



Australian Government  
Attorney-General's Department

# Corporate Plan

Helping people thrive  
and succeed in a  
prosperous, fair and  
cohesive nation

2019-23

# collaboration

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# Contents

<b>Contents</b> .....	1
<b>Message from the Secretary</b> .....	2
<b>Our purpose</b> .....	3
<b>Overview</b> .....	4
<b>Achieving our strategic priorities</b>	
<b>STRATEGIC PRIORITY 1 - LEGAL</b> .....	6
The environment.....	6
Working towards our purpose.....	6
Measuring success.....	7
<b>STRATEGIC PRIORITY 2 - WORKPLACES</b> .....	8
The environment.....	8
Working towards our purpose.....	8
Measuring success.....	9
<b>STRATEGIC PRIORITY 3 - INTEGRITY</b> .....	10
The environment.....	10
Working towards our purpose.....	10
Measuring success.....	11
<b>STRATEGIC PRIORITY 4 - SECURITY</b> .....	12
The environment.....	12
Working towards our purpose.....	12
Measuring success.....	13
<b>STRATEGIC PRIORITY 5 - JUSTICE</b> .....	14
The environment.....	14
Working towards our purpose.....	14
Measuring success.....	15
<b>STRATEGIC PRIORITY 6 - RIGHTS</b> .....	16
The environment.....	16
Working towards our purpose.....	16
Measuring success.....	17
Measuring our performance – the methodology.....	18
Building our capability.....	26
How we approach risk.....	29
<b>Annexure A: Relationship between the 2019-20 Portfolio Budget Statements and 2019-20 Corporate Plan</b> .....	30

# Message from the Secretary



I am pleased to present the Corporate Plan 2019–23 for the Attorney-General's Department. The plan covers the periods 2019–20 to 2022–23 in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This plan sets out our purpose, the challenges and opportunities in the environment in which we work, and describes how we will measure our success over the next four years.

The department's work is integral to the productivity, freedom and wellbeing of all Australians. This is reinforced by the Attorney-General's new role as Minister for Industrial Relations and our work to ensure safe, fair and productive workplaces.

The three pillars of collaboration, leadership and culture continue to underpin our work. Valuing different perspectives, recognising our shared responsibility to deliver our work and proudly upholding a positive workplace culture remain at the core of what we do.

As the world around us continues to increase in complexity, our ability to anticipate, recognise and respond to emerging issues is critical to our success in delivering meaningful change to the people of Australia.

The next 12 months will be a period of transition, both in how we operate and in the work we deliver to the Australian people. These transitions include embedding machinery-of-government changes; moving the Australian Government Solicitor to a cost-recovery model; leveraging recommendations from reviews including the Safe Work Australia Review of Model Work, Health and Safety Laws, the Australian Law Reform Commission Family Law System Review, the Comprehensive Review of Intelligence Legislation, and the *Report of the Expert Panel of the Religious Freedom Review*.

We will also focus on building strong relationships with entities recently joining the Attorney-General's portfolio, including: 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 and Registered Organisations Commission, Safe Work Australia, and Seafarers Safety, Rehabilitation and Compensation Authority (Seacare Authority).

This plan reaffirms our commitment to helping people thrive and succeed in a prosperous, fair and cohesive nation. I look forward to seeing it realised.

Chris Merritt DCSM

A handwritten signature in black ink, appearing to read 'Chris Merritt', written in a cursive style.

Secretary

Our work is central to the productivity, freedom and wellbeing of all Australians. Upholding the rule of law is integral to the everyday issues of rights, safety, governance and justice.

We support the Attorney-General as First Law Officer and as Minister for Industrial Relations. His roles encapsulate protecting and promoting the rule of law, fostering safe, fair and productive workplaces, providing strong oversight and accountability, and acting as principal legal adviser to government.

Following changes to the Administrative Arrangements Order (AAO) on 29 May 2019, our responsibilities have expanded. They are captured by two Outcome Statements:

1. Achieving a just and secure society through the maintenance and improvement of Australia's law, justice, security and integrity frameworks<sup>1</sup>.
2. Facilitate jobs growth through policies and programs that promote fair, productive and safe workplaces<sup>2</sup>.

We work across five operational groups to deliver our strategic priorities:

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

Our portfolio encompasses 22 entities with a broad range of responsibilities. These include asbestos eradication, bankruptcy, courts and tribunals, government records management, human rights, integrity oversight, legislative drafting, privacy and freedom of information, prosecutions, regulation, workers compensation and workplace health and safety.

In 2019–20, we will undertake activities across six strategic priorities to achieve our purpose:

1. Support the Attorney-General as First Law Officer, including by providing high-quality legal services to the Commonwealth.
2. Assist the Minister for Industrial Relations to foster and support safe, fair and productive workplaces.
3. Promote public-sector integrity and strong oversight of Commonwealth intelligence and law enforcement agencies.
4. Support a safe and secure Australia by delivering effective national security and criminal justice legislation.
5. Maintain an efficient and effective civil and criminal Commonwealth justice system, and work with international partners to strengthen cooperation and advance law and justice issues.
6. Enable a free society with balanced rights, freedoms and responsibilities.

Strategic Priority 2 has been added to those that appeared in our 2019-20 Portfolio Budget Statements to reflect our new industrial relations role under the AAO. The relationship between strategic priorities and programs is shown at Annexure A.

This plan outlines:

- key activities under each strategic priority
- factors that may affect us undertaking the activities
- how we will measure our success
- plans and strategies we will implement to help us achieve our purpose.

<sup>1</sup> 2019-20 Attorney-General's Department Portfolio Budget Statements page 22.

<sup>2</sup> New outcome statement following machinery-of-government changes on 29 May 2019. This will appear in our 2019-20 Portfolio Additional Estimates Statements.

# This corporate plan is about our transition.



## Capability

The combination of expertise, experience and partnerships help us achieve our strategic priorities. We devote the resources and have the people, systems and plans needed to work with partners to get things done.



## Our environment

Our operating environment is in constant change and we face new issues, threats and trends by being informed, ready and responsive. In particular, we know that rapid technological change, increased community expectations of integrity in decision-making and the effects of geopolitical events on our nation are and will remain significant issues.

We collaborate with others to monitor and understand our environment. In doing this, Australia is prepared and ready to embrace its opportunities and address its threats.



## Attorney-General's Department



Embedding machinery-of-government changes and progressing the recommendations of recent reviews and reports will be pivotal for us in delivering positive and meaningful change.



## Risk

We acknowledge and assess risks to minimise our threats. We monitor our operations and environment and consult people and organisations that may be affected. Our workforce is recruited and trained to have the right knowledge and the resources it needs to prioritise efforts and evaluate outcomes.



## Our Performance

Our strategic priorities support the Attorney-General as First Law Officer, assist the Minister for Industrial Relations to foster safe and fair workplaces, instil public-sector integrity, provide a safe and secure Australia, maintain an efficient and effective justice system and protect the rights of people. We measure our success using performance indicators of efficiency and effectiveness and review and refine what we do and how we do it.

# Strategic Priority 1 - LEGAL

High-quality legal services and a whole-of-government approach to managing significant legal issues protects the rule of law and upholds robust outcomes while minimising legal risk.

We provide legal advice, legal policy coordination and representation to government through the Australian Government Solicitor Group, the Legal Services Policy Division and the International Division.

## The environment

A challenge for legal frameworks is to keep abreast of changes in society, technological advancements and global events that impact on Australia's international relations. We proactively collaborate with partners domestically and internationally to meet these challenges.

The challenges and opportunities for this strategic priority are outlined below.

Trends, issues & threats	Challenges & opportunities
Technological disruption	<ul style="list-style-type: none"><li>• <b>Opportunity:</b> embrace technological solutions and innovations in the provision of legal services.</li><li>• <b>Challenge:</b> ensure legal frameworks are resilient and responsive to technological advancement.</li></ul>
Geopolitical shifts	<ul style="list-style-type: none"><li>• <b>Challenge:</b> the impact on Australia's international relations.</li><li>• <b>Challenge:</b> the changing nature of international dispute settlement and accountability mechanisms.</li></ul>
Declining public trust	<ul style="list-style-type: none"><li>• <b>Opportunity:</b> building public confidence that legal issues and risk are appropriately considered in government decision-making.</li></ul>
Increasing community expectations of tailored services	<ul style="list-style-type: none"><li>• <b>Challenge:</b> ensure legal services across the Commonwealth are sustainable and responsive.</li></ul>

## Working towards our purpose

Key activities for this corporate plan are to:

- Support the Attorney-General as First Law Officer and principal legal adviser to the Commonwealth.
- Manage legal risk by overseeing, advising on and coordinating significant legal policy issues, in particular, constitutional, cross-jurisdictional and international matters.
- Manage domestic and international arbitration and domestic international crime cooperation litigation on behalf of the Australian Government.
- Implement new arrangements for Australian Government legal services, including the launch of the Australian Government Legal Service, the new Legal Services Panel and portal.
- Work with the National Indigenous Australians Agency to support constitutional recognition for Indigenous Australians.
- Support the Commonwealth's engagement with royal commissions.

# Support the Attorney-General as First Law Officer, including by providing high-quality legal services to the Commonwealth.

## Measuring success

Performance Indicator	MEASURE	TARGET 2019-20	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23
<b>KPI 1: Our effectiveness in achieving objectives</b>	Stakeholder and client satisfaction with the effectiveness and the quality of our policy advice and legal services	Satisfaction rating greater than 80%	As for 2019-20	As for 2019-20	As for 2019-20
	Support constitutional recognition for Indigenous Australians and co-design of Voice to Parliament*	Support delivery of a consensus option for constitutional recognition  Establish co-design process about a Voice to Parliament	Assist in developing constitutional amendments to be put to referendum (subject to government agreement)	Support delivery of referendum on constitutional recognition and Voice to Parliament (subject to government agreement)	Support finalisation of constitutional recognition and Voice to Parliament (subject to success at referendum and/or legislation)
	Strengthen understanding of international legal and policy issues*	Participants at the International Law Colloquium agree attendance has increased their understanding of international legal and policy issues	As for 2019-20	As for 2019-20	As for 2019-20
	Build confidence and transparency in Government progression of royal commission recommendations	Tabling the second progress report on implementation of recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse	Tabling the third progress report on implementation of recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse  Developing an Evaluation Framework to inform the 10 year implementation review (due in 2027).	Tabling the fourth progress report on implementation of recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse	Tabling the fifth progress report on implementation of recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse
	Government lawyers are satisfied with the initiatives provided by the Australian Government Legal Service*	Satisfaction rating greater than 80%	As for 2019-20	As for 2019-20	As for 2019-20
<b>KPI 2: Our efficiency in meeting goals</b>	Stakeholder and client satisfaction with the timeliness of policy advice and legal services	Satisfaction rating greater than 80%	As for 2019-20	As for 2019-20	As for 2019-20
	Royal commission reports are delivered on time in accordance with the terms of reference	Interim report of the Royal Commission into Aged Care Quality and Safety submitted to the Governor-General by 31 October 2019  Final report of the Royal Commission into Aged Care Quality and Safety submitted to the Governor-General by 30 April 2020	Interim report of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability submitted to the Governor-General by 30 October 2020	Final report of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability submitted to the Governor-General by 29 April 2022	

\* Detailed information about performance measures is in the Methodology section on page 18.

# STRATEGIC PRIORITY 2 – WORKPLACES

Safe, fair and productive workplaces enable businesses to grow and create jobs. They are essential for people to thrive and communities to prosper.

We develop policies, provide legal advice and administer programs that support safety and flexibility in workplaces while maintaining clear and enforceable minimum national employment standards. We do this through our Industrial Relations Group.

## The environment

An increasingly global and technologically connected populace means the way people work and interact is continuing to evolve. For example, a shift towards greater automation of manual repetitive work can improve work health and safety, as well as lead to new ways of working. New ways of working can test existing industrial relations and work health and safety frameworks. There is also an increasing recognition of the impact work can have on both employer and employee mental health.

A challenge for legal frameworks and policy development is anticipating and responding to this changing environment.

The opportunities and challenges over the next four years are outlined below.

Trends, issues & threats	Challenges & opportunities
Technological disruption	<ul style="list-style-type: none"> <li>• <b>Opportunity:</b> ensure industrial relations and work health and safety frameworks are appropriate and responsive to emerging industries.</li> <li>• <b>Opportunity:</b> develop online services that help people access and transact with government quickly and more easily .</li> </ul>
Geopolitical shifts	<ul style="list-style-type: none"> <li>• <b>Opportunity:</b> ongoing engagement with the International Labour Organisation.</li> <li>• <b>Challenge:</b> changes in global supply chains challenge local business models.</li> </ul>
Declining public trust	<ul style="list-style-type: none"> <li>• <b>Opportunity:</b> ensure industrial relations and work health and safety frameworks provide an appropriate safety net and protections for people at work.</li> </ul>
Economic climate	<ul style="list-style-type: none"> <li>• <b>Opportunity:</b> improve industrial relations frameworks to reduce regulatory burden and ensure ongoing appropriateness.</li> <li>• <b>Challenge:</b> stakeholder expectations that potential changes in economic or labour market circumstances should primarily be managed through industrial relations regulation.</li> </ul>

## Working towards our purpose

Key activities for Strategic Priority 2 for this corporate plan are to:

- Support the government to strengthen industrial relations frameworks through evidence-based reform.
- Progress recommendations from the Migrant Worker’s Taskforce.
- Coordinate Work Health and Safety Ministers’ responses to the 2018 review of the model Work Health and Safety laws.
- Implement actions following the review of the role and functions of the Asbestos Safety Eradication Agency.
- Review and modernise compensation arrangements and governance structures for the Comcare and Seacare schemes.
- Expand application of the Fair Entitlements Guarantee to Temporary Visa Holders and two new Regional Skilled Visas.
- Address the anomaly for employees affected by the application of small business redundancy rules.

# Assist the Minister for Industrial Relations to foster safe, fair and productive workplaces.

## Measuring success

Performance Indicator	MEASURE	TARGET 2019-20	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23
<b>KPI 1: Our effectiveness in achieving objectives</b>	Satisfaction with the department's administration and service provided across functions*	80% of claimants are satisfied with the department's administration of the Fair Entitlements Guarantee	As for 2019-20	As for 2019-20	As for 2019-20
		80% of insolvency practitioners are satisfied with the department's administration of the Fair Entitlements Guarantee*	As for 2019-20	As for 2019-20	As for 2019-20
		Accredited company satisfaction greater than 90% with the service provided by the Office of the Federal Safety Commissioner*	As for 2019-20	As for 2019-20	As for 2019-20
		75% of accredited companies consider that accreditation has improved their workplace safety performance*	As for 2019-20	As for 2019-20	As for 2019-20
	Claim payments are correct*	95% of Fair Entitlements Guarantee claim payments are correct*	As for 2019-20	As for 2019-20	As for 2019-20
	Industrial action is minimised*	Maintenance of the number of working days lost per thousand employees	As for 2019-20	As for 2019-20	As for 2019-20
	Enterprise bargaining is used by employers and employees to negotiate pay and conditions*	Increase in the number and coverage of enterprise agreements	As for 2019-20	As for 2019-20	As for 2019-20
<b>KPI 2: Our efficiency in meeting goals</b>	Timely processing of applications and claims*	80% of effective Fair Entitlement Guarantee claims processed within 16 weeks of receipt	As for 2019-20	As for 2019-20	As for 2019-20
		Average processing time of Fair Entitlement Guarantee claims is 14 weeks	As for 2019-20	As for 2019-20	As for 2019-20
		Accreditation applications to the Office of the Federal Safety Commissioner are assessed and applicants are contacted within 10 working days	As for 2019-20	As for 2019-20	As for 2019-20

\* Detailed information about performance measures is in the Methodology section on page 18.

# STRATEGIC PRIORITY 3 – INTEGRITY

Strong oversight and accountability builds confidence in the legitimacy of Australia’s public institutions and promotes trust in decision-making by government. We work to safeguard Australia’s security while respecting people’s rights and liberties.

We provide advice to government on integrity frameworks through the Integrity and Security Division. We also work to promote sound administrative decision-making approaches across government.

## The environment

Australia experiences complex and rapidly evolving security challenges. This is shaped by technologies that change society and culture, and challenge the work of security agencies.

The challenges and opportunities over the next four years are outlined below.

Trends, issues & threats	Challenges & opportunities
Technological disruption	<ul style="list-style-type: none"> <li>• <b>Opportunity:</b> ensure agencies have the powers and frameworks to respond to technological advancements.</li> <li>• <b>Challenge:</b> greater sophistication of fraud and anti-corruption activities facilitated by technology.</li> <li>• <b>Challenge:</b> balancing appropriate safeguards while maintaining efficacy of integrity and oversight powers.</li> </ul>
Geopolitical shifts	<ul style="list-style-type: none"> <li>• <b>Opportunity:</b> position Australia as a leader in integrity and anti-corruption.</li> <li>• <b>Challenge:</b> a wider range of actors attempting to influence Australian Government outcomes.</li> </ul>
Declining public trust	<ul style="list-style-type: none"> <li>• <b>Opportunity:</b> build public confidence in government administration.</li> <li>• <b>Opportunity:</b> strengthen existing oversight, accountability and transparency measures in public institutions.</li> <li>• <b>Opportunity:</b> assure the public that civil liberties are upheld.</li> </ul>

## Working towards our purpose

Key activities for this corporate plan are:

- Establish the Commonwealth Integrity Commission.
- Establish the Commonwealth Fraud Prevention Centre and strengthen whole-of-government counter-fraud activities.
- Improve transparency of foreign influence in federal political and government processes and decisions through increased awareness of the Foreign Influence Transparency Scheme.
- Embed protective security policy reforms.

# Promote public-sector integrity and strong oversight of Commonwealth intelligence and law enforcement agencies.

## Measuring success

Performance Indicator	MEASURE	TARGET 2019-20	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23
<b>KPI 1: Our effectiveness in achieving objectives</b>	Stakeholder satisfaction with the effectiveness and the quality of our legal services	Satisfaction rating greater than 80%	As for 2019-20	As for 2019-20	As for 2019-20
	Strengthen whole-of-government counter-fraud activities	Establishment of the Commonwealth Fraud Prevention Centre			
		Delivery of two major projects to strengthen counter-fraud arrangements*	As for 2019-20	As for 2019-20	As for 2019-20
	Australia's score on the Transparency International Corruption Perceptions Index	Score of 80 or more	As for 2019-20	As for 2019-20	As for 2019-20
	Entities apply the Protective Security Policy Framework (PSPF) to protect their people, information and assets	Baseline data collected from annual PSPF reporting	Improvement on 2019-20	Improvement on 2020-20	Improvement on 2021-22
<b>KPI 2: Our efficiency in meeting goals</b>	Stakeholder satisfaction with the timeliness of policy advice, program work and legislative change	Satisfaction rating greater than 80%	As for 2019-20	As for 2019-20	As for 2019-20
	Publication of registrations on the Foreign Influence Transparency Scheme register*	85% of registrations published in less than three weeks	As for 2019-20	As for 2019-20	As for 2019-20

\*Detailed information about performance measures is in the Methodology section on page 18.

# STRATEGIC PRIORITY 4 – SECURITY

Robust and responsive national security and criminal justice legislation are integral to a safe and secure Australia. Working well at the international level and maintaining positive regional partnerships provides greater capacity to identify and respond to security issues.

We develop and deliver legislation that supports national security through the Integrity and International Group.

## The environment

Rapid technological change and increasing international mobility of people, goods and money provide those who would threaten people's safety with new tools to conceal their activities. Australia's legal frameworks must be able to respond effectively.

We work closely with partners, locally and internationally, to keep people safe. We provide the legislation so that intelligence and law enforcement agencies have the powers they need to be in the best position to manage emerging issues.

We liaise closely with the Department of Home Affairs in a unique split of responsibilities for policy development and for administration of criminal legislation.

The opportunities and challenges for this strategic priority are outlined below.

Trends, issues & threats	Challenges & opportunities
Technological disruption	<ul style="list-style-type: none"><li>• <b>Opportunity:</b> facilitating innovative responses through legislation and other levers.</li><li>• <b>Challenge:</b> new and evolving technology that enables activities detrimental to Australia's interests.</li><li>• <b>Challenge:</b> developing legislation that is resilient and responsive to change.</li></ul>
Geopolitical shifts	<ul style="list-style-type: none"><li>• <b>Opportunity:</b> working with international partners to combat transnational crime and terrorism.</li><li>• <b>Challenge:</b> greater exposure to overseas-based crime and terrorism.</li><li>• <b>Challenge:</b> managing the impact of global events.</li></ul>
Declining public trust	<ul style="list-style-type: none"><li>• <b>Opportunity:</b> striking the balance between national security and protecting people's rights.</li></ul>

## Working towards our purpose

Key activities for this corporate plan are to:

- Make reforms in criminal law and transnational crime-related frameworks including foreign bribery, corporate crime and online safety.
- Implement measures that counter terrorism and provide effective frameworks for the management of terrorism offenders.
- Support the Comprehensive Review of Intelligence Legislation.

# Support a safe and secure Australia by delivering effective national security and criminal justice legislation.

## Measuring success

Performance Indicator	MEASURE	TARGET 2019-20	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23
<b>KPI 1: Our effectiveness in achieving objectives</b>	Stakeholder satisfaction with the effectiveness of the department's delivery of national security and criminal justice legislation	Satisfaction rating greater than 80%	As for 2019-20	As for 2019-20	As for 2019-20
	Law reforms contribute to meeting national security and criminal justice priorities	Qualitative demonstrated achievements against government national security and criminal justice priorities*	As for 2019-20	As for 2019-20	As for 2019-20
	Australia's factor score on criminal justice (Factor 8) in the World Justice Project Rule of Law Index – measuring how the rule of law is experienced by the public of countries around the world	Score greater than 0.75	As for 2019-20	As for 2019-20	As for 2019-20
<b>KPI 2: Our efficiency in meeting goals</b>	Stakeholder satisfaction with the timeliness of policy advice, program work and legislative change	Satisfaction rating greater than 80%	As for 2019-20	As for 2019-20	As for 2019-20

\* Detailed information about performance measures is in the Methodology section on page 18.

# STRATEGIC PRIORITY 5 – JUSTICE

The rule of law is integral to a fair, affordable and accessible justice system and our way of life. We work closely with international partners on criminal casework and to promote the rule of law.

We support Commonwealth justice institutions and related services through the Legal Services and Families Group. We also provide advice on, and progress reforms to, the family law system to ensure that it is safe, child-centred, supportive and accessible for families.

Our Integrity and Security and International Divisions administer Commonwealth criminal justice frameworks, and work closely with other countries and international partners to address crime and find solutions to a range of emerging legal challenges.

## The environment

Legislation, policy and programs must be responsive to changing community expectations and norms. We meet these changing expectations by improving how and when people can engage with the justice system, supporting and protecting people experiencing family violence and promoting sustainable and efficient legal assistance services. We work in partnership with our stakeholders to develop and progress reforms to better support separating families to resolve their disputes and to minimise costs, delays and inefficiencies in the family law system.

Improvements in technology, including advancements in artificial intelligence and online dispute resolution, generate new opportunities for how people engage with the justice system.

The opportunities and challenges for this strategic priority for 2019–23 are outlined below.

Trends, issues & threats	Challenges & opportunities
Technological disruption	<ul style="list-style-type: none"> <li>• <b>Opportunity:</b> adopt technological changes in delivery of services</li> <li>• <b>Opportunity:</b> expand cross-jurisdictional cooperation on law and justice issues.</li> <li>• <b>Challenge:</b> ensuring reliability of and protection of privacy in delivery of services.</li> </ul>
Geopolitical shifts	<ul style="list-style-type: none"> <li>• <b>Opportunity:</b> assist regional partners to uphold and promote the rule of law.</li> <li>• <b>Opportunity:</b> model best practice on law and justice issues.</li> <li>• <b>Challenge:</b> changing roles and relationships between countries.</li> </ul>
Community expectations of government services	<ul style="list-style-type: none"> <li>• <b>Opportunity:</b> ensure legal services and institutions across the Commonwealth are effective and efficient.</li> <li>• <b>Opportunity:</b> community participation in policy design.</li> <li>• <b>Challenge:</b> increasing community expectations for tailored and accessible delivery of services.</li> </ul>
Declining public trust	<ul style="list-style-type: none"> <li>• <b>Opportunity:</b> promote and protect the legitimacy of our law and justice institutions, and inspire international partners to do the same.</li> </ul>

## Working towards our purpose

Key activities for Strategic Priority 5 for this corporate plan are to:

- Progress structural improvements to arrangements for the federal courts (excluding the High Court of Australia).
- Improve the family law system.
- Improve outcomes for families affected by family violence and enhance information sharing between the family law, family violence and child protection systems.
- Confer corporate crime jurisdiction on the Federal Court of Australia.
- Negotiate and implement new legal assistance funding arrangements with states and territories.
- Work with the National Indigenous Affairs Agency on an appropriate Commonwealth response to native title compensation issues.
- Prepare the government's response to the Review of the Personal Property Securities Act 2009.

# Maintain an efficient and effective civil and criminal Commonwealth justice system, and work with international partners to strengthen cooperation and advance law and justice issues.

- Conduct extradition, mutual assistance, transfer of prisoners and international child abduction casework.
- Support regional partners to develop strong law and justice sectors and effective policy frameworks.

## Measuring success

Performance Indicator	MEASURE	TARGET 2019–20	TARGET 2020–21	TARGET 2021–22	TARGET 2022–23
<b>KPI 1: Our effectiveness in achieving objectives</b>	Stakeholder satisfaction with the department's effectiveness in maintaining the Commonwealth justice system	Satisfaction rating greater than 80%	As for 2019–20	As for 2019–20	As for 2019–20
	Supporting an integrated, efficient and effective legal assistance sector*	Qualitative demonstrated achievement of more effective, efficient or innovative ways to meet client's legal needs and capability levels, and/or resolve legal problems in a timely way			
		By 30 June 2020, establish the National Strategic Framework for Legal Assistance in partnership with all states and territories	Operation of the National Strategic Framework for Legal Assistance	Operation of the National Strategic Framework for Legal Assistance	Operation of the National Strategic Framework for Legal Assistance
		By 30 June 2020, finalise the National Legal Assistance Partnership in partnership with all states and territories	Operation of the National Legal Assistance Partnership	Operation of the National Legal Assistance Partnership	Operation of the National Legal Assistance Partnership
	Structural reforms to the federal courts to increase the number of family law matters finalised each year and reduce the backlog of cases	Draft legislation provided to the Attorney-General for introduction in the Parliament within expected timeframes	Reduction in court times from point of filing to final disposal of the matter	Reduction in court times from point of filing to final disposal of the matter	Reduction in court times from point of filing to final disposal of the matter
	Increased understanding of the policy process by Pacific partners*	A majority of legal policy training attendees advise increased understanding	As for 2019–20	As for 2019–20	As for 2019–20
	Australia's factor score on civil justice (Factor 7) in the World Justice Project Rule of Law Index – measuring how the rule of law is experienced by the public of countries around the world	Score greater than 0.75	As for 2019–20	As for 2019–20	As for 2019–20
<b>KPI 2: Our efficiency in meeting goals</b>	Stakeholder satisfaction with the timeliness of policy advice, program work and legislative change	Stakeholder satisfaction rating greater than 80%	As for 2019–20	As for 2019–20	As for 2019–20
	Casework matters finalised*	900 matters finalised	As for 2019–20	As for 2019–20	As for 2019–20

\* Detailed information about performance measures is in the Methodology section on page 18.

# STRATEGIC PRIORITY 6 - RIGHTS

Australia is founded on the rule of law and respects the rights and freedoms of every individual.

We advise on policies and laws to help people enjoy a life where their rights are respected and protected. We do this through the Legal Services and Families Group and the Integrity and International Group.

## The environment

Prosperous, fair and cohesive societies are founded on a respect for people's rights. These can be challenged by use of technology. Our laws about data security and privacy need to adapt to changes in the collection and use of information.

The challenges and opportunities for this corporate plan are outlined below.

Trends, issues & threats	Challenges & opportunities
Technological disruption	<ul style="list-style-type: none"><li>• <b>Opportunity:</b> ensure information frameworks are appropriate for digital use.</li><li>• <b>Opportunity:</b> ensure human rights are protected during the design and development of emerging technologies.</li><li>• <b>Challenge:</b> reduced social cohesion through online platforms providing avenues for distribution of intolerant views.</li></ul>
Geopolitical shifts	<ul style="list-style-type: none"><li>• <b>Challenge:</b> impact of diverse views about rights on the Australian discourse.</li></ul>
Declining public trust	<ul style="list-style-type: none"><li>• <b>Opportunity:</b> address the perception that individual rights in Australia have been eroded.</li></ul>
An ageing population	<ul style="list-style-type: none"><li>• <b>Opportunity:</b> promote and protect the safety, dignity, equality, health and independence of older people.</li></ul>

## Working towards our purpose

Key activities for Strategic Priority 6 for this corporate plan are:

- Lead the government's response to the Religious Freedom Review.
- Develop social media privacy reforms for public consultation.
- Commence implementation of the National Plan to Respond to the Abuse of Older Australians.
- Progress development of a National Memorial for victims and survivors of child sexual abuse in institutional contexts.

# Enable a free society with balanced rights, freedoms and responsibilities.

## Measuring success

Performance Indicator	MEASURE	TARGET 2019–20	TARGET 2020–21	TARGET 2021–22	TARGET 2022–23
<b>KPI 1: Our effectiveness in achieving objectives</b>	Stakeholder satisfaction with the department's effectiveness in enabling a free society	Satisfaction rating greater than 80%	As for 2019–20	As for 2019–20	As for 2019–20
	Evaluation and design review mechanisms for all major human rights projects*	Promoting human rights through policy and legislative change	As for 2019–20	As for 2019–20	As for 2019–20
	Ensuring appropriate recognition of religious freedoms	Draft legislation provided to the Attorney-General for introduction in the Parliament within expected timeframes	Promotion and implementation of legislative reforms	As for 2020–21	As for 2020–21
	Australia's factor score on fundamental rights (Factor 4) in the World Justice Project Rule of Law Index – measuring how the rule of law is experienced by the public of countries around the world	Score greater than 0.75	As for 2019–20	As for 2019–20	As for 2019–20
<b>KPI 2: Our efficiency in meeting goals</b>	Stakeholder satisfaction with the timeliness of policy advice, program work and legislative change	Stakeholder satisfaction rating greater than 80%	As for 2019–20	As for 2019–20	As for 2019–20
	Submissions to United Nations human rights committees with respect to individual complaints	80% completed within relevant timeframes	As for 2019–20	As for 2019–20	As for 2019–20

\* More information about performance measure terminology can be found in Methodology on page 18.

# Measuring our performance – the methodology



## Client and stakeholder surveys

Surveys are used to assess the department’s performance.

AGS conducts a client survey biennially to assess satisfaction with the legal work provided. In the alternate year, AGS conducts client relationship meetings to seek feedback on the level of client satisfaction with the work they provide.

An annual stakeholder survey, conducted by an external provider, is undertaken for other areas of the department. Stakeholders from organisations including courts, tribunals, legal assistance services, non government organisations, industry, academia and peak bodies are invited to participate. In 2018, over 1700 stakeholders received a survey invitation.

Separate, program specific surveys are conducted to measure claimant and insolvency practitioner satisfaction with the administration of the Fair Entitlements Guarantee Program. A separate survey will also be conducted to measure the satisfaction of government lawyers with the initiatives provided by the Australian Government Legal Service.

## Strategic Priority 1

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Support constitutional recognition for Indigenous Australians and establish a Voice to Parliament	Provide technical support in developing a consensus option for constitutional recognition.  Establish co-design process with Commonwealth agencies to support creation of Voice to Parliament

**Description:** We will work closely during 2019–20 with the National Indigenous Australians Agency to develop and bring forward a consensus option for constitutional recognition by the end of 2022 and to develop a co-design process for a Voice to Parliament, both subject to further government agreement.

Our success will be demonstrated through publicly available information about progress towards consideration of a Voice to Parliament and constitutional recognition, establishment and conclusion of a co-design process. Subject to further government agreement, our success will be demonstrated by introduction and passage of proposed constitutional alterations and/or legislation in Parliament, and conduct of a referendum.

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Strengthen understanding of international legal and policy issues	Participants at the International Law Colloquium agree attendance has increased their understanding of international legal and policy issues

**Description:** Success for this measure will be based on positive participant feedback from an annual International Law Colloquium hosted by the department. The colloquium will bring together leading international lawyers from the Australian Government, academia and private practice to discuss emerging and cross-cutting international law issues. The aim of the colloquium is to strengthen existing relationships and facilitate knowledge sharing.

All participants will be asked to provide feedback following the colloquium. Our success will be demonstrated through the provision of positive participant feedback about achievement of the aims of the colloquium.

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Government lawyers are satisfied with the initiatives provided by the Australian Government Legal Service	Satisfaction rating greater than 80%

**Description:** At the end of each financial year, a voluntary and anonymous survey will be distributed to government lawyers seeking they indicate their satisfaction with initiatives provided by the Australian Government Legal Service. Results will be calculated as the percentage of respondents who indicate they are 'satisfied' or 'very satisfied' with the initiatives. Nil responses will be excluded.

Results will be reported annually.

## Strategic Priority 2

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Satisfaction with the department's administration and service provided across functions	80% of claimants are satisfied with the department's administration of the Fair Entitlements Guarantee

**Description:** This measure reports the proportion of claimants satisfied with the department's administration of the Fair Entitlements Guarantee.

We electronically send a survey to each claimant approximately six weeks after their final claim decision. Results are calculated as the percentage of respondents who indicate they are 'satisfied' or 'very satisfied' with the program. Nil responses are excluded.

Results are collected continuously and reported monthly.

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Satisfaction with the department's administration of and service across functions	80% of insolvency practitioners are satisfied with the department's administration of the Fair Entitlements Guarantee

**Description:** This measure reports the proportion of insolvency practitioners satisfied with the department's administration of the Fair Entitlements Guarantee.



At the end of each financial year, we send a survey to all insolvency practitioners who were involved in Fair Entitlements Guarantee cases in the previous 12 months. Results are calculated as the percentage of respondents who indicate they are 'satisfied' or 'very satisfied' with the program. Nil responses are excluded. Results are reported annually.

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Satisfaction with the department's administration of and service across functions	90% of accredited companies are satisfied with the service provided by the Office of the Federal Safety Commissioner

**Description:** This measure reports the level of satisfaction of accredited companies with the service provided by the Office of the Federal Safety Commissioner.

A voluntary and anonymous survey is distributed to all accredited companies requesting this information. Results are calculated as the percentage of respondents rating the service as satisfactory or better. Results are reported annually.

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Satisfaction with the department's administration of and service across functions	75% of accredited companies consider that accreditation has improved workplace safety performance

**Description:** This measure reports the percentage of companies that consider accreditation has improved their workplace safety performance.

A voluntary and anonymous survey is distributed to all accredited companies requesting this information. Results are calculated as the percentage of respondents rating the service as satisfactory or better. Results are reported annually.

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Claim payments are correct	95% of Fair Entitlements Guarantee claim payments are correct

**Description:** This measure reports on the proportion of Fair Entitlement Guarantee claim payments that are correct.

Each month, the Fair Entitlements Guarantee compliance team audits a statistically significant random sample of claim decisions to determine if they are accurate. The result is the proportion of decisions found to be accurate against the sample tested. Results are collected and reported monthly.

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Industrial action is minimised	Maintenance of the number of working days lost per thousand employees

**Description:** This measure provides evidence industrial action is minimised. This measure is influenced by external factors.

The data collection technique is data reported in ABS, Industrial Disputes (cat. no. 6321.0.55.001), original data.

Reporting is undertaken quarterly.

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Enterprise bargaining is used by employers and employees to negotiate pay and conditions	Increase in the number and coverage of enterprise agreements

**Description:** This measure will demonstrate that enterprise bargaining is used by employers and employees to negotiate pay and conditions. This measure is influenced by external factors.

The data collection technique is the Workplace Agreement Database. The majority of data held in the Workplace Agreement Database is collected from approved enterprise agreements from the Fair Work Commission by trained departmental agreement researchers, while some is supplied from Fair Work Commission systems.

Reporting is undertaken quarterly (and ad hoc as required).

KPI	Measure	Target
<b>KPI 2: Our efficiency in meeting goals</b>	Timely processing of applications and claims	80% of effective Fair Entitlement Guarantee claims processed within 16 weeks of receipt

**Description:** This measure provides evidence that Fair Entitlement Guarantee claims are processed within 16 weeks of receipt.

The data collection technique is administrative data stored in the Fair Entitlements Guarantee claims database: calculated as the proportion of effective initial claims where the claim decision was made within 112 days of the effective claim date.

Data is collected continuously and reported monthly.



KPI	Measure	Target
<b>KPI 2: Our efficiency in meeting goals</b>	Timely processing of applications and claims	Average Fair Entitlement Guarantee claim processing time of 14 weeks

**Description:** This measure provides evidence that the average Fair Entitlement Guarantee claim processing time is 14 weeks.

The data collection technique for this measure is administrative data stored in the Fair Entitlements Guarantee database: for initial claims decided in the period, calculated as the average of the time between the effective or received date of the claim and the decision.

Data is collected continuously and reported monthly.

KPI	Measure	Target
<b>KPI 2: Our efficiency in meeting goals</b>	Timely processing of applications and claims	Accreditation applications to the Office of the Federal Safety Commissioner are assessed and applicants are contacted within 10 working days

**Description:** This measure provides evidence that 90% of accreditation applications to the Office of the Federal Safety Commissioner are assessed and applicants are contacted within 10 working days.

The data collection technique for this measure is an internal IT database (STORM) which is used to record the date each application is received, assessed and applicants are notified. A report is extracted from the database to calculate the results.

Reports are produced annually but can be completed on an as needs basis.

## Strategic Priority 3

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Strengthen whole-of-government counter-fraud activities	Delivery of two major projects to strengthen counter-fraud arrangements

**Description:** The target for this measure is delivery of two major projects by the new Commonwealth Fraud Prevention Centre to strengthen whole-of-government counter fraud arrangements. The projects will be determined following stakeholder engagement and self-assessment.

The data collection technique for this measure is feedback from stakeholders that they obtain useful learnings and are assisted to strengthen their programs against fraud.

Data collection will be continuous throughout the year as projects are delivered.

KPI	Measure	Target
<b>KPI 2: Our efficiency in meeting goals</b>	Publication of registrations on the Foreign Influence Transparency Scheme register	85% of registrations published in less than three weeks

**Description:** This measure provides evidence that 85% of registrations on the Foreign Influence Transparency Scheme register are published in less than three weeks. Section 43(1B) of the *Foreign Influence Transparency Scheme Act 2018* requires information be published within four weeks of it being provided to the Secretary.

The data collection technique for this measure is data stored on the Foreign Influence Transparency Scheme register.

Data is collected continuously and reported on an as needs basis.

## Strategic Priority 4

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Law reforms contribute to meeting national security and criminal justice priorities	Qualitative demonstrated achievements against government national security and criminal justice priorities

**Description:** The target for this measure is contribution to government national security and criminal justice priorities, specifically law reforms. Short to medium-term qualitative achievements include development of a legislative agenda, appropriate stakeholder consultation, and preparation of Bills and associated supporting materials for introduction to Parliament.

Data collection will be continuous throughout the year as specific national security and criminal justice priorities requiring law reform are identified and actioned.

## Strategic Priority 5

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Supporting an integrated, efficient and effective legal assistance sector	Qualitative demonstrated achievement of more effective, efficient or innovative ways to better meet client's legal needs and capability levels, and/or resolve legal problems in a timely way



**Description:** As per the National Partnership Agreement on Legal Assistance Services (NPA), the Commonwealth and states and territories recognise they have mutual interest in working together to improve access to justice and resolve legal problems for the most disadvantaged people in Australia and maximise service delivery through the effective and efficient use of available resources.

A key milestone under the NPA and Indigenous Legal Assistance Program is the provision of case studies of a service being delivered in a more effective, efficient or innovative way to better meet clients' legal needs and capability levels, and/or resolve legal problems in a timely way.

Our contribution to an integrated, efficient and effective legal assistance sector will be demonstrated through the provision of these case studies.

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Supporting an integrated, efficient and effective legal assistance sector	By 30 June 2020, establish the National Strategic Framework for Legal Assistance in partnership with states and territories

**Description:** A new National Strategic Framework for Legal Assistance will be established by 30 June 2020. The framework will provide the overarching policy for all government legal assistance funding arrangements and overarching objective and aspirational principles to guide legal assistance policy development, service delivery and sector planning.

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Supporting an integrated, efficient and effective legal assistance sector	By 30 June 2020, finalise the National Legal Assistance Partnership in partnership with all states and territories

**Description:** A new National Legal Assistance Partnership will be finalised by 30 June 2020. Commonwealth legal assistance funding will be delivered via the National Legal Assistance Partnership, established in accordance with the National Strategic Framework for Legal Assistance.

KPI	Measure	Target
<b>KPI 2: Our efficiency in meeting goals</b>	Increased understanding of the policy process by Pacific partners	A majority of legal policy training attendees indicate increased understanding

**Description:** Through the Pacific Legal Policy Champions Program, two weeks of intensive and interactive legal policy training will be provided to partners from across the Pacific region.

A completion report will be prepared that includes an assessment of participants' understanding of policy processes before and after the program, relying on survey data.

Through our alumni network, we will also periodically survey previous participants to seek updates on how they have used knowledge gained from the course to progress law and policy reform in their home country.

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Casework matters finalised	900 matters finalised

Casework matters capture extradition and mutual assistance requests, international transfer of prisoners, parole applications and international family law matters.

## Strategic Priority 6

KPI	Measure	Target
<b>KPI 1: Our effectiveness in achieving objectives</b>	Evaluation and design review mechanisms for all major projects	Promoting human rights through policy and legislative change

**Description:** Evaluation and design review mechanisms will form part of all major projects undertaken under this strategic priority to assess their impact in promoting human rights in Australia. These include administering the *Privacy Act 1988* to protect personal information and implementation and operation of the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment. A range of review mechanisms exist or are being developed across these projects, including consultation with stakeholders, annual and biennial progress reports and receipt of statistics from other bodies.

We will maintain records to demonstrate our implementation of the evaluation and review processes and will indicate where statistics from other bodies can be sourced.

# Building our capability



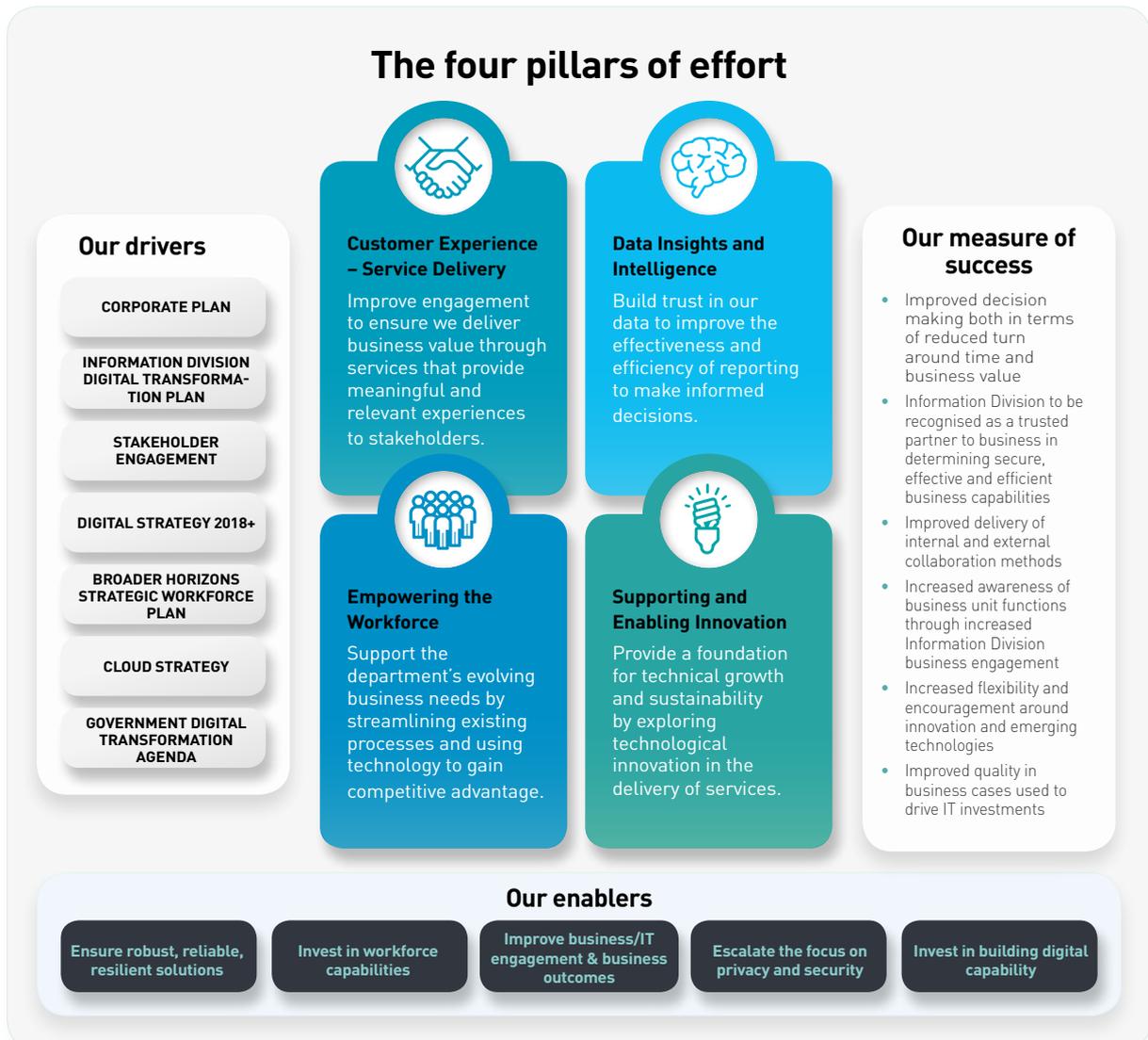
## Our systems

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.

Infrastructure and system investments in coming years will 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 continue to influence the department’s approach to critical IT services.

Guided by principles of delivering secure and cost-effective solutions, prioritising business capability, designing for flexibility and interoperability, and prioritising the user experience, we will **deliver our digital capability through four pillars**:

1. **Customer experience** – service delivery
2. **Data insights and intelligence**
3. **Empowering the workforce**
4. **Supporting and enabling innovation.**



The department will increase its digital capability in the coming years by building on current offerings and investigating new pathways. Some examples are:

- **Exploring** emerging technologies such as artificial intelligence and how this can be used to automate work where relevant.
- **Starting** to refine enterprise ICT standards and architecture and to leverage external protected file sharing applications.
- **Continuing** to improve collaboration, using video conferencing and instant messaging with staff in regional offices, working remotely or have flexible working arrangements.

Key activities over the next four years include:

- Implementing the Digital Continuity 2020 Policy to integrate information governance principles and practices into the work of the department.
- Completing the rollout of the Tablets that support a flexible workplace.
- Developing an Information Management Strategy that will include the management of data analytics.
- Transitioning systems affected by the machinery-of-government changes.

Looking forward, we will embrace innovation, automation and create a sustainable technology future. We will maintain contemporary systems that meet the needs of staff to work flexibly and securely.

## Our people

Our people are essential to the ongoing success of the department. Attracting and developing a workforce of highly skilled, dynamic, outward looking and resilient employees is central to contributing to the department's mission of a just and secure society. We continue to adapt our capabilities and the way we work to ensure that we have the skills we need to meet shifting external influences.

The department's Strategic Workforce Plan 2017-2020 (Broader Horizons; Agile, Global, Diverse) outlines the requirements of our future workforce and the skill sets we need to maintain, strengthen and develop. We identify and foster staff talent at all levels. We value skills and attributes that sustain a global view, partner with stakeholders, demonstrate a breadth of knowledge, explore new ideas and trial innovative ways of delivery. We value 'on-the-job' learning through exposure to experiences and learning from others who have the required expertise. We offer learning opportunities that build and strengthen management and technical skills that are critical to our current and future workforce.



The department's culture is supported by the Diversity Strategy which focuses on building and strengthening an inclusive and capable organisation where employees are able to fully participate in our workplace and the value of diversity is recognised and embraced.

Our Disability and Mental Health Action Plan 2018-2020 outlines initiatives across four areas - culture of inclusion; accessibility; recruitment; retention and development of people with disability; and reporting and accountability. The plan has a strong focus on mental health awareness and aims to address this by building the capability of our people to have open discussions about mental health and equipping them with the tools needed to support colleagues and remove the stigma surrounding this topic.

Our Reconciliation Action Plan 2019-2021 outlines the department's commitment to the creation of an Indigenous recruitment, retention and professional development strategy to improve engagement and retention opportunities for Aboriginal and Torres Strait Islander peoples.

## **Partnerships**

We will continue to collaborate with others to realise the benefits of shared experience and perspectives. We proactively engage with new and existing stakeholders, including international partners, other Australian Government agencies, states and territories, business and community, peak bodies, industry, research and non-government organisations to deliver meaningful outcomes for people in Australia. We will identify and recognise the risks we share with others and consult to identify, understand and manage risks.

Across the portfolio, we will embed machinery-of-government changes to support the Attorney-General as First Law Officer and Minister for Industrial Relations. Our success will be underpinned by positive and robust relationships with both longstanding and new portfolio agencies.



## How we approach risk

“ The department’s complex operating environment makes systematic and effective risk management a challenging — but vital — aspect of our work. ”

We foster a culture where risk management is an important and valuable tool for decision-making and where risk assessment and management processes are integrated into core business practices. All staff have a responsibility to identify and engage with risk in order to ensure our policies, programs and services are robust and innovative. Our risk management framework supports staff to confidently engage with risks, including guidance about:

- when to escalate concerns, and
- when additional mitigation measures are needed to manage a risk appropriately.

The department assesses and manages risks as an integral part of doing business, including in making decisions and prioritising investments within our budget and operating model. The level of acceptable risk is assessed on a case-by-case basis, recognising the desirability of tolerating some risks in order to realise potential benefits and to foster agility and innovation.

Our framework also highlights the importance of ongoing conversations about risk (including the effective and efficient use of resources) with colleagues and stakeholders.

### Implementation

Our Chief Operating Officer is also the Chief Risk Officer and is accountable to the Secretary for the implementation and maintenance of the department’s risk management program.

The Executive Board regularly monitors the department’s strategic risks, which are also actively considered as part of:

- business planning
- internal audit planning, and
- budget allocation processes.

Business units closely manage risks associated with the department’s workforce, finances, infrastructure and relationships with third parties.

The Audit and Risk Management Committee provides independent assurance and advice to the Secretary on the appropriateness of the department’s financial and performance reporting responsibilities, system of risk oversight and management, and system of internal control. The internal Security and Risk Management Committee provides advice and assurance in relation to departmental risks, including those relating to fraud, business continuity, and information, physical and personnel security.

We share many risks with our stakeholders, including other Australian Government entities, other jurisdictions (state/territory/international), ministers, suppliers and vendors, grant recipients, industry and communities. We will continue to consult and cooperate with others to understand and manage risks.

Over the four year period of this corporate plan, we will continue to integrate, strengthen and embed our risk management framework in order to deliver on our priorities.

## Annexure A:

### Relationship between the 2019-20 Portfolio Budget Statements and 2019-20 Corporate Plan

PBS Program	Strategic Priority
<b>Program 1.1</b> Civil Justice and Legal Services – Operating Expenses	<b>Strategic Priority 1 – Legal</b> Support the Attorney-General as First Law Officer, including by providing high-quality legal services to the Commonwealth
<b>Program 1.2</b> National Security and Criminal Justice – Operating Expenses	
<b>Program 1.3</b> Australian Government Solicitor	
<b>Program 1.7</b> Royal Commissions	
<b>Program 2.1*</b> Departmental	<b>Strategic Priority 2 – Workplaces</b> Foster safe, fair and productive workplaces through the provision of legal advice, development of policy and delivery of programs
<b>Program 2.2*</b> Workplace support	
<b>Program 2.3*</b> Workers' compensation payments	
<b>Program 1.2</b> National Security and Criminal Justice – Operating Expenses	<b>Strategic Priority 3 – Integrity</b> Promote public-sector integrity and strong oversight of Commonwealth intelligence and law enforcement agencies
<b>Program 1.2</b> National Security and Criminal Justice – Operating Expenses	<b>Strategic Priority 4 – Security</b> Support a safe and secure Australia by delivering effective national security and criminal justice legislation
<b>Program 1.1</b> Civil Justice and Legal Services	<b>Strategic Priority 5 – Justice</b> Maintain an efficient and effective civil and criminal Commonwealth justice system, and work with international partners to strengthen cooperation and advance law and justice issues
<b>Program 1.2</b> National Security and Criminal Justice – Operating Expenses	
<b>Program 1.4</b> Justice Services	
<b>Program 1.5</b> Family Relationships	
<b>Program 1.6</b> Indigenous Legal and Native Title Assistance	
<b>Program 1.1</b> Civil Justice and Legal Services – Operating Expenses	<b>Strategic Priority 6 – Rights</b> Enable a free society with balanced rights, freedoms and responsibilities
<b>Program 1.4</b> Justice Services	
<b>Program 1.6</b> Indigenous Legal and Native Title Assistance	

\* These programs will appear in the department's 2019-20 Portfolio Additional Estimates Statements following the change to the Administrative Arrangements Order on 29 May 2019.







