



Australian Government
Attorney-General's Department

Corporate Plan

2020-24

Acknowledgment of country

We acknowledge the traditional custodians of Australia and acknowledge their continuing connection to land, sea and community. We pay our respects to the people, the cultures and the elders past, present and emerging.



The artist is of Wiradjuri heritage and whilst their name remains anonymous we are pleased to share their artwork statement for Guiding Spirits.

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ISBN: 978-1-921091-59-9 Online

ISBN: 978-1-921091-60-5 Print

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Secretary's message




We are releasing our 2020-24 Corporate Plan during a period of disruption and change for the Australian community. The impact of the coronavirus (COVID-19) pandemic is both far reaching and likely to be long-lasting. As Australians navigate new and unprecedented challenges, their expectations of government are high. In turn, the demands on the Australian Public Service are great.

I am proud of the significant role the Attorney-General's Department has so far played in supporting the Government's response to the pandemic. From securing additional funding for the legal assistance sector and enabling the implementation of the historic JobKeeper program to supporting the development of the COVIDSafe app, we have worked strategically and collaboratively to deliver outcomes for the Australian community.

Like all workplaces, our operating environment was transformed as a result of the pandemic. We transitioned nearly all staff to remote work arrangements in line with government advice and redeployed more than 170 staff to assist the Government's response to COVID-19. It is a testament to our inclusive culture and collaborative leadership that our staff remained connected and focused during this disruptive period.

Looking ahead, it is clear that the environment in which we live and work will continue to be impacted by the pandemic. A key priority for the department will be supporting Australia's economic recovery. We will progress a range of industrial relations reforms designed to facilitate jobs growth by promoting fair, productive, flexible, and safe workplaces. We will also expand the capacity of the Fair Entitlements Guarantee (FEG) Program to provide financial assistance to workers who lose their jobs due to the liquidation or bankruptcy of their employers.



As Australia adapts to this new environment, we remain focused on implementing programs and policies to maintain a just and secure society. We will implement family law reforms to promote the efficient resolution of family law matters and protect victims of domestic violence. We will progress reforms to Australia's integrity and anti-corruption arrangements, including supporting agencies to embed counter-fraud measures in their policies and programs. Further, our Australian Government Solicitor Group will continue to provide trusted legal advice to agencies across the Commonwealth.

The department will continue to deliver for the Government and Australian community irrespective of disruption and uncertainty. This year we have made substantial changes to our performance framework to more accurately reflect the diverse work of the department and to enable us to better measure the impact of our activities and our success in achieving our purposes. These changes represent an important step in the ongoing process towards a mature and robust framework.

I am pleased to present the department's Corporate Plan, which covers the periods 2020-21 to 2023-24 in accordance with the *Public Governance, Performance and Accountability Act 2013* (paragraph 35(1)(b)). This plan outlines our priorities for the reporting period and builds on the significant steps we have taken to mature our performance framework.

This plan reaffirms our commitment and dedication to delivering outcomes for the Australian people. It is a privilege to serve as Secretary of this department and I look forward to seeing our plans realised.

Chris Moraitis PSM

Secretary

Our purposes

The purposes of the Attorney-General's Department are to:



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



Facilitate jobs growth through policies and programs that promote fair, productive and safe workplaces.¹

In achieving our purposes we play a central role in ensuring Australia is a prosperous, fair and cohesive nation. We do this through five key activities:



Provide legal services and policy advice and oversee 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, in order to ensure that decisions are based in law, strengthen policy outcomes, and manage legal risk. We represent the Australian Government in constitutional and other disputes and assist it in resolving and managing significant and sensitive matters. We manage international dispute resolution on behalf of the Australian Government.



Manage casework

We undertake casework relating to 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.



Administer and advise on legal and policy frameworks

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



Administer and implement programs and services

We administer and implement programs and services to improve access to justice for vulnerable people, provide financial assistance to workers whose entitlements have not been paid as a result of liquidation or bankruptcy, and promote the safety, wellbeing and productivity of Australians at work. We also deliver programs to support regional partners to develop stronger law and justice sectors and more effective policy and legal frameworks.



Establish and support Royal Commissions and other bodies

We establish and provide support to Royal Commissions and other bodies in order to assist them to commence their enquiries in a timely manner consistent with their terms of reference, uphold the rule of law and ensure strong oversight, transparency and accountability in matters of public importance. We proactively engage with Royal Commissions and other bodies, including through the role of Solicitor Assisting, to ensure they receive the information and evidence they need from the Commonwealth to conduct their inquiry in an informed and timely manner.

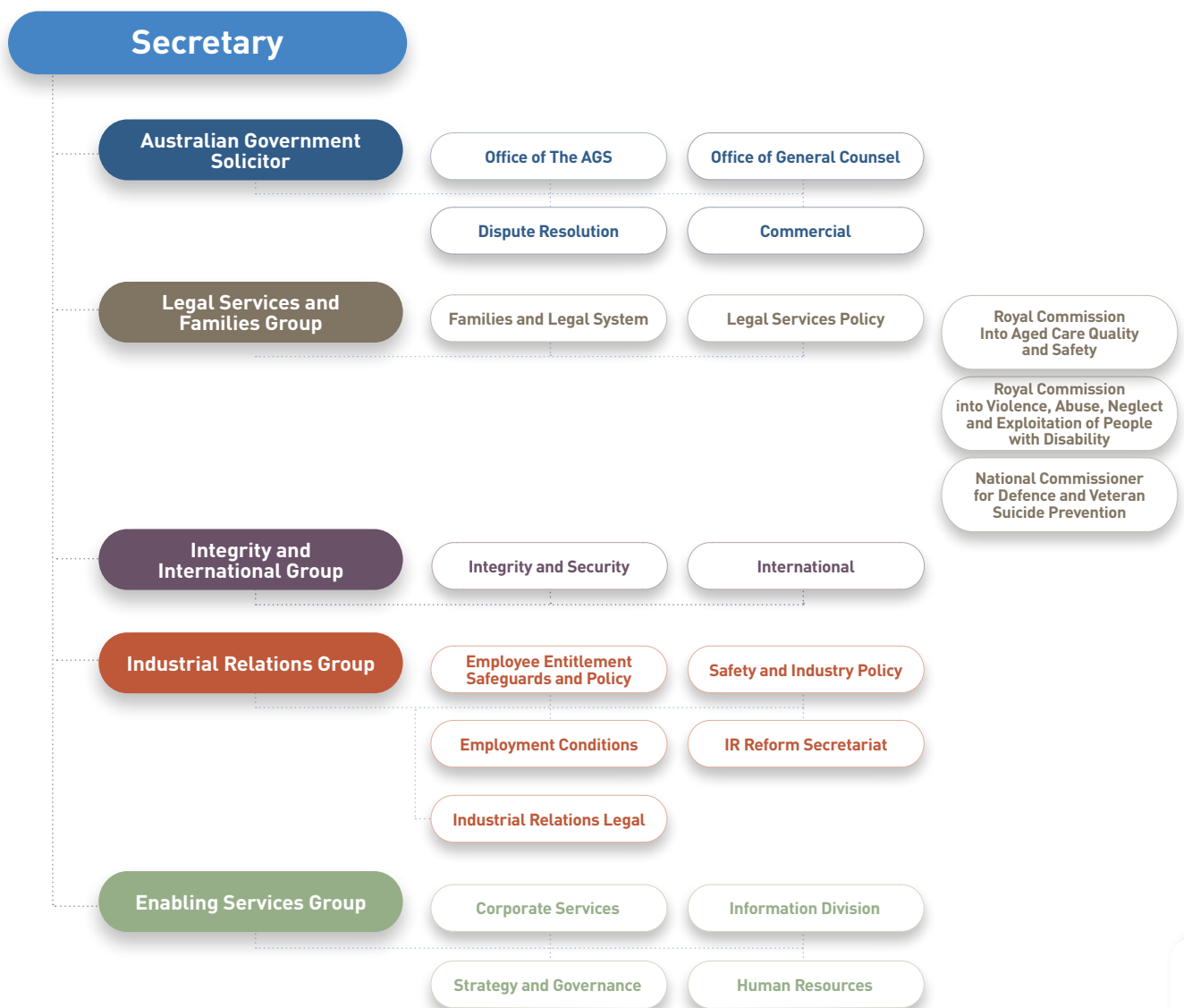
¹ These dual purposes mirror the outcome statements for the department set out in the 2020–21 Attorney General's Portfolio Budget Statements.

Our structure

To achieve our purposes, we work across five operational groups:

- Australian Government Solicitor
- Legal Services and Families
- Integrity and International
- Industrial Relations
- Enabling Services

Figure 1: Attorney-General's Department structure as at 30 November 2020.



Our culture

The department has been enriched by the introduction of different work cultures, skill-sets and objectives through machinery-of-government changes and the introduction of new responsibilities.



We provide frank and clear advice to the Attorney-General and Minister for Industrial Relations, the Australian Government and its entities.



We collaborate with our portfolio agencies and other Australian Government entities to achieve our objectives, and to help them achieve theirs. We work cooperatively with a wide range of stakeholders – state and territory governments, international partners, community and industry groups, the general public, civil society and academics.



We are skilled – in the law and legal frameworks, in the policy process and in program management. We adapt and learn new skills together and harness and apply expertise and knowledge from inside and outside the department.



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



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

We will continue to model the principles of respect, integrity and inclusion as we deliver the government's objectives for the people of Australia.

Our Minister and portfolio

We support the Attorney-General and the Minister for Industrial Relations.

We lead a large and diverse portfolio of agencies, statutory bodies and statutory office holders:

Courts and tribunals

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

Legal services

- Office of Parliamentary Counsel
- Solicitor-General

Integrity and oversight

- Australian Commission for Law Enforcement Integrity
- Independent National Security Legislation Monitor
- Inspector-General of Intelligence and Security
- National Archives of Australia
- Office of the Commonwealth Ombudsman
- Office of the Commonwealth Director of Public Prosecutions

Industrial relations

- Asbestos Safety and Eradication Agency
- Australian Building and Construction Commission
- Coal Mining Industry (Long Service Leave Funding) Corporation
- Comcare
- Fair Work Commission
- Fair Work Ombudsman
- Registered Organisations Commission
- Safe Work Australia
- Safety, Rehabilitation and Compensation Commission
- Seafarers Safety, Rehabilitation and Compensation Authority

Regulation and reform

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

Royal Commissions and other bodies

- Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability
- Royal Commission into Aged Care Quality and Safety
- National Commissioner for Defence and Veteran Suicide Prevention

Our Enabling Services Group provides corporate support to the Royal Commissions and some portfolio agencies, including the Office of the Inspector-General of Intelligence and Security, the Independent National Security Legislation Monitor and the Australian Law Reform Commission.



Our operating context

Understanding our operating context helps us to better leverage our relationships, people and systems to find innovative and flexible ways to keep achieving our enduring purpose in an ever-changing environment.

Environment

We must acknowledge the transformational change in the national and global environment as we lay our foundations for the future. The consequences of the COVID-19 pandemic, national natural disasters, a changing climate, and shifting geopolitics in our region are testing our institutions and challenging our assumptions.

The COVID-19 pandemic has dominated much of our work and our thinking in 2020. It is clear that it will continue to impact our operating environment into the foreseeable future, but not always in foreseeable ways. Change will likely continue to be rapid, with unexpected and far-reaching consequences. Our legal, justice and industrial relations systems have already pivoted to adapt to the COVID-19 environment, and will continue to transform as the needs of the government and the community change and the 'new normal' continues to evolve through and eventually past the pandemic. The department has changed the way we work, interact with our colleagues and stakeholders, use technology and deliver our services. The economic impacts are wide ranging, leading to increased demand for our services and support in areas such as legal assistance, personal insolvency, counter-fraud capability and industrial relations. Yet beyond the challenges, there are also opportunities to test traditional assumptions, find efficiencies and embrace new ways of approaching complex problems, especially as the demand for reform in contested areas remains high. In response to the pandemic and natural disasters, we are seeing new and renewed approaches to cooperation between the Commonwealth and states and territories. These events have required us to develop innovative legal and policy solutions which transcend traditional boundaries while maintaining the effectiveness of our constitutional arrangements.

Beyond the pandemic, the international rule of law is being tested by challenges to multilateralism and the rising use of the tools of foreign interference, malicious cyber activity and economic coercion. Concurrently, transnational and organised criminal networks continue to test the effectiveness of our criminal law and national security arrangements and the resilience of our social and economic structures. These ongoing threats and fundamental shifts on the international stage impact on our roles as international legal advisers to government, providers of technical assistance to our regional partners and custodians of policy on Australia's national integrity and criminal law frameworks.

Looking ahead, the department will continue to deploy our expertise – and develop new expertise – in order to support the government to manage legal risks and to steward Australia's legal, justice and industrial relations systems for the people of Australia. We will support our minister as the Attorney-General, the First Law Officer of the Commonwealth and chief legal adviser to Cabinet, and as Minister for Industrial Relations. We will respond flexibly to urgent, critical need by developing policies and legislation, providing advice and delivering services. We will also play our part in supporting the health and strength of public institutions and public trust by maintaining and strengthening our integrity frameworks, and supporting the work of Royal Commissions and other bodies in exploring systemic problems and recommending solutions. We will collaborate, consult and cooperate widely to facilitate the best possible outcomes for Australians.

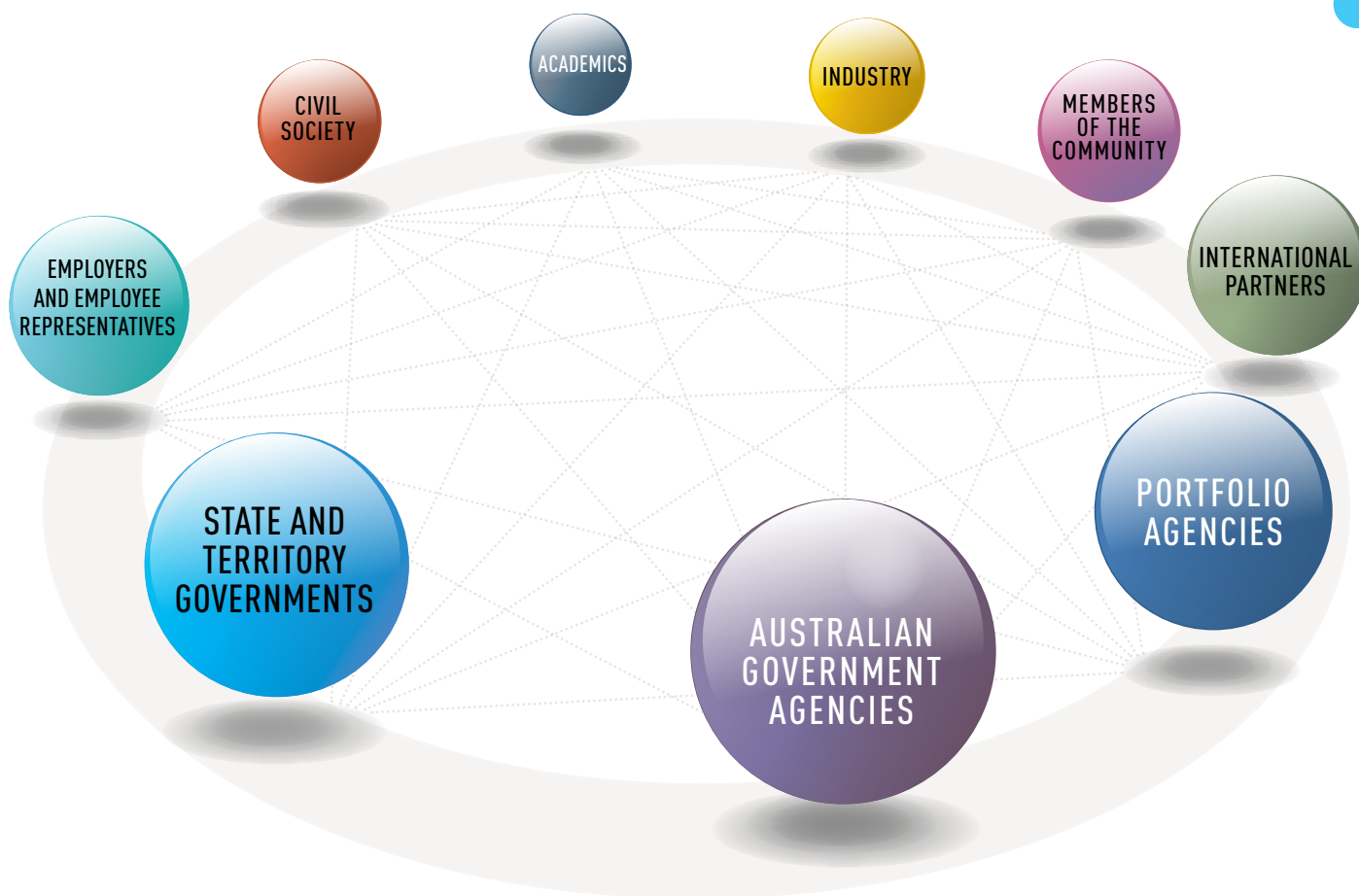


Figure 2 provides an overview of our key partners.


Cooperation

We achieve our objectives by making effective use of our relationships. As a provider of legal and policy services to government and services to the community, we are part of a network of relationships that are all pivotal to our success. Through these varied relationships we are at times a leader, a partner, an adviser, a facilitator, an advocate and an enabler. Over the life of this plan, we will maintain our strong relationships with existing stakeholders and foster new relationships.

Our key partners include other Australian Government agencies, state and territory governments, international governments and organisations, business and industry, members of the community, peak bodies, research and non-government organisations.

We advise other **government agencies** on a wide range of domestic and international legal and policy issues to effectively manage legal risk and represent them in legal disputes. We collaborate across government to develop robust and fit-for-purpose policies and legislation and ensure the effective delivery of our grants programs. We provide whole-of-government guidance and support on fraud control, protective security and legal services coordination.

We support our **portfolio agencies** to achieve their objectives by coordinating, providing corporate support services and facilitating the making of statutory appointments. We collaborate on policy development and learn from their 'on the ground' experiences as the implementers and enforcers of many of our policy frameworks. We provide administrative support to Royal Commissions and coordinate legal representation arrangements for Australian Government agencies participating in Royal Commission enquiries.



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

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

We work with **industry** to promote work health and safety and consult with **employers, employee representatives and industry groups** on industrial relations reforms.

We deliver targeted assistance programs to **members of the community** and seek community views on proposed new policies and reforms.

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 all Australians.

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.

Understanding and managing our risks

The events of 2020 have underscored the need to predict and prepare for evolving and emerging threats and trends, such as the impacts of the COVID-19 pandemic, our changing climate, rapid technological change and growing geopolitical complexity.

The department seeks to actively understand, engage with and effectively mitigate our strategic risks in order to successfully meet our purposes and manage our resources. We have identified nine strategic risks relating to three themes: **our outcomes, our people and our resources**. Actively managing these risks sustains our ability to achieve our purposes. The significant challenges of 2020 have affected the likelihood and consequences of these risks occurring, but have not changed their nature.

Over the period of this plan, we will continue to integrate, strengthen and embed our risk management framework to better manage our existing risks and predict and prepare for emergent risks. A key focus will be to encourage, educate and empower staff so that they are confident in engaging with risk and do so appropriately across all levels of the department.

Table 1 outlines our key strategic risks and the strategies we use to manage them.

Key strategic risk	Strategies to manage the risk
OUR OUTCOMES	
<p>Loss of confidence in the department’s ability to lead a diverse portfolio, provide advice or deliver outcomes</p>	<ul style="list-style-type: none"> • We engage closely with our stakeholders and monitor developments to help us anticipate the government’s need for advice and policy options. We use business and budget planning processes to ensure our people and resources are allocated to our priorities. We deliver flexibly and use short-term project teams to deliver on priorities quickly and effectively.
OUR PEOPLE	
<p>Failure to maintain a unified, positive workplace culture, incorporating an appropriate management of work health and safety risks to both mental and physical health and a positive risk and security culture</p>	<ul style="list-style-type: none"> • We encourage open and respectful communication. We consult with staff on their wellbeing, through ‘pulse’ surveys and health and safety representatives, and address issues promptly. We recruit high performing staff, invest in people, processes and systems and provide relevant support and training to staff. We ensure these systems, processes and strategies are fit for purpose through continuous review of their effectiveness.
<p>Failure to recruit, retain and adequately support an appropriately skilled workforce now and for the future</p>	
OUR RESOURCES	
<p>Failure to maintain adequate and fit-for-purpose ICT infrastructure</p>	<ul style="list-style-type: none"> • We invest in appropriate ICT systems to empower our workforce and increase our digital capability. We undertake business planning and budgeting processes to manage our resources effectively and anticipate future needs. We maintain strong relationships with key stakeholders and vendors. We regularly test and enhance our business continuity arrangements. We ensure our physical, personnel and ICT security arrangements are robust. We closely monitor AGS performance to anticipate issues and ensure resources are allocated appropriately.
<p>Compromised critical functions or assets</p>	
<p>Physical loss or unauthorised disclosure of official or sensitive information or assets</p>	
<p>Failure to adequately manage financial resources in an ongoing environment of constraint</p>	
<p>Failure to effectively manage transition to, and operation of, third party arrangements</p>	
<p>The Australian Government Solicitor Group is not a sustainable business</p>	



We manage risk in accordance with the department’s risk management framework which was reviewed and updated in early 2020. We apply the Commonwealth Risk Management Policy and actively implement whole-of-government risk management frameworks such as the Commonwealth Child Safe Framework.

Our risk management program is led by the Chief Risk Officer, a role fulfilled by our Chief Operating Officer. The Executive Board, chaired by the Secretary, regularly monitors the department’s strategic risks and determines our risk appetite. The internal Security and Risk Management Committee advises the Secretary on departmental risk. The Audit and Risk Management Committee provides independent assurance and advice on the appropriateness of the department’s financial and performance reporting responsibilities, system of risk oversight and management, and system of internal control.

As a provider of legal and policy advice to government, we play an active role in helping other government agencies to manage their legal risks. We are also responsible for administering a number of frameworks that contribute to effective risk management across the Commonwealth, including privacy, fraud control and protective security.

Our capability

In the last twelve months our capability, and the enabling services that underpin it, have been tested in both anticipated and unpredicted ways. Through 2020–21 and beyond, we will continue to monitor our internal and external operating environment and adjust our capability development activities as required to ensure we can continue to meet our objectives.

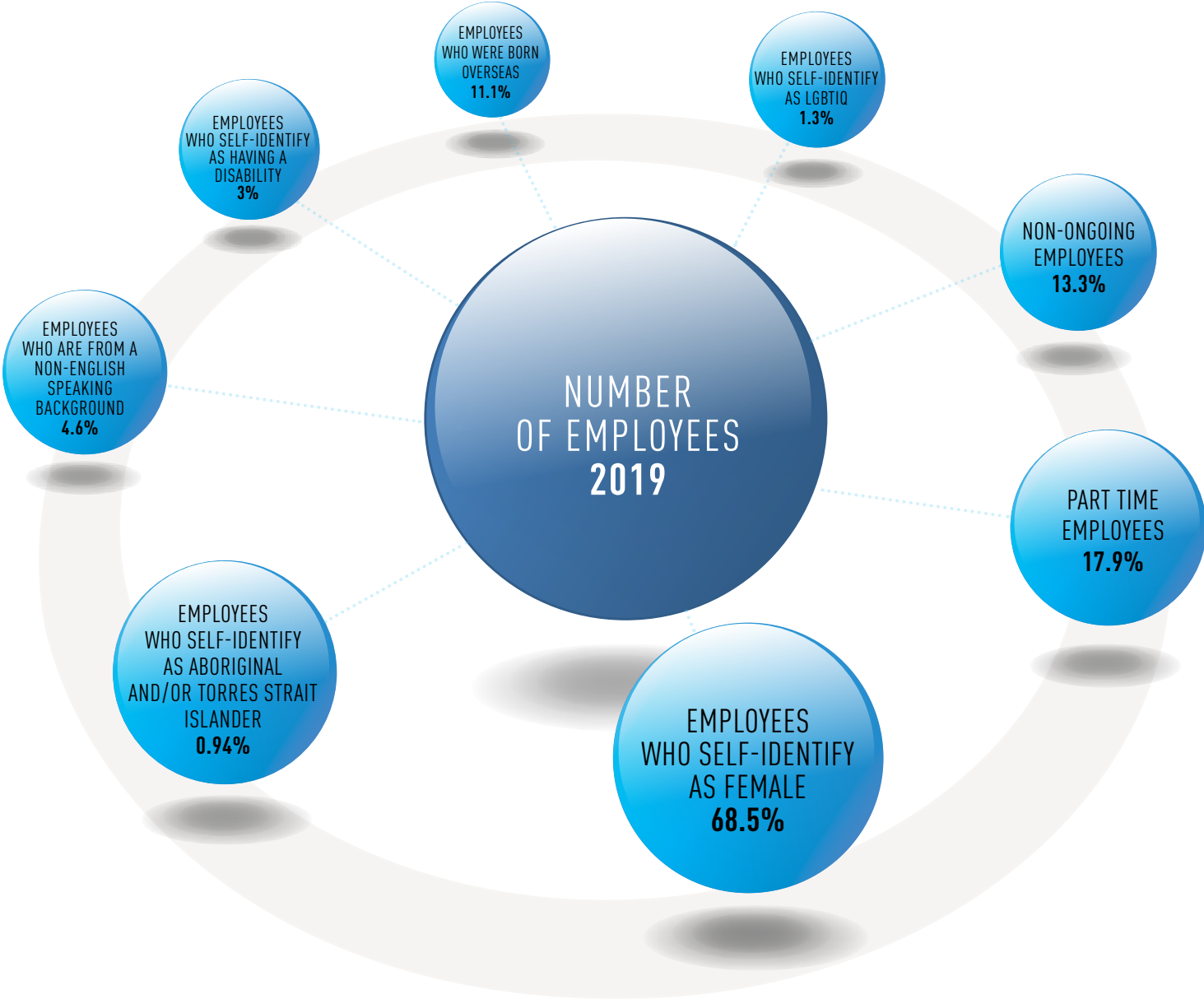
Our people




Our people are fundamental to our success. In delivering for government we embrace diversity, flexibility, inclusion and the unique skills and qualities of all employees. We recognise that a workforce that is diverse in background, culture and gender is innovative, productive and delivers better organisational outcomes.

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Figure 3 provides key statistics of our employee profile, as at 30 June 2020.





In 2020-21 we will finalise the implementation of our first strategic workforce plan, *'Broader Horizons: Agile, Global, Diverse'*. An evaluation of our progress against our high level objectives will guide our focus for future workforce activities, initiatives and strategies to ensure we are positioned well to deliver on our current and future people priorities.

The AGD Graduate Program supports our strategic workforce objectives to ensure that we are equipped to meet and deliver on the current and evolving needs of the Australian public and government priorities. As one of the top 50 graduate employers in the country, we will continue to prepare our graduates to be highly effective and efficient policy, program and legal officers, and practising lawyers.²

Strengthening our leadership and people management capability is essential for the department's future success. Our learning and development culture will ensure that our people at all levels have the skills, knowledge and attributes needed for the future through education, experience and exposure. Our leadership programs for SES, EL and APS staff will strengthen our current leaders' capabilities, and prepare the leaders of the future.

We are committed to affirmative measures recruitment and will continue to progress measures within our Reconciliation Action Plan, Disability and Mental Health Action Plan and the APS Diversity Strategy. We are committed to participating in the Mental Health Capability Project, to help us ensure all staff can participate and reach their full potential, without unnecessary barriers.

In 2020-21, we will review and update our flexible work arrangements, including work from home and remote work, part-time work, job sharing and compressed hours, incorporating lessons we have learned during our response to the COVID-19 pandemic.

We will continue to learn from our experiments with the use of technology and different ways of working during the COVID-19 pandemic to deliver formal training that is inclusive and flexible to all staff.

Our systems

The department provides an information technology (IT) environment to a range of users, including the Royal Commission into Aged Care Quality and Safety, the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, and some portfolio agencies.

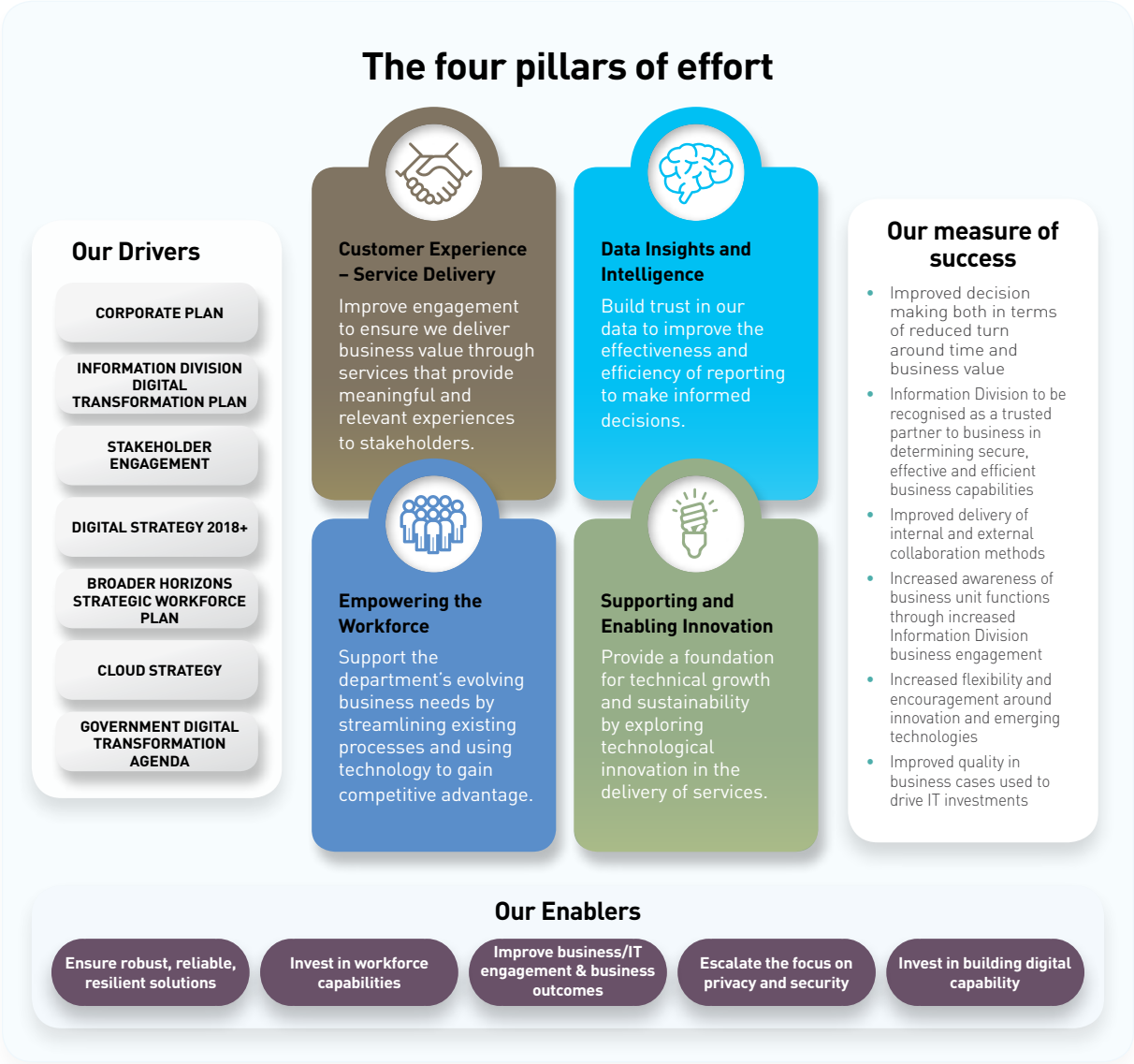
In response to COVID-19, we accelerated the use of mobile technology to support remote working arrangements including the expansion of network capacity, rapid deployment of additional tablets and video conferencing tools to staff. This work was facilitated by the foundation technology implemented in previous years to support the department's changing business requirements.

Infrastructure and system investments in coming years seek to meet the changing needs of the department. We will draw on and implement policies related to shared and common services, whole-of-government systems and digital transformation. External impacts will continue to influence the department's approach to critical IT services.

We deliver our digital capability through four pillars that are guided by the principles of delivering secure and cost-effective solutions, prioritising business capability, designing for flexibility and interoperability and prioritising the user experience.

² Source: 2020 AAGE Top 75 Graduate Employers

Figure 4 shows the four pillars of customer experience, data insights and intelligence, workforce empowerment and enabling innovation.



The department will increase its digital capability in the coming years by building on current offerings and investigating new pathways. Key activities over the next four years include:

- Implementing a new unified communication system that consolidates disparate systems and utilises collaboration tools to support flexible working arrangements for staff.
- Exploring the use of digital assistants to automate manual processes where appropriate.
- Exploring the further use of cloud services for infrastructure or software systems as current equipment reaches end of life.
- Transitioning systems affected by the machinery-of-government changes.

Our performance framework

We have updated our performance framework to improve the clarity of our performance information, reflect changes to the legislative requirements for corporate plans, and ensure a clear read across all of our performance documents and across reporting cycles.

The new framework, as illustrated by Figure 4, moves away from the concept of Strategic Priorities which the department has historically used to define our areas of work. It allows us to report more accurately on all of our significant work and functions in a cohesive and coherent way and better embeds machinery of government changes.

Our performance framework identifies how we will fulfil our purposes and measure our achievement through:



Key Activities which, together, describe the critical functions and activities of the department. Our responsibilities under each key activity are not mutually exclusive. Collectively, they represent the activities which we undertake toward achieving our purposes.



Performance Measures by which we evaluate the effectiveness and efficiency of the significant types of work or areas, projects or programs through which the department delivers each activity.



Targets by which to assess whether each performance measure has been achieved in each reporting cycle. We have sought to establish a 'suite' of targets under each measure, in order to ensure a broad and balanced approach that provides a clear picture of our achievement. This also ensures that the overall assessment is as unbiased as possible, and that we do not rely on a single source of measurement, particularly in relation to qualitative assessment.



Rationale and methodologies to underpin our approach and track our progress. This information provides context and facilitates understanding of key activities and performance measures across reporting cycles and in the assessment of performance against targets.

To strengthen the clarity of the framework and improve line of sight, we have developed short and long form descriptions of key activities and performance measures that can be used across reporting documents and cycles, and included explicit references to relevant programs in our Portfolio Budget Statements.

These updates to our performance framework are part of the department's continuous review and improvement of our planning and reporting processes. This Corporate Plan resets the performance criteria and targets that were presented in the department's 2020-21 Portfolio Budget Statements. In many instances, it also sets a new starting point for assessing our performance over time. We will continue to review and refine our performance measures, targets and methodology over future reporting cycles.

Figure 5 Attorney-General's Department performance framework



* PBS program 2.3 covers the Comcare Workers' Compensation Scheme and is managed by Comcare. Comcare reports against this program and associated performance measures in its annual report.

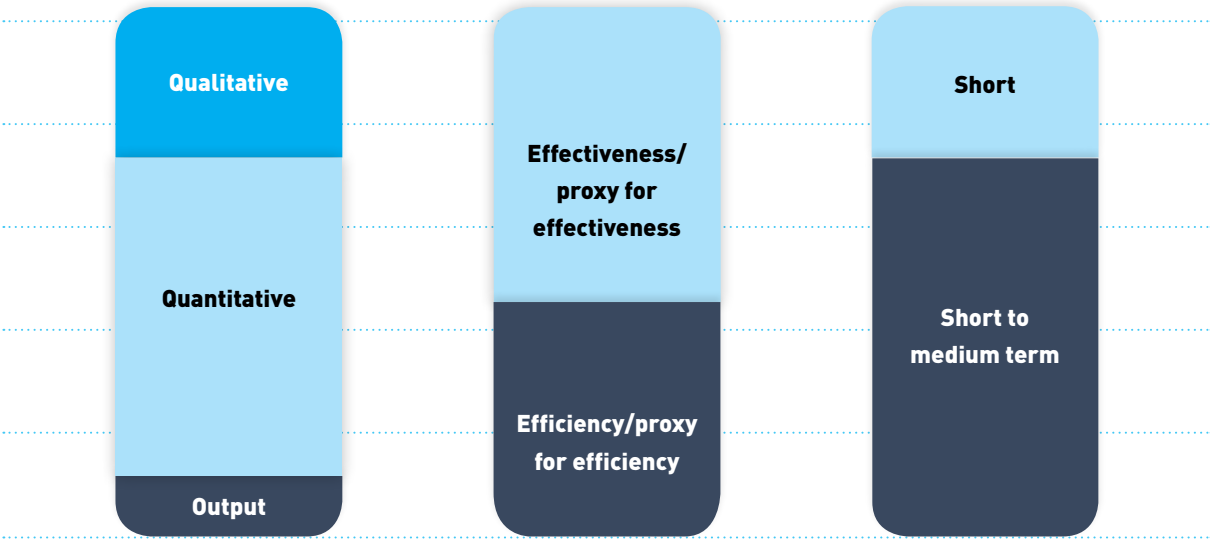
Performance measures

We use a range of qualitative and quantitative, output, effectiveness and efficiency targets to assess our achievement, in order to ensure an appropriate balance in our reporting information and enable an unbiased assessment of our achievement at the end of the performance cycle. Figure 5 illustrates the balance of our performance targets across the different categories of measures.

As primarily a legal and policy adviser to government, accurately measuring our impact can be challenging. In complex environments, it is not always easy to directly and objectively connect our work to tangible impacts in the community, while other desirable but intangible outcomes such as increased feelings of safety or trust can be difficult to gauge. The non-linear nature of policy development and evolving government priorities can also make tracking progress over time difficult. Further, sources of reliable and meaningful data to accurately measure our efficiency are scarce, especially over a financial year (the performance cycle timeframe). Accordingly, we use a range of proxies to measure effectiveness and efficiency in relation to some of our targets. In particular, we use surveys as proxy tools to assess our efficiency. For example, our annual stakeholder survey provides insights about stakeholder perceptions of how efficiently we conduct our business.

Given the nature of our work and operating environment, qualitative analysis is an important tool for assessing and reporting on our performance, and supports continuous improvement. It allows us to obtain 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. It is important that qualitative analysis is underpinned by clear and objective methodology set at the beginning of the reporting period. Developing robust and objective qualitative analysis processes is challenging and there are few examples on which to draw. We have adopted new processes this year to support our qualitative assessment targets that we will test and improve as we implement our new performance framework.

Figure 6 Balance assessment





Key Activity 1:

Provide legal services and policy advice and oversee 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, in order to ensure that decisions are based in law, strengthen policy outcomes, and manage legal risk. We represent the Australian Government in constitutional and other disputes and assist it in resolving and managing significant and sensitive matters. We manage international dispute resolution on behalf of the Australian 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.

Performance measure 1.1: Australian Government Solicitor legal services

Legal services and support provided to the Government and its entities by Australian Government Solicitor (AGS), including in relation to High Court and other significant litigation, is effective in helping to ensure that legal risk is managed and the Commonwealth’s interests are protected, and to promote the fair and efficient resolution of disputes involving the Australian Government.

TARGETS	PERIOD
1.1.1 Overall client satisfaction (via AGS Client Survey) >75%	2020-2024
1.1.2 Analysis shows the effectiveness of AGS’ legal services, via the AGS mid-matter and end-of-matter client survey feedback	2020-2024

Rationale:

AGS is the Commonwealth’s central legal services provider, delivering expert legal services and support to meet the unique needs of the Australian Government. We manage 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. We also advise on the establishment of Royal Commissions and either represent the Commonwealth before Royal Commissions or act as Solicitor Assisting in Royal Commissions. Maintaining a high level of client satisfaction with the quality of our services is key to delivering this measure, and an important way to measure our success.

Methodology:

- 1.1.1 We use internally managed Client Satisfaction surveys. See Note 2.
- 1.1.2 We use internally managed mid-matter and end-of-matter surveys to measure satisfaction with meeting matter objectives.

PBS links: Outcome 1, Program 1.3 – Australian Government Solicitor, page 34

Owner: AGS

Performance measure 1.2: International law and policy advice

International law and policy advice to the Government and its entities effectively addresses the needs of clients and stakeholders, and is delivered within required timeframes, and international disputes are managed effectively.

TARGETS	PERIOD
1.2.1 Stakeholder and client satisfaction >80% in relation to: (i) effectiveness (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness)	2020-2024
1.2.2 Qualitative analysis shows the effectiveness of legal and policy advice for strengthening policy outcomes and managing international legal risk	2020-2024

Rationale:

These targets measure our effectiveness and 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 a high level of stakeholder and client satisfaction with the quality of our work is key to delivering this measure, and an important way to measure our success.

Methodology:

1.2.1 We use the Attorney-General's Department annual stakeholder survey. See Note 1.

1.2.2 We will undertake internal analysis. See Note 3.

PBS links: Outcome 1, Program 1.1 – Civil Justice and Legal Services, page 30

Owner: International Division

Performance measure 1.3: Constitutional policy and related public law advice

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

TARGETS	PERIOD
1.3.1 Stakeholder and client satisfaction >80% in relation to: (i) effectiveness (policy expertise and quality of relationship); and (ii) efficiency (timeliness and responsiveness)	2020-2024
1.3.2 Qualitative analysis shows the effectiveness of policy advice in strengthening policy decisions and managing constitutional or related legal risk	2020-2024
1.3.3 Qualitative analysis shows that the Office of Constitutional Law is effective in managing litigation to protect the Commonwealth's constitutional policy interests	2020-2024

Rationale:

The Office of Constitutional Law provides 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 federal 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 Commonwealth's constitutional policy interests are protected. By doing so, we support the effective functioning of core aspects of Australia's constitutional arrangements and system of government, which have important and enduring implications for the Commonwealth and the nation. Maintaining a high level of stakeholder and client satisfaction with the quality of our advice is key to delivering this measure, and an important way to measure our success.

Methodology:

1.3.1 We use the Attorney-General's Department annual stakeholder survey. See Note 1.

1.3.2 and 1.3.3 We will undertake internal analysis. See Note 3.

PBS links: Outcome 1, Program 1.1 – Civil Justice and Legal Services, page 30

Owner: Legal Services Policy Division

Performance measure 1.4: Operation of Australian Government Solicitor (AGS)

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

TARGETS	PERIOD
1.4.1 AGS’s Net Production (including lawyer utilisation) meets the annual budget target	2020-2024
1.4.2 The total cost per FTE is maintained within CPI and pay rise % of the prior year	2020-2024

Rationale:

As a self-funded legal services provider, AGS uses a number of tools to measure operational success. AGS Net Production provides an indication of the overall volume of legal services performed and productivity given fixed operating costs. An assessment of total costs per full time employee (FTE) provides an internal measure of cost control and operational efficiencies.

Methodology:

- 1.4.1 The Net Production result is the sum of all individual fee earners’ net production results for the year.
- 1.4.2 Total cost per FTE is calculated on the basis of total expenditure per average FTE.

PBS links: Outcome 1, Program 1.3 – Australian Government Solicitor, page 34

Owner: AGS

Performance 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	PERIOD
1.5.1 Qualitative analysis shows that visibility of, and the Attorney-General's ability to influence, significant legal matters across the Commonwealth is maintained	2020-2024
1.5.2 The work of the Significant Legal Issues Committee is supported by the coordination of 4 meetings each year	2020-2024
1.5.3 Commonwealth agencies are supported in their compliance with their obligations under the Legal Services Directions 2017	2020-2024
1.5.4 New arrangements to support government lawyers through the Australian Government Legal Service (AGLS) are implemented	2020-2021
1.5.5 Satisfaction of government lawyers with initiatives provided by the AGLS >80%	2020-2024

Rationale:

These targets measure our effectiveness:

- in supporting the Attorney-General to manage legal risk across the Commonwealth through the maintenance of a central overview of complex, systemic and precedential legal issues and supporting Commonwealth agencies to comply with the Legal Services Directions.
- establishing and managing the Australian Government Legal Service (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:

- 1.5.1 We will use internal analysis. See Note 3.
- 1.5.3 Successful support will be demonstrated through the conduct of five training sessions per year and the publication of annual compliance reporting by 30 April each year.
- 1.5.4 Successful implementation will be indicated by the launch and commencement of the AGLS and the completion of a functional beta version of the Legal Advice Database.
- 1.5.5 We intend to conduct an annual survey following the launch of the AGLS to measure the satisfaction of government lawyers with AGLS initiatives, including the AGLS website.

PBS links: Outcome 1, Program 1.1 – Civil Justice and Legal Services, page 30

Owner: Legal Services Policy Division



Key Activity 2:

Manage casework

We undertake casework relating to 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.

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 abducted 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 which 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.

Performance measure 2.1: International crime cooperation, federal offender, international family law, private international law and United Nations human rights committee communications casework

International cooperation in relation to extradition, mutual assistance, international transfer of prisoners, family law, private international law matters and individual complaints to UN human rights committees 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	PERIOD
2.1.1 At least 900 extradition, mutual assistance, international transfer of prisoners, federal offender and international family law casework matters finalised	2020-2024
2.1.2 At least 80% of extradition legal proceedings heard and determined are resolved in favour of the Commonwealth	2020-2024
2.1.3 Stakeholder satisfaction >80% in relation to: (i) effectiveness (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness)	2020-2024
2.1.4 Qualitative analysis shows that advice to decision makers on extradition, mutual assistance, international transfer of prisoners, federal offender and international family law casework is timely and legally robust	2020-2024
2.1.5 80% of submissions to United Nations human rights committees with respect to individual complaints completed within the timeframes set by the relevant committees <i>[Increasing to 85% from 2021-2022 onwards]</i>	2020-2021 2021-2024
2.1.6 At least 125 private international law casework matters finalised	2020-2024

Rationale:

These targets measure our effectiveness and efficiency in undertaking our diverse casework functions, including related litigation. Each function underpins and strengthens the rule of law, through the promotion of human rights, criminal accountability and rehabilitation and the resolution of international family and 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 and complaint to the UN, we use the number of cases finalised each year and the completion of responses within the timeframes set by the relevant United Nations human rights committees as proxies for efficiency.

Methodology:

2.1.1, 2.1.2, 2.1.5 and 2.1.6 We calculate the number of cases finalised using data from our internal casework databases.

2.1.3 We use the Attorney-General's Department annual stakeholder survey. See Note 1.

2.1.4 We will undertake internal analysis. See Note 3.

PBS links: Outcome 1, Program 1.1 – Civil Justice and Legal Services, page 30; Program 1.2 – National Security and Criminal Justice, page 33.

Owners: International Division [2.1.1 to 2.1.5]; Families and Legal System Division [2.1.6]



Key Activity 3:

Administer and advise on legal and policy frameworks

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

This key activity relates specifically to the legal and policy frameworks for which we have administrative responsibility and stewardship. It encompasses a wide range of sub-activities, including legal and policy advice, legislative reform, policy development and evaluation.



Performance measure 3.1: Legal and policy advice on the federal justice system

Legal frameworks underpinning the federal court system are effective and reforms are considered and implemented to the benefit of all Australians, including through projects to enhance the jurisdiction and improve capacity, accessibility and efficiency of the federal courts.

TARGETS	PERIOD
3.1.1 Stakeholder and client satisfaction >80% in relation to: (i) effectiveness (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness)	2020-2024
3.1.2 Qualitative analysis shows that policy advice is effective in improving the operation and accessibility of the federal justice system	2020-2024

Rationale:

These targets measure our effectiveness in supporting the federal justice system to be effective, efficient and accessible, particularly in resolving family law matters.

Methodology:

3.1.1 We use the Attorney-General's Department annual stakeholder survey. See Note 1.

3.1.2 We will undertake internal analysis. See Note 3.

PBS links: Outcome 1, Program 1.1 – Civil Justice and Legal Services, page 30

Owner: Families and Legal System Division

Performance measure 3.2: Administration of family law and marriage legislation and policy frameworks

The family and marriage law frameworks are effectively administered and reformed to improve outcomes for families, including in relation to separation, family violence, abuse of older Australians, surrogacy, parentage and child welfare.

TARGETS	PERIOD
3.2.1 Qualitative analysis shows that policy is developed and government initiatives are implemented to improve the operation of the family law system, including to enhance the safety of people using the system	2020-2024
3.2.2 Progress of AGD-led initiatives outlined in the Implementation Plan supporting the National Plan to Respond to the Abuse of Older Australians 2019-2023	2020-2023
3.2.3 100% of payments to Family Law Service providers under the Family Relationships Services Program are made	2020-2022
3.2.4 Stakeholder and client satisfaction >80% in relation to: (i) effectiveness (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness)	2020-2023

Rationale:

These targets measure our effectiveness in administering the *Family Law Act 1975* and the *Marriage Act 1961* and identifying and implementing reforms to the family law system that respond to changing circumstances and social issues, including the way the system responds to family violence.

They also provide a proxy measure of our efficiency in administering the Family Relationship Services Program, through which we provide funds to Family Law Service providers offering support, education and dispute resolution services to separated and separating families in order to improve their wellbeing. The timely provision of support and funding to Family Law Service providers is important in order to address the needs of recipients.

Methodology:

3.2.1 and 3.2.2 We will undertake internal analysis. See Note 3.

3.2.3 We will evidence the timely provision of funding through grant assessments, agreement and payment records.

3.2.4 We use the Attorney-General's Department annual stakeholder survey. See Note 1.

PBS links: Outcome 1, Program 1.1 – Civil Justice and Legal Services, page 30;
Program 1.5 – Family Relationships, page 36

Owner: Families and Legal System Division

Performance measure 3.3: Administration of the industrial relations system

The industrial relations system is well maintained and improvements are considered and implemented based on high quality legal and policy advice and effective engagement with key stakeholders.

TARGETS	PERIOD
3.3.1 Stakeholder and client satisfaction >80% in relation to: (i) effectiveness (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness)	2020-2024
3.3.2 Companies, unions, industry stakeholders and state and territory governments are engaged in discussions on policy development	2020-2024
3.3.3 Qualitative analysis shows that policy advice is effective in supporting the effectiveness of the industrial relations system and economic data and analysis is timely	2020-2024
3.3.4 Qualitative analysis shows the effectiveness of legal advice in supporting litigation to ensure the efficient and effective functioning of the industrial relations framework	2020-2024

Rationale:

High quality legal, policy and economic advice is critical to our stewardship of the industrial relations system, including the Commonwealth work, health and safety (WHS) and workers' compensation frameworks. We support the government's participation in important legal processes to clarify the operation of the industrial relations framework, and provide economic and analytical evidence to support industrial relations policy and reform.

The department maintains regular engagement with key stakeholders including through formal mechanisms to drive national consistency and coordination on WHS and workers' compensation matters.

Maintaining a high level of stakeholder and client satisfaction with the quality of our advice is key to delivering this measure, and an important way to measure our success.

Methodology:

3.3.1 We use the Attorney-General's Department annual stakeholder survey. See Note 1.

3.3.2, 3.3.3 and 3.3.4 We will undertake internal analysis. See Note 3. We will also assess the timely provision of economic advice, data and analysis based on the publication of the quarterly Trends in Federal Enterprise Bargaining Report. This report contains analysis on the latest trends in federally registered enterprise agreements in Australia and is published on the Attorney-General's Department's website.

PBS links: Outcome 2, Program 2.1 – Industrial Relations, p 42

Owners: Employee Entitlement Safeguards and Policy Division, Employment Conditions Division, Industrial Relations Legal, Safety and Industry Policy Division

Performance measure 3.4: Legal and policy advice on Australia’s integrity and rights frameworks

Integrity and rights frameworks (administrative law, human rights (including anti-discrimination laws), archives, privacy, anti-corruption, freedom of information, fraud and public interest disclosure) are effective and improvements are considered and implemented to the benefit of all Australians, including through projects that enhance capabilities and effective administration.

TARGETS	PERIOD
3.4.1 Stakeholder and client satisfaction >80% in relation to: (i) effectiveness (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness)	2020-2024
3.4.2 Government and external stakeholders are actively engaged in discussions on policy development and improvements	2020-2024
3.4.3 Qualitative analysis shows that policy advice is effective in maintaining and improving the operation of Australia’s integrity frameworks	2020-2024

Rationale:

These targets measure our effectiveness in:

- maintaining and strengthening integrity frameworks, which helps to build confidence in public administration, promote accountability, transparency and the rule of law, and support the proper administration of public programs for the benefit of Australian citizens.
- promoting and protecting human rights, which helps to maintain a free society with balanced rights, freedoms and responsibilities, improving social cohesion and enabling all Australians to enjoy a life where their rights are respected.

Maintaining a high level of stakeholder satisfaction with the quality of our advice is key to delivering this measure, and an important way to measure our success.

Methodology:

3.4.1 We use the Attorney-General’s Department annual stakeholder survey. See Note 1.

3.4.2 and 3.4.3 We will undertake internal analysis. See Note 3.

PBS links: Outcome 1, Program 1.1 – Civil Justice and Legal Services, page 30; Program 1.2 – National Security and Criminal Justice, page 33

Owner: Integrity and Security Division

Performance measure 3.5: Legal and policy advice on criminal justice and national security frameworks

Criminal justice and national security policy is a shared responsibility with the Department of Home Affairs, which has separate performance measures in relation to its role and responsibilities.

Reforms to legislative and policy frameworks relating to criminal justice and national security frameworks are managed to address emerging threats and challenges while upholding the rights of individuals.

TARGETS	PERIOD
3.5.1 Stakeholder and client satisfaction >80% in relation to: (i) effectiveness (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness).	2020-2024
3.5.2 Government and external stakeholders are actively engaged in discussions on policy development and improvements.	2020-2024
3.5.3 Qualitative analysis of the effectiveness of policy advice in maintaining and improving the operation of Australia’s criminal justice and national security frameworks.	2020-2024

Rationale:

These targets measure our effectiveness in maintaining and reforming Australia’s criminal law and national security frameworks, contributing to the government’s priority of keeping Australians safe while also ensuring laws are appropriate and adapted for their intended purpose and do not unduly limit individual rights. Maintaining a high level of stakeholder with the quality of our advice is key to delivering this measure, and an important way to measure our success.

Methodology:

3.5.1 We use the Attorney-General’s Department annual stakeholder survey. See Note 1.

3.5.2 and 3.5.3 We will undertake internal analysis. See Note 3.

PBS links: Outcome 1, Program 1.2 – National Security and Criminal Justice, page 33

Linked programs: Department of Home Affairs, Outcome 1, Program 1.7 – Criminal Justice and National Security, page 42

Owner: Integrity and Security Division

Performance measure 3.6: Administration of other legal frameworks for which the department is responsible

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

TARGETS	PERIOD
3.6.1 Funding to grant recipients under the Native Title Anthropologists Grant Program is provided in line with agreed timeframes and subject to grant recipients meeting deliverables set out in funding agreements.	2020-2024
3.6.2 Qualitative analysis shows the effectiveness of administration of the native title system, including managing the Commonwealth’s participation in native title claims.	2020-2024
3.6.3 Qualitative analysis shows the effectiveness of administration of the personal insolvency regime.	2020-2024
3.6.4 Simplification of the Personal Property Securities Act 2009 leads to increased usability of the Personal Property Securities Register, as indicated by the fact that: (i) Draft legislation is prepared for consideration by the Attorney-General (ii) Number of new PPS users >2021-2022 (iii) Number of new PPS users >2022-2023	

Rationale:

These targets measure our effectiveness in administering:

- the native title system, including by providing legal policy advice, providing funding through the Native Title Anthropologists Grant Program and manage the Commonwealth’s participation in native title claims and litigation.
- a personal insolvency regime that provides a framework to allow Australians in severe financial stress to discharge unmanageable debts while providing for the realisation of a debtor’s available assets for distribution to affected creditors.
- a personal property securities register which provides a single online place for Australians to register their security interests in personal property to protect those interests, and to search to see if personal property is covered by a security interest that may mean, for example, it can be repossessed.

Methodology:

- 3.6.1 We use the Attorney-General’s Department annual stakeholder survey. See Note 1.
- 3.6.2 and 3.6.3 We will undertake internal analysis. See Note 3.
- 3.6.4 Data on the number of new PPS users will be sourced from the Australian Financial Security Authority which hosts the Personal Properties Securities register.

PBS links: Outcome 1, Program 1.1 – Civil Justice and Legal Services, page 30; Program 1.6 – Indigenous Legal and Native Title Assistance, page 37

Owner: Legal Services Policy Division, Families and Legal System Division



Key Activity 4:

Administer and implement programs and services

We administer and implement programs and services to improve access to justice for vulnerable people, provide financial assistance to workers whose entitlements have not been paid as a result of liquidation or bankruptcy, and promote the safety, wellbeing and productivity of Australians at work. We also deliver programs to support regional partners to develop stronger law and justice sectors and more effective policy and legal frameworks.

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.

4

Performance measure 4.1: Legal Assistance

The department's roles and responsibilities under the legal assistance grant programs, the National Legal Assistance Partnership, COVID-19 and bushfires programs are delivered, in order to enable the provision of legal assistance to people facing disadvantage in accordance with program requirements.

TARGETS	PERIOD
4.1.1 Provision of funding to states and territories, legal assistance providers and individuals in line with agreed timeframes and subject to third parties meeting relevant obligations and requirements	2020-2024
4.1.2 Facilitation of information sharing, national collaborative service planning and provision of guidance under the National Legal Assistance Partnership	2020-2024
4.1.3 Stakeholder and client satisfaction >80% in relation to: (i) effectiveness (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness)	2020-2024

Rationale:

These targets measure our effectiveness and efficiency in overseeing Commonwealth-funded legal assistance, including through the \$2 billion 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 vital 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 and effective to support the accessibility of the justice system and ensure services are available for people facing disadvantage.

Methodology:

- 4.1.1 We will evidence the timely provision of funding through grant assessments, agreement and payment records.
- 4.1.2 We will assess our information sharing, planning and provision of guidance through an internal analysis of communications, meeting minutes and guidance documents.
- 4.1.3 We use the Attorney-General's Department annual stakeholder survey. See Note 1.

PBS links: Outcome 1, Program 1.1 – Civil Justice and Legal Services, page 30; Program 1.4 – Justice Services, page 35; Program 1.6 – Indigenous Legal and Native Title Assistance, page 37

Linked programs: Treasury, Outcome 1, Program 1.9 – National Partnership Payments to the States, page 29

Owner: Legal Services Policy Division

Performance measure 4.2: Administration of the Fair Entitlements Guarantee program

Administer the Fair Entitlements Guarantee (FEG) program, including by responding to any increase in claims resulting from the COVID-19 pandemic, to provide financial assistance for workers who have not been fully paid for work done for insolvents or bankrupts.

TARGETS	PERIOD
<p>4.2.1 In respect of our administration and services:</p> <ul style="list-style-type: none"> (i) 80% of claimants are satisfied with the department’s administration of FEG (ii) 80% of insolvency practitioners are satisfied with the department’s administration of FEG 	2020-2024
4.2.2 95% of claim payments are correct	2020-2024
<p>4.2.3 Timely processing of applications and claims:</p> <ul style="list-style-type: none"> (i) 80% of claims processed within 16 weeks of receipt of an effective claim (ii) Average processing time for all claims is 14 weeks 	2020-2024

Rationale:

These targets measure our effectiveness and efficiency in administering the FEG program which provides a safety net for workers impacted by the liquidation or bankruptcy of their employer. Measuring the extent to which claimants and insolvency practitioners are satisfied with our administration of the program is an important way to understand how effectively we are performing our role. It is important that payments are correct in order to: ensure claimants receive payments to which they are entitled under the program and avoid the need to seek to recover money that was overpaid; manage internal business operations (including the need for further training or process improvement); and detect potential instances of fraud. It is important that the processing of applications and claims is performed in a timely manner to ensure claimants receive payments as soon as possible.

Methodology:

- 4.2.1 Claimant and insolvency practitioner satisfaction is measured through an electronic survey. The claimant survey is sent five weeks after the final claim decision and the insolvency practitioner survey is conducted annually. See Note 4.
- 4.2.2 The FEG compliance team conducts monthly random sample audits of claim decisions to determine accuracy against a specified criteria. The result is the proportion of decisions found to be accurate against the sample tested.
- 4.2.3 The 16 and 14 week KPIs are measured from when a claim is made effective to when a claim decision is made. See Note 4.

PBS links: Outcome 2, Program 2.1 – Industrial Relations, page 42; Program 2.2 – Workplace Support, page 43

Owner: Employee Entitlements Safeguards and Policy Division

Performance measure 4.3: Recovery of Fair Entitlements Guarantee payments

The recovery of amounts advanced under the Fair Entitlements Guarantee (FEG) scheme is increased by bringing and funding investigations and claims.

TARGETS	PERIOD
4.3.1 Amounts recovered by the FEG Recovery Program achieve the estimated recoveries forecast to the Department of Finance	2020-2024

Rationale:

This target measures our effectiveness in recovering a fair and reasonable amount of funds from employers to offset amounts paid to FEG claimants. The amount that is ultimately recoverable depends on the circumstances of each insolvency, and external factors such as the current economic conditions and banking and financial climate, including the availability of credit. Recovery activities have regard to the cost effectiveness, public interest and legal precedential value in bringing or funding a claim.

FEG advances and costs recovered are returned to consolidated revenue.

Methodology:

4.3.1 The return is the total FEG advances recovered through program activities, relative to the cost of those activities. Data is drawn primarily from the FEG Recovery Program’s Finance Tool, an internal financial management system.

PBS links: Outcome 2, Program 2.1 – Industrial Relations, page 42; Program 2.2 – Workplace Support, page 43

Owner: Employee Entitlements Safeguards and Policy Division

Performance measure 4.4: The Office of the Federal Safety Commissioner

The legislative functions of the Office of the Federal Safety Commissioner (OFSC) are delivered efficiently and effectively, including by promoting work health and safety in relation to building work and implementing the Work Health and Safety Accreditation Scheme.

TARGETS	PERIOD
4.4.1 Satisfaction >90% with the provision of client-focused service in the delivery of OFSC functions	2020-2024
4.4.2 Agreement >80% that guidance, educational and promotional material is clear, easy to understand and fit-for-purpose <i>[Increasing to >90% agreement from 2021-2022]</i>	2020-2024
4.4.3 >75% accredited companies agree that OFSC accreditation has improved their workplace safety performance	2020-2024
4.4.4 100% of accreditation applications are assessed and applicants contacted within 10 working days	2020-2024
4.4.5 Continued implementation of the risk-based on site audit program to ensure compliance through:: (i) At least 450 onsite audits conducted (ii) At least 500 onsite audits conducted (iii) At least 600 onsite audits conducted (iv) At least 700 onsite audits conducted	2020-2021 2021-2022 2022-2023 2023-2024

Rationale:

These targets measure the effectiveness and efficiency of our work with industry and government stakeholders towards achieving the highest possible workplace health and safety standards on Australian building and construction projects through the implementation of the Work Health and Safety Accreditation Scheme (the Scheme), as defined by the *Building and Construction Industry (Improving Productivity) Act 2016*.

It is important that accredited companies maintain a high level of satisfaction with our services and guidance, and that this assists them in improving their work health and safety practices.

The OFSC implements a risk-based onsite audit program that contributes to improved work health and safety on Commonwealth funded building sites.

Methodology:

4.4.1, 4.4.1, 4.4.2 and 4.4.3 We conduct an annual, anonymous survey which is sent to accredited companies (program participants). Survey responses are analysed by the OFSC and an annual survey summary report is published on the OFSC website. Surveys are sent out in September/October each year with the data collected for the year to date and reported on in the subsequent financial year measures.

4.4.4 Information relating to the assessment of applications will be derived from data that is routinely collected through internal systems.

4.4.5 Information relating to the conduct of audits will be derived from data that is routinely collected through internal systems.

PBS links: Outcome 2, Program 2.2 – Workplace Support, page 43

Owner: Safety and Industry Policy Division

Performance measure 4.5: Building counter-fraud and protective security capability across Government

Leadership, guidance and capability building is provided across Commonwealth departments and agencies to improve their capacity to counter fraud (through the Commonwealth Fraud Prevention Centre) and improve their protective security practices, and the Protective Security Policy Framework and the Commonwealth Fraud Control Framework are administered effectively.

TARGETS	PERIOD
4.5.1 Stakeholder and client satisfaction >80% in relation to: (i) effectiveness (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness)	2020-2024
4.5.2 Qualitative analysis of the effectiveness of products and services in maintaining and improving the effectiveness of counter-fraud and protective security responses	2020-2024

Rationale:

We provide system leadership on counter-fraud to find and fight fraud and on protective security for government to protect people, information and assets. This ensures the secure, effective and continuous delivery of government business, including to ensure public funding meant for Australians goes to those Australians..

Methodology:

- 4.5.1 We use the Attorney-General’s Department annual stakeholder survey. See Note 1.
- 4.5.2 We will undertake internal analysis. See Note 3.

We will undertake internal analysis to measure the extent to which we achieved our qualitative analysis targets. See Note 3

PBS links: Outcome 1, Program 1.2 – National Security and Criminal Justice, page 33

Owner: Integrity and Security Division

Performance measure 4.6: Administration of the Foreign Influence Transparency Scheme and Lobbying Code of Conduct

The Foreign Influence Transparency Scheme and Lobbying Code of Conduct provide timely and accurate information to decision-makers and the public.

TARGETS	PERIOD
<p>4.6.1 Stakeholder and client satisfaction >80% in relation to:</p> <ul style="list-style-type: none"> (i) effectiveness (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness) 	2020-2024
<p>4.6.2 The Foreign Influence Transparency Scheme Public Register is accessible and up to date, indicated by the fact that >85% of registrations and updates are published within three weeks.</p>	2020-2024
<p>4.6.3 The Australian Government Register of Lobbyists is accessible and up to date, indicated by the fact that:</p> <ul style="list-style-type: none"> (i) >85% of new registrations are published within three weeks (ii) >85% of updates are published within five working days. 	2020-2024

Rationale:

The purpose of the Foreign Influence Transparency Scheme (Scheme) and the Lobbying Code of Conduct (Code) 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 two 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 of 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 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 to have contact with them.

Maintaining the currency and accessibility of both the Lobbyists Register and the FITS Register ensures that Australian Government representatives have the ability to make informed decisions about lobbying activities. Further, making both Registers publically available and ensuring they are kept up to date allows for public confidence in the transparency of government and political processes, in line with the expectation of the Australian public that our systems operate on the basis of integrity and honesty.

Methodology:

4.6.1 We use the Attorney-General's Department annual stakeholder survey. See Note 1.

4.6.2 and 4.6.3 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 more 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).

PBS links: Outcome 1, Program 1.2 – National Security and Criminal Justice, page 33

Contributors: Integrity and Security Division

Performance measure 4.7: Pacific law and justice programs

Departmental Pacific engagement contributes to improved Pacific law and justice capacity to address law and justice issues, and collaboration on shared law and justice issues.

TARGETS	PERIOD
4.7.1 Stakeholder and client satisfaction >80% in relation to: (i) effectiveness (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness)	2020-2024
4.7.2 Qualitative analysis shows that the department’s engagement in the Pacific has contributed to improved Pacific capacity to address and collaborate on law and justice issues.	2020-2024

Rationale:

These targets measure our effectiveness in contributing to effective Pacific capacity to address law and justice issues, through collaboration and other practical measures. Maintaining a high level of stakeholder satisfaction with the quality of our work is key to delivering this measure, and an important way to measure our success.

Methodology:

- 4.7.1 We use the Attorney-General’s Department annual stakeholder survey. See Note 1.
- 4.7.2 We will undertake internal six monthly reporting and analysis to measure the extent to which we achieved our qualitative analysis targets. See Note 3.

PBS links: Outcome 1, Program 1.2 – National Security and Criminal Justice, page 33.

Linked program: Department of Foreign Affairs and Trade, Program 1.1: Foreign Affairs and Trade Operations and Program 1.2: Official Development Assistance , page23

Owner: International Division



Key Activity 5:

Establish and support Royal Commissions and other bodies

We establish and provide support to Royal Commissions and other bodies in order to assist them to commence their enquiries in a timely manner consistent with their terms of reference, uphold the rule of law and ensure strong oversight, transparency and accountability in matters of public importance. We proactively engage with Royal Commissions and other bodies, including through the role of Solicitor Assisting, to ensure they receive the information and evidence they need from the Commonwealth to conduct their inquiry in an informed and timely manner.

This key activity focuses on our unique role in relation to Royal Commissions and other bodies.

Performance measure 5.1: Establishment of Royal Commissions and other bodies

Royal Commissions and other bodies are established in accordance with Government requirements, including by making appointments, establishing governance and financial arrangements, setting up corporate systems, tabling reports and decommissioning.

TARGETS	PERIOD
5.1.1 Establishment of the Office of the National Commissioner for Defence and Veteran Suicide Prevention	2020-2021
5.1.2 Tabling of final reports for: (i) The Royal Commission into Aged Care, Quality and Safety (ii) The Royal Commission into National Natural Disaster Arrangements (iii) The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability	2020-2021 2020-2021 2021-2022

Rationale:

These targets measure our effectiveness in providing administrative support to Royal Commissions including their establishment and finalisation. We are currently working on the establishment of the Office of the National Commissioner for Defence and Veteran Suicide Prevention (NCDVSP), which will be an independent and enduring authority with powers broadly equivalent to those of a Royal Commission.

Tabling of the final reports of the Royal Commissions into Aged Care, Quality and Safety and National Natural Disaster Arrangements in accordance with government requirements is a formal part of the finalisation process and helps to build confidence and transparency in government progression of Royal Commission recommendations. In the absence of alternative ways to measure our efficiency in completing this work, we use the timely tabling of reports in accordance with Government requirements as a proxy for efficiency.

Methodology:

5.1.1 Establishment will be assessed by the department supporting the government to introduce legislation establishing and supporting the National Commissioner function; appointment of an interim National Commissioner and (once the legislation is passed) appointment an ongoing National Commissioner.

5.1.2 Tabling of reports will be reported publicly.

PBS links: Outcome 1, Program 1.7 – Royal Commissions, page 38

Owner: Legal Services Policy Division

Performance measure 5.2: Support for the overarching and ongoing purpose of Royal Commissions

Activities that support the overarching and ongoing purpose of Royal Commissions are managed effectively, including by coordinating Commonwealth engagement with Royal Commissions and maintaining and protecting official records.

TARGETS	PERIOD
5.2.1 Stakeholder and client satisfaction >80% in relation to: (i) effectiveness of coordination of Commonwealth engagement with Royal Commissions (expertise and quality of relationship) (ii) efficiency (timeliness and responsiveness)	2020-2024
5.2.2 Timeliness and appropriateness of responses to requests for official records	2020-2024

Rationale:

These targets measure the effectiveness and efficiency of our coordination of legal representation arrangements for Commonwealth agencies participating in Royal Commission inquiry processes, including instructing solicitors, assisting witnesses and coordinating requests for legal advice. They also measure our effectiveness and efficiency as custodian of official Royal Commission records, maintaining and protecting records, and facilitating access in accordance with regulatory frameworks and prescribed timeframes.

Methodology:

- 5.2.1 We use the Attorney-General’s Department annual stakeholder survey. See Note 1.
- 5.2.2 The timeliness and appropriateness of the department’s response will be determined by a minimal number of complaints that are upheld. Decisions are a matter of public record.

PBS links: Outcome 1, Program 1.1 – Civil Justice and Legal Services, page 30

Owner: Legal Services Policy Division

Performance measure 5.3: Support the National Commissioner for Defence and Veterans’ Suicide Prevention

Support the National Commissioner for Defence and Veteran Suicide Prevention to examine defence and veteran deaths by suicide.

TARGETS	PERIOD
5.3.1 Support the Commissioner to commence the review of past cases in accordance with internal project plan	2020-2024

Rationale:

Once established, the National Commissioner will oversee an independent comprehensive review of past cases of veteran and Australian Defence Force member suicides, in order to identify risk factors and any systemic trends, and support suicide prevention.

Methodology:

- 5.3.1 We will assess our achievement of this target by reference to completion of milestones in accordance with our internal project plans.

PBS links: Outcome 1, Program 1.1 – Civil Justice and Legal Services, page 30

Owner: Office of the National Commissioner for Defence and Veteran Suicide Prevention

Notes on Methodologies and Data/Data Sources

Note 1. AGD 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 a key to our success. We use an annual stakeholder survey to help us identify the levels of satisfaction our stakeholders have with work across the department. The survey provides insights about stakeholder perceptions of our effectiveness in achieving our objectives and how efficiently we conduct our business.

Methodology:

We use an annual stakeholder survey as a measure of our effectiveness and a proxy measure of our efficiency by seeking stakeholder views on:

- our expertise and the quality of relationship (**effectiveness**)
- our timeliness and responsiveness (**efficiency**).

The survey is sent to all key stakeholders of external government entities, organisations and individuals with whom the department worked during the year (excluding AGS clients). The survey is conducted by an external provider and responses are anonymous. This approach ensures responses are representative, and that results are objective, independent and unbiased.

The department undertakes separate processes to assess the level of client satisfaction with legal services of the Australian Government Solicitor given the specific nature of this work (See Note 2).

Data/Data Source:

Information is stored in the external provider's survey tool and provided to the department as a report and as an anonymised, aggregated dataset in Microsoft Excel. This enables additional analysis to be performed if required while not compromising the integrity of the data.



Note 2. AGS Annual Client Survey

Rationale:

AGS conducts a biennial Client Satisfaction Survey to assess client satisfaction with the legal services it provides. Maintaining a high level of client satisfaction with the quality of our services is key to delivering this measure, and an important way to measure our success.

Methodology:

The Survey is sent to Heads of Legal, instructing officers and client contacts, and respondents can choose to be anonymous or identified. Respondents are asked to rate, on a scale of 0 to 10, their level of satisfaction with AGS in regard to its:

1. legal expertise
2. quality of relationship
3. understanding of client's business
4. timeliness, and
5. responsiveness.

The survey is conducted using an electronic platform called Qualtrics, which facilitates detailed data analysis in order to identify strengths and opportunities for improvement using filters such as client, practice group and other attributes.

AGS has a target of 75% for a single question asking clients to rate overall satisfaction, noting AGS is surveying clients who pay fee-for-service, rather than internal stakeholders. It is a granular measure with a response range of 0-10, 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 the alternate year, AGS conducts Client Feedback Meetings 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 level of overall satisfaction with AGS, and satisfaction with other service attributes. Client feedback meetings also provide a very useful opportunity for more qualitative discussion about client experiences and perspectives. When face-to-face client feedback meetings are not possible (e.g. during COVID-19), a survey is conducted instead.

Data/Data Source:

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

Note 3. Qualitative assessment through internal analysis

Rationale:

A number of our performance measures are supported by qualitative targets. Some of these involve surveys, including the AGD Stakeholder Survey and AGS Client Satisfaction Survey (see Notes 1 and 2). For the others, we will use forms of internal analysis to determine the extent to which we achieved the target for the reporting period. For example, internal analysis may take the form of a case study, or involve a review process to assess the quality or effectiveness of legal or policy advice.

Given our role in providing legal and policy advice in complex environments with evolving government priorities, qualitative analysis is an important tool for assessing and reporting on our performance, and supports continuous improvement. It allows us to obtain 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.

This approach does not provide a stand-alone methodology for measuring performance, but usefully complements other forms of assessment (including surveys and quantitative measures). 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:

In order to ensure that our qualitative targets are underpinned and assessed by valid and contemporaneous methodology and quality assurance, it is important that clear and objective parameters are established at the beginning of the reporting period.

For each target which is to be measured through internal analysis, the underlying methodology will be recorded in internal planning documents, to ensure we apply – and can demonstrate how we have applied – an objective approach to measuring performance.

Data/Data Source:

A wide range of information may be used to support internal analysis. Most will come from data stored in internal departmental systems, including record management and email systems, in the form of documents, reports, advice, submissions and briefs, emails, records of meetings and financial records. Some documents are released within the public domain, and some may involve seeking feedback from third parties.



Note 4. Administration of Fair Entitlement Guarantee

Rationale:

4.2.3 The 16 week target timeframe is a longstanding element of FEG that seeks to set community expectations about timeliness of payments. Assessing claims for FEG entitlements involves working with insolvency practitioners and reconstructing employment records. The time it takes to finalise an individual claim depends on issues such as the claimant or insolvency practitioner's timeliness in responding to requests from the department for information about their unpaid eligible employment entitlements, the availability of reliable information, the complexity of the claim details and the number of claims the department is working on. This timeframe is tacitly acknowledged in the Fair Entitlements Guarantee Act 2012 which makes FEG not payable where a dividend will be declared within 16 weeks. The 14 week average processing target timeframe was introduced as a second tier measure to improve visibility of the overall processing time of FEG claims and reflects a strategic priority to reduce the overall processing time for claims.

Understanding the extent to which we meet these benchmarks provides an indication of both our efficiency in claims processing throughput and the effectiveness of workflow management procedures.

Methodology:

4.2.1 Both surveys are conducted through the online Qualtrics survey platform.

4.2.2 Claims are managed in the FEG claims database which records all relevant information relating to the claim, lodgement, processing and payments. The time between applications and claims being considered effective and processed is calculated by the system. Data is collected continuously and reported monthly.

Attorney-General's Department 2020-24 Corporate Plan – Plan on a page

Our purposes

The purposes of the Attorney-General's Department are to:



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



Facilitate jobs growth through policies and programs that promote fair, productive and safe workplaces.

We achieve our purposes through our key activities



Provide legal services and policy advice and oversee legal services across government



Manage casework



Administer and advise on legal and policy frameworks



Administer and implement programs and services



Establish and support Royal Commissions and other bodies

We have updated our performance framework to more accurately reflect the diverse work we do and to enable us to better measure our impact and success in achieving our purposes.

We measure our effectiveness and efficiency through a mix of qualitative and quantitative performance measures and targets.



We provide frank and clear advice



We collaborate



We are skilled



We are inclusive and respectful



We act with integrity

Our operating context



Environment

- Ongoing impacts of the COVID-19 pandemic, natural disasters and climate change
- Challenges to the international rule of law
- Ongoing legal risks



Cooperation

- Strong relationships are key to our success
- We lead, collaborate, advise, facilitate, advocate and enable
- Our key partners include other Australian Government agencies, state and territory governments, international governments and organisations, business and industry, members of the community, peak bodies, research and non government organisations



Capability

- We invest in our people to ensure they have the right skills and knowledge to succeed
- We embrace diversity, flexibility and inclusion
- We invest in appropriate ICT systems to empower our workforce, support and enable innovation, and increase our digital capability



Risk

- Actively managing our strategic risks sustains our ability to achieve our purposes and effectively manage our resources
- We have identified nine strategic risks relating to three themes: our outcomes, our people and our resources

