures and cost-of-living crises may lead to decreased staff wellbeing and skill loss as staff seek higher salaries elsewhere.	• Our workforce strategy sets out a high-level plan for how we will attract, develop and retain people with the characteristics and capabilities to deliver our priorities and respond to emerging challenges. • We prioritise a people-first approach to maintain a positive workplace culture while delivering priority functions. We continually review and enhance our recruitment processes. • We have a wide range of staff development opportunities, including secondments and an expansive catalogue of training programs. • We promote a strong, positive workplace culture and have employee networks that offer support and improve diversity and inclusion. • Our policies, strategies and communications are regularly updated to foster a well-informed, inclusive and high-performing organisation. • We offer a compelling employee value proposition which gives us a competitive advantage as an employer of choice. This includes a competitive salary and remuneration benefits.

Table 1: Attorney-General's Department strategic risks and management.

Cooperation

As a provider of legal and policy services to government and services to the community, we partner with other Australian Government agencies, state and territory governments, international governments and organisations, business and industry, members of the community, peak bodies, academic research and non-government organisations to achieve our purpose. Our engagement with individuals who bring lived experiences enriches our understanding and approach to policy-making and service delivery. Figure 4 shows this network of relationships and our varied roles. At times we are a leader, a partner, an adviser, a facilitator, an advocate and an enabler.



Figure 4: The department's key partner groups.

We provide advice to **government agencies** on a wide range of domestic and international legal, security and policy issues to effectively manage legal risk and we represent them in legal disputes. We collaborate across government to develop robust and fit-for-purpose policies and legislation and work with others to effectively deliver grants programs. We provide guidance and support on whole-of-government issues of fraud control privacy and legal services coordination.

We engage with **portfolio agencies** to share better practice and lessons learnt in relation to common challenges. This helps us to develop policy in a collaborative way and learn from the experiences of those who work closely with our policy frameworks. We support portfolio agencies by coordinating, providing corporate support services and helping to make statutory appointments.

We partner with **state and territory governments** to respond to cross-jurisdictional issues and deliver effective programs and services, particularly in the area of legal assistance.

We cooperate with **international partners** to build and maintain effective international crime cooperation and international family law mechanisms. We represent Australia, consult and collaborate with like-minded countries to uphold Australia's interests in international fora. We work closely with Australia's Indo-Pacific partners to strengthen law and justice systems in the region.

We deliver targeted assistance programs to **members of the community** and seek community views on proposed new policies and reforms. We work in genuine partnership with Aboriginal and Torres Strait Islander peoples on complex policy challenges, including through co-chairing the Justice Policy Partnership which is the first policy partnership under the National Agreement on Closing the Gap.[7]

We engage with **civil society, community organisations and peak bodies** to understand diverse perspectives, challenge our assumptions and develop policies and programs that meet the needs of people in Australia. We contribute to supporting Aboriginal and Torres Strait Islander community-controlled sectors and organisations to deliver services to support the National Agreement on Closing the Gap.

We learn from **academics and research organisations** to help us understand our operating environment, to test our ideas and ensure our reforms are evidence-based.

We work collaboratively with **government agencies** and **industry** in our regulatory roles to achieve positive outcomes for our stakeholders. This includes **members of the community** who use and rely on our publicly available registers, such as the Australian Government Register of Lobbyists and the Foreign Influence Transparency Scheme.

Over the life of this plan, we will:

- continue to embed the APS Charter of Partnerships and Engagement to achieve quality external engagement and partnerships to build relationships enabling shared decision-making
- develop innovative ways to collaborate with partners and include the Australian people in the development of policy and services, including networks that support us to deliver on complex reforms and shared priorities
- speak with one voice when communicating the department's position on legal and policy issues
- increase our influence and communicate our value beyond the provision of targeted legal advice on policy issues
- improve the way we partner with stakeholders, using strategic, proactive and data-informed approaches.

[7] National Agreement on Closing the Gap: www.closingthegap.gov.au/national-agreement

Performance

We have one purpose: to achieve a just and secure society through the maintenance and improvement of Australia's law, justice, security and integrity frameworks.

We assess how we fulfil our purpose and measure achievements through a range of output, effectiveness and efficiency measures, including proxy measures and qualitative and quantitative methodologies. The performance framework is reviewed each year for currency and appropriateness. The intent of performance measures, transparency, accountability and continuous improvement is at the heart of our performance framework.

Figure 5 shows how our performance framework establishes the clear line of sight between the portfolio budget statements, corporate plan and annual report.

Achieve a just and secure society through the maintenance and improvement of Australia's law, justice and integrity frameworks

Portfolio Budget Statements	Corporate Plan 2024–25	Annual Report 2024–25	
Outcomes	**Purposes**	**Performance measures and targets**	
Programs:	Key activities:	Programs:	Key activities:
1.1 Operating Expenses – Legal Services and Families	1 Provide legal services and policy advice and oversee legal services across government	1.1	1, 2, 3, 4
1.2 Operating Expenses – National Security, Integrity and International	2 Manage casework	1.2	1, 2, 3, 4
1.3 Australian Government Solicitor	3 Administer and advise on legal and policy frameworks	1.3	1
1.4 Justice Services	4 Administer and implement programs and services	1.4	4
1.5 Family Relationships		1.5	4
1.6 Criminal Justice		1.6	4
1.7 Royal Commissions		1.8	1
1.8 Nuclear Powered Submarines			

Figure 5: Attorney-General's Department performance framework.

Regulator performance

From 2023–24, the department reports against the Australian Government's three principles of regulator best practice in our annual performance statements:

1. **Continuous improvement and building trust**: regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
2. **Risk based and data driven**: regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden and leveraging data and digital technology to support those they regulate to comply and grow.
3. **Collaboration and engagement**: regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

In line with these principles, we strive for continuous improvement, we build and maintain trust with our stakeholders, we deliver proportionate and efficient regulation and we conduct ourselves with integrity and transparency.

Three of the department's regulatory functions are reported under Performance measure 4.4: Administration of the Foreign Influence Transparency Scheme, Lobbying Code of Conduct and Online Register for Modern Slavery Statements.

The four remaining regulatory functions are reported under Performance measure 3.1: Administration of legal and policy frameworks: Accreditation of Family Dispute Resolution Practitioners, Accreditation of Marriage Celebrants, Firearms Import Permits and Office of the Communications Access Coordinator.

Continuous improvement

Our annual performance statements continue to be audited by the Australian National Audit Office. We constructively engage with the audit and evolve our performance framework. We continue to strengthen the methodologies for the annual stakeholder survey, Australian Government Solicitor client feedback process and qualitative assessments of policy advice to our ministers.

We review our performance framework to ensure we assess performance in reliable and meaningful ways:

- **Key activities** describe the critical functions and activities of the department. The responsibilities under each key activity are not mutually exclusive and, collectively, they represent the activities that we undertake.
- **Performance measures** evaluate the effectiveness and efficiency of significant types of work or areas, projects or programs that we deliver within each activity.
- **Targets** are set to assess whether the performance measure has been achieved within the reporting cycle. Multiple targets exist under several performance measures to help us evaluate our performance through multiple perspectives. This provides a broad and balanced assessment of the measure and a clear picture of achievement. Each target is weighted equally when determining if the measure has been achieved or not. See Note 1, page 41, for additional information.
- **Rationales and methodologies** detail our approach to the assessment of targets. These provide context and outline the processes we follow to assess our performance.

Performance measures

Key Activity 1: Provide legal services and policy advice and oversee legal services across government

This key activity is outward-facing and focuses on the legal and policy work we do to support the Attorney-General as the First Law Officer and chief legal adviser to Cabinet, and to advise and assist other Australian Government entities.

Measure 1.1: Australian Government Solicitor legal services

The Australian Government Solicitor (AGS) provides legal services to the Australian Government in complex, sensitive and systemic legal matters, including all matters involving the interpretation of the Constitution, significant litigation and complex commercial matters.

Target and measurement

2024–25 target	2025–26	2026–27	2027–28
1.1.1 Overall client satisfaction (via AGS feedback process) 75% or greater	As for 2024–25	As for 2024–25	As for 2024–25

Rationale

AGS delivers expert legal services and support to meet the needs of the Australian Government. AGS manages the largest and most sensitive matters affecting the government, including constitutional and public law, resolving and managing disputes, national security law, commercial law, statutory interpretation and the development, implementation and administration of legislation.

Maintaining a high level of client satisfaction with the quality of legal advice and services is critical to delivering this measure and an important way to measure success.

Methodology

We use internally managed client satisfaction surveys or client feedback meetings in alternate years. See Note 3, page 42.

Changes since Corporate Plan 2023–27

No changes.

Owner

Australian Government Solicitor

Authority source

Portfolio Budget Statements 2024–25: Program 1.3 – Australian Government Solicitor, page 28.

Measure 1.2: International law and policy advice

Conduct of international litigation and international law and policy advice to the Australian Government and its entities effectively addresses the needs of clients and stakeholders and is delivered within required timeframes.

Target and measurement

2024–25 target	2025–26	2026–27	2027–28
1.2.1 Average performance rating from stakeholders of 78 index points or above out of 100 for: (i) effectiveness (ii) timeliness and responsiveness.	79 or above	80 or above	80 or above

Rationale

This target measures our effectiveness and timeliness and responsiveness (as a proxy for efficiency) as the primary international law adviser to the Australian Government. In this role, we contribute to protecting and promoting the rule of law, strengthen policy decisions and manage international legal risk.

Maintaining positive stakeholder and client opinions of the quality and timeliness of our work is fundamental for delivering this measure, and an important way to measure our success.

Methodology

We use the department's annual stakeholder survey. See Note 2, page 41.

Changes since Corporate Plan 2023–27

Target 1.2.1 has been updated to reflect a 1-point increase on the previous year.

Owner

International Law and Human Rights Division

Authority source

Portfolio Budget Statements 2024–25:

- Program 1.2 – National Security, Integrity and International, page 27
- Program 1.8 – Nuclear Powered Submarines, page 32.

Measure 1.3: Constitutional policy and related public law advice

Constitutional policy advice to the Australian Government and its entities assists them to identify and manage constitutional risks in order to support the constitutional functioning of the Commonwealth.

Target and measurement

2024–25 target	2025–26	2026–27	2027–28
1.3.1 Average performance rating from stakeholders of 78 index points or above out of 100 for: (i) effectiveness (ii) timeliness and responsiveness.	79 or above	80 or above	80 or above

Rationale

We provide advice to the Attorney-General and across government on matters of constitutional policy development and in relation to constitutional issues that have general implications for Commonwealth and national arrangements.

We also instruct, on behalf of the Attorney-General, in litigation in the High Court and other superior courts where significant constitutional questions are at issue to ensure that the Australian Government's constitutional policy interests are protected. This supports the effective functioning of core aspects of constitutional arrangements and our system of government, which have important and enduring implications for the government and the nation.

Maintaining positive stakeholder and client opinions of the effectiveness and timeliness and responsiveness (as a proxy for efficiency) of our advice is fundamental to delivering this measure and an important way to measure success.

Methodology

We use the department's annual stakeholder survey. See Note 2, page 41.

Changes since Corporate Plan 2023–27

Target 1.3.1 has been updated to reflect a 1-point increase on the previous year.

Owner

Legal Services and Modern Slavery Division

Authority source

Portfolio Budget Statements 2024–25: Program 1.1 – Legal Services and Families, page 26.

Measure 1.4: Operation of Australian Government Solicitor

AGS operates as a self-funded legal services provider competing for work in the Australian Government legal services market.

Target and measurement

2024–25 target	2025–26	2026–27	2027–28
1.4.1 AGS Net Production (lawyer utilisation) meets or exceeds the annual budget target.	As for 2024–25	As for 2024–25	As for 2024–25

Rationale

AGS Net Production provides an indication of the overall volume of legal services performed and productivity achieved.

Methodology

The Net Production result is the sum of all individual fee earners' net production results for the year.

Changes since Corporate Plan 2023–27

No changes.

Owner

Australian Government Solicitor

Authority source

Portfolio Budget Statements 2024–25: Program 1.3 – Australian Government Solicitor, page 28.

Measure 1.5: Manage significant legal issues and arrangements for Australian Government legal services

Oversight, coordination and assistance to Australian Government entities supports the effective management of legal risks and the delivery of high-quality, consistent and efficient legal services across government.

Targets and measurement

2024–25 targets	2025–26	2026–27	2027–28
1.5.1 Average performance rating from stakeholders of 78 index points or above out of 100 for effectiveness of initiatives to support compliance with obligations under the Legal Services Directions 2017.	79 or above	80 or above	80 or above
1.5.2 Satisfaction of government lawyers with initiatives provided by the Australian Government Legal Service (AGLS) greater than 80%.	As for 2024–25	As for 2024–25	As for 2024–25

Rationale

These targets measure our effectiveness in:

- supporting Australian Government agencies to comply with the *Legal Services Directions 2017*
- managing the AGLS, a formal professional network of all government lawyers working in over 90 Australian Government departments and agencies.

Maintaining a high level of stakeholder satisfaction with the initiatives provided by the AGLS is an important way to measure our success.

Methodology

For target 1.5.1, we use the department's annual stakeholder survey. See Note 2, page 41.

For target 1.5.2, we use an annual survey to measure the satisfaction of government lawyers with AGLS initiatives, including the AGLS website.

Changes since Corporate Plan 2023–27

Target 1.5.1 has been updated to reflect a 1-point increase on the previous year.
No changes made to target 1.5.2.

Owner

Legal Services and Modern Slavery Division

Authority source

Portfolio Budget Statements 2024–25: Program 1.2 – Legal Services and Families, page 26.

Key Activity 2: Manage casework

This key activity reflects our unique role in managing a series of bilateral and multilateral treaty-based processes that facilitate practical cooperation between countries to aid law enforcement, facilitate the return of children to their home country, provide recognition and enforcement of protective mechanisms for children and assist in the resolution of private international legal disputes. We also operate the Commonwealth Parole Office that manages casework related to the parole, release and transfer of federal offenders. We coordinate Australia's response to individual communications made against Australia under human rights treaties.

Measure 2.1: International crime cooperation, federal offender, international family law and private international law casework

Casework in relation to extradition, mutual assistance, federal offenders, international transfer of prisoners, family law and private international law matters is managed effectively to strengthen the rule of law and the safety of the Australian community, promote accountability and give effect to Australia's international relationships and obligations.

Targets and measurement

2024–25 targets	2025–26	2026–27	2027–28
2.1.1 Average performance rating from stakeholders of 78 index points or above out of 100 for: (i) effectiveness (ii) timeliness and responsiveness.	79 or above	80 or above	80 or above
2.1.2 A minimum of casework matters finalised: (i) 1,340 extradition, mutual assistance, international transfer of prisoners, federal offender, international family law (ii) 5 high risk terrorist offenders (iii) 400 private international law	As for 2024–25	As for 2024–25	As for 2024–25
2.1.3 At least 80% of extradition legal proceedings heard and determined are resolved in favour of the Commonwealth.	As for 2024–25	As for 2024–25	As for 2024–25

Note: Each target is weighted equally when determining if the measure has been achieved or not. See Note 1, page 41, for additional information.

Rationale

The targets measure our effectiveness and efficiency in undertaking diverse casework functions, including related litigation. Each function underpins and strengthens the rule of law, through the promotion of criminal accountability and rehabilitation and the resolution of international family, international civil and commercial disputes in the appropriate legal fora.

Every casework matter is different and the length of time required to process and finalise a case can be affected by a wide range of factors, many beyond our control. Given the varied and variable nature of casework, we use the number of cases finalised each year as proxies for efficiency.

Methodology

For target 2.1.1, we use the department's annual stakeholder survey. See Note 2, page 41.
For targets 2.1.2 and 2.1.3, we use data from our internal casework databases.

Changes since Corporate Plan 2023–27

Target 2.1.1 has been updated to reflect a 1-point increase on the previous year.
Target 2.1.2 has been separated in three different targets for the different casework teams.
No changes made to target 2.1.3.

Owner

International and Security Cooperation Division; Courts, Tribunals and Commercial Division, Security and Counter-Terrorism Division (2.1.1 and 2.1.2)

International and Security Cooperation Division (2.1.3)

Authority source

Portfolio Budget Statements 2024–25:

- Program 1.1 – Legal Services and Families, page 26
- Program 1.2 – National Security, Integrity and International, page 27.

Key Activity 3: Administer and advise on legal and policy frameworks

This key activity related specifically to the legal and policy frameworks for which the department has administrative responsibility and stewardship. It encompasses a wide range of sub-activities, including legal and policy advice, legislative reform, policy development and evaluation. A full list of the legal and policy frameworks we are responsible for can be found in the Administrative Arrangements Order.

Measure 3.1: Administration of legal and policy frameworks for which the department is responsible

Legal and policy frameworks and regimes that the department is responsible for are effectively administered and improvements are considered and implemented.

Targets and measurement

2024–25 targets	2025–26	2026–27	2027–28
3.1.1 Average performance rating from stakeholders of 78 index points or above out of 100 for: (i) effectiveness (ii) timeliness and responsiveness.	79 or above	80 or above	80 or above
3.1.2 100% of assessed policy advice to the Minister is rated as effective.	As for 2024–25	As for 2024–25	As for 2024–25

Rationale

High-quality policy, security and legal advice to the government and its entities ensures legal frameworks and regimes are effective, efficient and accessible and respond to changing circumstances and social issues. We primarily deliver this advice to the Attorney-General through ministerial submissions.

Maintaining positive stakeholder opinions of the effectiveness, timeliness and responsiveness (as a proxy for efficiency) of our advice is fundamental to delivering this measure and an important way to measure our success.

Methodology

For target 3.1.1, we use the department's annual stakeholder survey. See Note 2, page 41.

For target 3.1.2, we undertake qualitative analysis. See Note 4, page 43.

Changes since Corporate Plan 2023–27

Target 3.1.1 has been updated to reflect a 1-point increase on the previous year.
No changes made to target 3.1.2.

Owners

First Nations and Justice Policy Division; Courts, Tribunals and Commercial Division; Children and Families Division; International and Security Cooperation Division; Criminal Justice Division; Security and Counter-Terrorism Division; Integrity Frameworks Division; International Law and Human Rights Division; Legal Services and Modern Slavery Division (3.1.1 and 3.1.2)

Authority source

Portfolio Budget Statements 2024–25:

- Program 1.1 – Legal Services and Families, page 26
- Program 1.2 – National Security, Integrity and International, page 27.

Key Activity 4: Administer and implement programs and services

This key activity relates to programs and services that the department administers, which are linked to but distinct from the legal and policy frameworks we develop and oversee.

Measure 4.1: Legal assistance

The department's roles and responsibilities under the legal assistance grant programs and the National Legal Assistance Partnership are delivered to provide legal assistance to people facing disadvantage in accordance with program requirements.

Targets and measurement

2024–25 targets	2025–26	2026–27	2027–28
4.1.1 Average performance rating from stakeholders of 78 index points or above out of 100 for: (i) effectiveness (ii) timeliness and responsiveness.	79 or above	80 or above	80 or above
4.1.2 Provision of funding to support greater access to the justice system: (i) 80% of payments to states, territories and legal assistance providers are made within agreed timeframes, subject to third parties meeting relevant reporting obligations and requirements and the scheduling of third-party payment processes. (ii) 80 % of payments for legal financial assistance scheme grants are made within agreed timeframes, subject to third parties meeting relevant obligations and requirements.	As for 2024–25	As for 2024–25	As for 2024–25

Rationale

These targets measure our effectiveness and efficiency in overseeing Australian Government-funded legal assistance, including through the over $2.4billion National Legal Assistance Partnership 2020–25 (NLAP) with states and territories, under the National Strategic Framework, and a range of other legal financial assistance schemes. Under the NLAP, funding for frontline legal assistance services is delivered by Legal Aid Commissions, Aboriginal and Torres Strait Islander Legal Services and Community Legal Centres. It is important that support and funding to legal assistance providers and individuals is timely to support the accessibility of the justice system and ensure services are available for people facing disadvantage.

Maintaining positive stakeholder opinions of the effectiveness, timeliness and responsiveness (as a proxy for efficiency) of our work is fundamental to delivering this measure and an important way to measure our success.

Methodology

For target 4.1.1, we use the department's annual stakeholder survey. See Note 2, page 41.

For target 4.1.2, we evidence the timely provision of funding through grant assessments, agreement and payment records. The NLAP is subject to the provisions of the Intergovernmental Agreement on Federal Financial Relations that sets out requirements in relation to performance reporting and payment arrangements for national partnership agreements.

Changes since Corporate Plan 2023–27

Target 4.1.1 has been updated to reflect a 1-point increase on the previous year.
Target 4.1.2 (i) has been updated from 100% to 80% of payments.
No changes made to target 4.1.2 (ii).

Owner
First Nations and Justice Policy Division

Authority source
Portfolio Budget Statements 2024–25:

- Program 1.1 – Legal Services and Families, page 26
- Program 1.4 – Justice Services, page 29.

Linked program: **Treasury**, Outcome 1, Program 1.9 – National Partnership Payments to the States.

Measure 4.2: Family Relationships Services Program

The Family Relationships Services Program results in the provision of appropriate family law services to the community.

Targets and measurement

2024–25 targets	2025–26	2026–27	2027–28
4.2.1 100% of Family Law Service grant recipients provide services in line with their approved grant activities.	As for 2024–25	As for 2024–25	As for 2024–25

Rationale

The Family Relationship Services Program provides funds to Family Law Service providers offering appropriate support, education and dispute resolution services to separated and separating families. We apply the grant guidelines to ensure that grant expenditure maximises essential service delivery to the community.

Methodology

The department will review annual workplan reports from grant recipients to identify activities reported by grantees as being conducted in the previous financial year,[8] to identify compliance with approved grant activities. The department is supported in this process by the Community Grants Hub, as the agency that directly receives annual reports and financial acquittals and maintains ongoing direct contact with grantees in line with the whole-of-government centralised grants management processes.

Changes since Corporate Plan 2023–27

No changes made.

Owner

Children and Families Division

Authority source

Portfolio Budget Statements 2024–25: Program 1.5 – Family Relationships, page 30.

[8] There is a 12 month lag due to the timeframes that grant recipient reports are received by the Community Grants Hub. Consequently, the department will report the 2023–24 results in the 2024–25 annual report.

Measure 4.3: Building counter-fraud capability across government

Leadership, guidance and capability building is provided across Australian Government departments and agencies to improve their capacity to counter fraud (through the Commonwealth Fraud Prevention Centre) and comply with the Commonwealth Fraud and Corruption Control Framework.

Targets and measurement

2024–25 targets	2025–26	2026–27	2027–28
4.3.1 Average performance rating from stakeholders of 78 index points or above out of 100 for: (iii) effectiveness (iv) timeliness and responsiveness.	79 or above	80 or above	80 or above

Rationale

We equip, enable and empower Australian Government entities to find, counter and fight fraud. This ensures the secure, effective and continuous delivery of government business and ensures public funding goes to the people it is meant for. Maintaining positive stakeholder opinions of the effectiveness, timeliness and responsiveness (as a proxy for efficiency) of our work is fundamental to delivering this measure and an important way to measure our success.

Methodology

We use the department's annual stakeholder survey. See Note 2, page 41.

Changes since Corporate Plan 2023–27

Target 4.3.1 has been updated to reflect a 1-point increase on the previous year.

Owner

Integrity Frameworks Division

Authority source

Portfolio Budget Statements 2024–25: Program 1.2 – National Security, Integrity and International, page 27.

Measure 4.4: Administration of the Foreign Influence Transparency Scheme, Lobbying Code of Conduct and Modern Slavery Statements Register

The Foreign Influence Transparency Scheme, Lobbying Code of Conduct and Modern Slavery Statements Register provide timely and complete information to decision-makers and the public.

Targets and measurement

2024–25 targets	2025–26	2026–27	2027–28
4.4.1 The Foreign Influence Transparency Scheme Public Register is up to date, indicated by greater than 85% of registrations and updates being published within 4 weeks.	As for 2024–25	As for 2024–25	As for 2024–25
4.4.2 The Australian Government Register of Lobbyists is up to date, indicated by greater than 85% of registrations and updates being published within 5 working days.	As for 2024–25	As for 2024–25	As for 2024–25
4.4.3 The Modern Slavery Statements Register is up to date, indicated by greater than 80% of publishable submissions being published within 60 working days.	As for 2024–25	As for 2024–25	As for 2024–25

Note: Each target is weighted equally when determining if the measure has been achieved or not. See Note 1, page 41, for additional information.

Rationale

The purpose of the Foreign Influence Transparency Scheme and the Lobbying Code of Conduct is to enhance and promote transparency in government and political processes, recognising that transparency is fundamental to democracy. While there is some overlap between the registers, the requirement to register under the Scheme is separate and in addition to the requirement to register under the Code.

Under the Scheme, a person or entity that undertakes certain activities on behalf of a foreign principal is required to register with the Foreign Influence Transparency Scheme Public Register (FITS Register) unless an exemption applies. Registrable activities are parliamentary lobbying, general political lobbying, communications activity and disbursement activity.

The Code underpins the Australian Government Register of Lobbyists (Lobbyists Register) and sets out the requirements for contact between third-party lobbyists and Australian Government representatives. Government representatives are required to check the Lobbyists Register prior to meeting with a lobbyist and report any breaches of the Code. Lobbyists who do not comply with the Code may be removed from the register, meaning that government representatives would be expected to decline any contact with them.

Maintaining the currency of both the FITS Register and the Lobbyists Register ensures that Australian Government representatives can make informed decisions about lobbying activities. Further, making the registers publicly available and keeping them up to date allows for public confidence in the transparency of government and political processes.

The purpose of the *Modern Slavery Act 2018* is to combat modern slavery in global supply chains and require certain entities to explain their actions to assess and address modern slavery risks in their operations and the supply chains. Publishing statements on a public online register in a timely manner contributes to responsible and transparent supply chains.

Methodology

For targets 4.4.1 and 4.4.2, the currency of both registers is measured by collecting data on processing and approval times for new registrations and updates to existing registrations. This data is collected through the IT systems for each register. The Lobbyist Register update period is shorter than the Scheme update period due to the limited nature of updates under the Code (such as changes to contact details and clients) compared to

updates under the Scheme, which require more detailed analysis and consideration (such as changes in registrable activities undertaken).

For target 4.4.3, the submission and publish dates are collected and maintained on the Modern Slavery Statements Register. The data will be collected and assessed throughout the year on a quarterly basis.

Changes since Corporate Plan 2023–27

Target 4.4.1 has been updated to 85% of registrations and updates to be published within 4 weeks, from 3 weeks.
Target 4.4.2 has been updated to 85% of new registrations to be published within 5 working days, from 3 weeks. New registrations and updates have been combined into one target.
No changes made to Target 4.4.3.

Owners

Integrity Frameworks Division (4.4.1 and 4.4.2) and Legal Services and Modern Slavery Division (4.4.3)

Authority source

Portfolio Budget Statements 2024–25: Program 1.2 – National Security, Integrity and International, page 27.

Measure 4.5: International law and justice programs

Departmental international engagement contributes to improved partner government law and justice capacity to address law and justice issues as well as collaboration on shared law and justice issues.

Targets and measurement

2024–25 targets	2025–26	2026–27	2027–28
4.5.1 Average performance rating from stakeholders of 78 index points or above out of 100 for: (i) effectiveness (ii) timeliness and responsiveness.	79 or above	80 or above	80 or above

Rationale

This target measures our effectiveness in contributing to effective capacity of Indo-Pacific countries to address law and justice issues, through collaboration and other practical measures. Maintaining positive stakeholder opinions of the effectiveness and timeliness and responsiveness (as a proxy for efficiency) of our work is fundamental to delivering this measure and an important way to measure our success.

Methodology

We use the department's annual stakeholder survey. See Note 2, page 41.

Changes since Corporate Plan 2023–27

Target 4.5.1 has been updated to reflect a 1-point increase on the previous year.

Owners

International and Security Cooperation Division, International Law and Human Rights Division and Children and Families Division

Authority source

Portfolio Budget Statements 2024–25: Program 1.2 – National Security, Integrity and International, page 27.

Linked programs: **Department of Foreign Affairs and Trade**, Program 1.1 – Foreign Affairs and Trade Operations and Program 1.2 – Official Development Assistance.

Measure 4.6: Crime prevention assistance

Funding provided for community crime prevention and safety initiatives is effectively administered.

Targets and measurement

2024–25 targets	2025–26	2026–27	2027–28
4.6.1 Average performance rating from stakeholders of 78 index points or above out of 100 for: (i) effectiveness (ii) timeliness and responsiveness.	79 or above	80 or above	80 or above

Rationale

This target measures our effectiveness and efficiency in administering the funding provided for community crime prevention and safety initiatives, including justice reinvestment, modern slavery, community crime prevention program and other schemes relating to community crime prevention and safety. Maintaining positive stakeholder opinions of the effectiveness, timeliness and responsiveness (as a proxy for efficiency) of our work is key to delivering this measure and an important way to measure our success.

Methodology

We use the department's annual stakeholder survey. See Note 2, page 41.

Changes since Corporate Plan 2023–27

Target 4.6.1 has been updated to reflect a 1-point increase on the previous year.

Owners

Criminal Justice Division, First Nations and Justice Policy Division and Legal Services and Modern Slavery Division

Authority source

Portfolio Budget Statements 2024–25: Program 1.6 – Criminal Justice, page 30.

Measure 4.7: Administration of the Document Verification Service and Face Verification Service

The Document Verification Service and the Face Verification Service provide reliable, timely and accurate information to entities using the services.

Targets and measurement

2024–25 targets	2025–26	2026–27	2027–28
4.7.1 Average performance rating from stakeholders of 78 index points or above out of 100 for: (i) effectiveness (ii) timeliness and responsiveness.	79 or above	80 or above	80 or above
4.7.2 The average time to verify documents through the Document Verification Service and Face Verification Service, where are result is returned, is less than 3 seconds.	As for 2024–25	As for 2024–25	As for 2024–25
4.7.3 The Document Verification Service and Face Verification Service maintain an availability of 99% or above.	As for 2024–25	As for 2024–25	As for 2024–25

Rationale

4.7.1 This target measures our effectiveness and efficiency in administering the management of the Document Verification Service and the Face Verification Service.

4.7.2 This target measures the effectiveness of the Document Verification Service and the Face Verification Service in confirming whether an identity credential, such as drivers licence or passport, match the record held by the official record holder, such as the state transport authority or the Passport Office. The time it takes for a request through these systems to be passed to the official record holder and returned to the requesting organisation is measured in seconds.

4.7.3 This target measures the effectiveness of the Document Verification Service and the Face Verification Service through its availability for organisations to confirm whether an identity credential, such as drivers licence or passport, match the record held by the official record holder, such as the state transport authority or the Passport Office. The availability of these systems for organisations to make match requests is measured as a percentage of the time over the course of the year.

Methodology

For target 4.7.1 we use the department's annual stakeholder survey. See Note 2, page 41.

For target 4.7.2 we use automated monthly data provided by the managed service provider to confirm the targets have been met. The Document Verification Service and the Face Verification Service record transactional metadata of all requests processed by each service and captures the time that the request is received and returned to the user and includes the response received. This metadata is recorded in the application database that has reporting capabilities.

For target 4.7.3 we use automated monthly data provided by the managed service provider to confirm targets have been met. This is then correlated to outage notifications that are sent to users to confirm accuracy.

Changes since Corporate Plan 2023–27

This is a new measure from 2024–25

Owner

International and Security Cooperation Division

Authority source

Portfolio Budget Statements 2024–25: Program 1.2 – National Security, Integrity and International, page 27.

Note: the previously reported *Measure 5.1: Establish and support royal commissions and other bodies* has been removed due to the conclusion of the Royal Commission into Defence and Veteran Suicide and the decommissioning of the Royal Commissions Branch expected to occur in October 2024.

Notes on assessment, methodologies and data sources

Note 1: Assessment of performance measures and targets

Measures

All performance targets are weighted equally. Where a performance measure has more than one target, achievement of the measure will be determined by reference to the number of targets achieved. The following criteria applies to assess measures with multiple targets:

- *Not Achieved* where 25% or less of targets are met
- *Partly Achieved* where 26%–74% of targets are met
- *Achieved* where 75% or greater of targets are met.

Targets

Targets are established with a view to achieving a high-standard of delivery within agreed timeframes. Over a year, targets can be affected by a variety of influences, we evaluate their achievement as follows:

- *Not Achieved* where less than 100% of the target was met
- *Achieved* where 100% of the target was met.

Note 2: Annual stakeholder survey

Rationale

Partnering with other government and non-government organisations, industry, business, community groups and other stakeholders domestically and internationally is an important part of what we do and fundamental to our success. We use an annual stakeholder survey to help us evaluate our performance across key activity areas. The survey also provides insights about stakeholder opinions of our effectiveness in achieving objectives, value of our stakeholder relationships and how efficiently we conduct our business.

Methodology

We use an annual online survey to seek stakeholder views on our:

- effectiveness
- timeliness and responsiveness (as a proxy for efficiency).

The survey is sent to stakeholders with whom the department worked during the year (excluding AGS clients). The survey is conducted by an external provider to ensure responses are representative and that results are objective, independent and unbiased.

In addition to the online survey, the external provider will conduct a series of in-depth interviews with a number of stakeholders across each of our key activity areas. These interviews will not be used to collect data for any of the reported performance metrics in the department's Annual Performance Statements, however they will be undertaken with a view to obtaining detailed qualitative information on our performance over the previous year and identifying opportunities for improvement.

The survey is designed to comply with better practice. Further information on how stakeholders are selected to receive the survey and participate in interviews will be provided in the department's annual report.

Data/Data source

Information is stored in the external provider's secured survey platform and is provided to the department as a report. Free-text comments are also provided as an aggregated dataset. This enables additional analysis to be performed if required while not compromising the integrity of the data.

Note 3: Australian Government Solicitor client feedback process

Rationale

AGS conducts a biennial client satisfaction survey, or client meetings in alternate years, to assess client satisfaction with the legal services it provides. Maintaining a high level of client satisfaction with the quality of these services is fundamental to delivering this measure and an important way to measure the success of AGS.

Methodology

The survey is sent to heads of legal, instructing officers and client contacts. Respondents can choose to be anonymous or identified.

The survey is conducted by AGS using a secured online platform, which facilitates detailed data to identify strengths and opportunities for improvement using filters such as client, practice group and other attributes.

AGS has a target of 7.5 for a single question asking clients to rate overall satisfaction of interactions with AGS, noting AGS is surveying clients who pay fee-for-service. It is a granular measure with a response range of 0 to 10, and the overall ranking is the average of all scores given. This methodology differs significantly from surveys that measure the percentage of respondents who have given a rating of 'satisfied' or 'very satisfied'.

In alternate years, AGS conducts client feedback meetings, with selected heads of legal, to seek feedback on the level of client satisfaction with the work it provides. This is sometimes conducted by an external provider. Clients are asked to rate on a scale of 0 to 10 their levels of overall satisfaction with AGS and satisfaction with other service attributes. Client feedback meetings provide a useful opportunity for qualitative discussion about client experiences and perspectives. When face-to-face client feedback meetings are not possible, a survey is conducted.

Data/Data source

Survey information is stored in the online platform and can be accessed as defined reports, metrics or datasets in various formats. The results of meetings are stored in AGS's record management system in the form of qualitative comments and ratings.

Note 4: Qualitative assessment

Rationale

Given the department's role in providing legal and policy advice in complex environments with evolving government priorities, qualitative analysis is an important tool to assess and report on performance and supports continuous improvement. It allows for a deeper understanding of the success of an activity or program, or the quality or effectiveness of advice. We can analyse the factors that influence the effectiveness

of our work, understand strengths and areas for improvement and develop and implement plans to improve future performance.

In some instances, it enables us to demonstrate our contribution to achieving broader or long-term outcomes for which other methods of assessment are limited, particularly where stakeholders are predominantly internal, the work involves multiple, small or one-off pieces of advice or we are required to respond to rapidly evolving priorities.

Methodology

All qualitative assessment-based performance targets will be assessed using a standardised methodology to promote consistency and allow for greater comparison of performance results across the department.

Assessment is based on a sample of outputs which can include ministerial submissions, briefings or legal advices.

The sample is selected randomly as set out in the relevant target methodology to determine appropriate examples of material or complex work. Once selected, the sample is reviewed against predetermined and equally weighted assessment criteria. The assessment is conducted by a panel of at least 3 individuals with appropriate skills and knowledge. Assessors are precluded from assessing submissions from their work area, or in which they were involved.

Each output is rated as either meeting or not meeting the assessment criteria. After considering all the ratings, assessors provide an overall quality score using the following scale:

1 = unacceptable

2 = poor

3 = acceptable

4 = good

5 = outstanding.

Scores of 1 and 2 are considered 'not effective' and scores of 3 or higher are considered 'effective'.

List of requirements

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