



# 2022–2023

## CORPORATE PLAN

FINANCIAL YEARS 2022–23 TO 2025–26

## ACKNOWLEDGEMENT OF COUNTRY

The Office of the Inspector-General of Intelligence and Security acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

## ACKNOWLEDGEMENT

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## INSPECTOR-GENERAL'S FOREWORD



As the accountable authority of the Office of the Inspector-General of Intelligence and Security (IGIS), I am pleased to present the IGIS Corporate Plan 2022–2023, covering the four financial years from 1 July 2022 to 30 June 2026, as required under subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Established under the *Inspector-General of Intelligence and Security Act 1986* (IGIS Act) the role of the Inspector-General is to assist ministers in overseeing and reviewing the activities of the six intelligence agencies under IGIS jurisdiction (the intelligence agencies) for legality, propriety, and consistency with human rights.

We provide independent assurance for the Prime Minister, ministers, Parliament and the public as to whether the intelligence agencies are acting with legality and propriety, and that activities are consistent with human rights.

We do this by inspecting, inquiring into and reporting on agency activities. As set out in the IGIS Act, the intelligence agencies IGIS oversees are:

- Office of National Intelligence
- Australian Security Intelligence Organisation
- Australian Secret Intelligence Service
- Australian Signals Directorate
- Australian Geospatial-Intelligence Organisation
- Defence Intelligence Organisation

In addition, the *Surveillance Legislation (Identify and Disrupt) Act 2021* expanded IGIS's jurisdiction to include oversight of the use of network activity warrants by the Australian Criminal Intelligence Commission and the Australian Federal Police.

We undertake regular, proactive inspections of the intelligence agencies, and conduct inquiries. Inquiries can be undertaken in response to complaints, of the Inspector-General's own motion, or at the request of ministers. When undertaking inquiries, we have investigative powers similar to those of a royal commission, including the power to compel persons to answer questions and produce documents and to take sworn evidence.

The Inspector-General has functions and responsibilities under the *Public Interest Disclosure Act 2013* (PID Act) relating to disclosures about the intelligence agencies. In addition, the Inspector-General has a specific role under the *Freedom of Information Act 1982* (FOI Act) and the *Archives Act 1983* (Archives Act) to provide evidence on national security-related damage that may be caused by the disclosure of certain material in disputed matters.

We recognise that our oversight processes must be as visible and transparent as possible to provide public and parliamentary assurance that agency activities are open to robust scrutiny. Providing this assurance relies on us being respected as a credible and independent oversight authority. Accordingly, we will continue to make public as much of our work as is possible within appropriate security constraints.

Over the course of this Corporate Plan we will manage the complexities of a growing office, evolving jurisdiction, and a complex national security environment by delivering on our key performance measures and meeting our objectives, which are set out in the performance section of this plan.

**The Hon Christopher Jessup QC**

Inspector-General of Intelligence and Security

## GLOSSARY

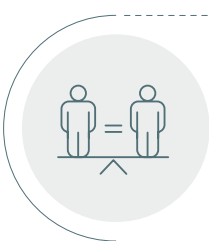
<b>ACIC</b>	Australian Criminal Intelligence Commission
<b>AFP</b>	Australian Federal Police
<b>AGO</b>	Australian Geospatial-Intelligence Organisation
<b>APS</b>	Australian Public Service
<b>ASD</b>	Australian Signals Directorate
<b>ASIO</b>	Australian Security Intelligence Organisation
<b>ASIS</b>	Australian Secret Intelligence Service
<b>Complaint</b>	IGIS categorises a matter as a complaint if it raises an initially credible allegation of illegal or improper conduct or an abuse of human rights in relation to an action of an intelligence agency within the jurisdiction of IGIS
<b>DIO</b>	Defence Intelligence Organisation
<b>Five Eyes</b>	Refers to an intelligence alliance of Australia, Canada, New Zealand, the United Kingdom and the United States
<b>ICT</b>	Information and communications technology
<b>IGIS</b>	The Office of the Inspector-General of Intelligence and Security
<b>IGIS Act</b>	<i>Inspector-General of Intelligence and Security Act 1986</i>
<b>Inquiry</b>	An Inquiry conducted in accordance with Part II, Division 3 of the IGIS Act
<b>Inspection</b>	The examination of selected agency systems and records in the course of overseeing an agency's activities
<b>ONI</b>	Office of National Intelligence
<b>PID Act</b>	<i>Public Interest Disclosure Act 2013</i>
<b>Public interest disclosure</b>	A public interest disclosure within the meaning of the <i>Public Interest Disclosure Act 2013</i>
<b>The intelligence agencies</b>	ONI, ASIO, ASIS, ASD, AGO and DIO

## PURPOSE

The role of the Inspector-General of Intelligence and Security is outlined in section 4 of the IGIS Act, including:

- To assist ministers in the oversight and review of:
  - the compliance with the law by, and the propriety of particular activities of, the intelligence agencies
  - the effectiveness and appropriateness of the procedures of those agencies relating to the legality or propriety of their activities
  - certain other aspects of the activities and procedures of those agencies.
- To assist ministers in ensuring that the activities of those agencies are consistent with human rights
- To assist ministers in investigating intelligence or security matters relating to Commonwealth agencies, including agencies other than intelligence agencies
- To allow for review of certain directions given to ASIO by the responsible minister for ASIO
- To assist the Government in assuring the Parliament and the public that intelligence and security matters relating to Commonwealth agencies are open to scrutiny, in particular the activities and procedures of the intelligence agencies.

# OUR APPROACH



## Independent and impartial

Independence is fundamental to the Inspector-General's role and the role of the Office of the Inspector-General of Intelligence and Security. This includes independence in selecting matters for inspection or inquiry as well as in undertaking and reporting on those activities. We have direct access to intelligence agency systems and are able to retrieve and check information independently. Our approach is impartial and our assessments are unbiased.



## Astute and informed

Each of the intelligence agencies we oversee has its individual mandate. To target our inspections and inquiries effectively and efficiently we need to understand the purpose and functions of each of the intelligence agencies as well as their operational planning, risk management and approach to compliance. We also need to have a sound understanding of the techniques and technologies used by the agencies to obtain, analyse and disseminate intelligence. Being well-informed allows us to target our oversight resources to the areas of greatest risk.



## Measured

We appreciate the complex environment in which intelligence agencies operate and we accept that at times errors may occur. We identify errors and possible problems, and encourage agencies to self-report breaches and potential breaches of legislation and propriety. Our risk-based approach targets activities of high risk and activities with the potential to adversely affect the lives or rights of Australians. We consider an agency's internal control mechanisms as well as its history of compliance and reporting. The focus is on identifying serious, systemic or cultural problems in the activities of agencies within our jurisdiction.



## Open

We make as much information public as possible, however a large part of the information that IGIS deals with is classified and cannot be released publicly. Nevertheless, we include as much information as we can about our activities, including oversight of intelligence agency activities, in our Annual Report, unclassified inquiry reports on our website, and in responses to complaints.



## Influential

IGIS oversight is a key part of the accountability framework within which intelligence agencies operate. Inspections and inquiries make a positive contribution to compliance; they lead to effective changes in agency processes and assist in fostering a culture of compliance. Important to these outcomes is that we work cooperatively with other oversight bodies to work effectively in areas of overlap. Our submissions to parliamentary committees contribute to informed debate about the activities of the agencies as well as the policies reflected in those activities.

## OUR KEY ACTIVITIES

We deliver on our purpose through our key activities. The key activities reflect our prescribed role as set out in the IGIS Act. The Office is supported in undertaking these key activities by our corporate, legal and governance teams.



### → Inquiries & preliminary inquiries

Conducting inquiries is a core function of our work which we undertake to review the operations of intelligence agencies. An inquiry may be initiated by the Inspector-General by their own motion (which may in some cases be in response to a complaint) or at the request of the Attorney-General, the relevant responsible minister or the Prime Minister. A preliminary inquiry may be initiated by the Inspector-General into the action of an intelligence agency, either in connection with a complaint or of the Inspector-General's own motion. This process provides the means for the Inspector-General to make preliminary investigations and to determine whether further inquiry into the action is necessary. An inquiry or preliminary inquiry can look proactively at an issue or area of agency activity that may pose a significant risk or reactively based on a previous inspection or complaint.



### → Risk-based proactive inspections

Conducting regular, proactive, and independent inspections of the legality, propriety and human rights implications of intelligence agency activities is a key part of our approach to oversight. We prioritise these inspections based on risk. We consider many factors when assessing this risk including the impact on Australian persons, on Australia's domestic and foreign relationships and whether similar activity has raised previous concerns. In practice, this means that focus is often on an agency's most intrusive and sensitive activities. Our inspections are carried out by inspection teams, each specialising in the oversight of one or more of the intelligence agencies. To support these inspections, the intelligence agencies self-report instances of potential non-compliance and provide us with advice of the context in which the activities were conducted. Reports of key inspections and other activities are provided to each relevant responsible minister.



### → Complaints and Public Interest Disclosures

We receive contacts from a range of people – including current or former staff of the intelligence agencies, people who have had dealings with the agencies, and others. These contacts are mostly initiated through our website or through a telephone call. Once a contact is assessed as a complaint within our jurisdiction, it is examined in accordance with set procedures. A complaint may be resolved informally, be subject to a preliminary inquiry or may proceed to an inquiry.

In the case of conduct that relates to an intelligence agency, certain officers of the IGIS are authorised internal recipients for the purposes of the PID Act. These officers, and the Inspector-General, are able to receive disclosures of information concerning such conduct, and then determine if it is appropriate to allocate the handling of the disclosure to one or more of the agencies, or to the Inspector-General, to handle the investigation of the disclosure.

## OUR ENVIRONMENT

**Our effectiveness in achieving our purpose is dependent on our ability to manage and adapt to the environment in which we operate.**

We operate in a unique environment. We are an independent statutory agency with oversight of the activities of six intelligence agencies, each of which operates within different security settings and different legislative frameworks. Additionally, with the commencement of the *Surveillance Legislation (Identify and Disrupt) Act 2021*, our jurisdiction has expanded to include oversight of the use of network activity warrants by the ACIC and AFP. The oversight of these activities is technically complex, and occurs within an intricate legislative and regulatory regime.

The scope of our work is influenced by the activities of the intelligence agencies and legislative changes that may increase the range of, or alter, agency powers for which we have oversight. Our work is also affected by changes that may increase the size of agencies. Some intelligence agencies have been provided new powers in recent years, with further additions proposed, necessitating changes to our outlook, priorities and activities.

We assist ministers in assuring Parliament and the public that the intelligence agencies are subject to scrutiny. In many instances, security constraints prevent us from releasing comprehensive details of our investigative processes and oversight findings. We establish our credibility as an independent oversight and integrity agency whose work is as transparent as possible, within these security constraints, through publications such as our Annual Report and Corporate Plan, appearances before parliamentary committees and through our public engagement.

**In delivering our purpose, we are conscious of the following elements of the environment that we operate in.**

### Evolving jurisdiction

In 2021 our jurisdiction expanded to include oversight of the AFP and ACIC's use of network activity warrants. While this represented a limited expansion of jurisdiction, it was significant for two reasons. First, up until this point, our jurisdiction had not included the activities of law enforcement agencies. Second, our existing jurisdiction over the six intelligence agencies encompasses the activities of those agencies, rather than only a single activity, as in the case of the AFP and ACIC's use of network activity warrants. This expansion reflects the changing national security and oversight environment in which traditional boundaries between law enforcement activity and national security activity are becoming more intertwined, and where the complexity of national security infrastructure requires different approaches to oversight.

Also of significance is the Intelligence Oversight and Other Legislation Amendment (Integrity Measures) Bill 2020, introduced into the House of Representatives by the then Attorney-General, Mr Christian Porter MP, in December 2020. This Bill proposed to expand our jurisdiction to include the intelligence functions of the ACIC and the Australian Transaction Reports and Analysis Centre (AUSTRAC). As at the time of publication, the Bill had lapsed at the end of the 46<sup>th</sup> Parliament.

We consider an important part of the policy and legislative process to be the consideration of 'downstream impacts' on our oversight work and our agency, which may also include, from time to time, discussions about resourcing levels. For example, new powers or capabilities in intelligence agencies require us to have a comparable technical capability to understand these capabilities. Equally, an expansion in the quantum of activities of agencies in the Inspector-General's jurisdiction can also have an impact on our work. These are important considerations to take into account to ensure that the oversight 'footprint' continues to be proportionate to the work of the agencies.



## Impact of COVID-19

Through 2020 to 2022 the COVID-19 pandemic resulted in us making some innovative changes to our work arrangements. This included a rapid pivot to some remote working (where possible) during lockdowns and the necessary rearrangement of some activities. We anticipate that the effects of the COVID-19 pandemic will be enduring through this reporting period. If domestic and international travel is restricted during the period, this may affect the process of some oversight activities, but we will apply a range of alternative investigative methods to deliver successfully on our performance objectives.

## Advances in technology

The success of our oversight regime relies on our ability to understand the activities of the intelligence agencies and to ask the right questions to assess issues that might impact the legality and propriety of those activities. We strengthen this understanding through the experience gained from the breadth and depth of our inspection activities and through tailored briefings from the agencies on their capabilities and activities.

Technological change and advancement, and the impact of these on agency operations, remains a challenge for the Office. We must remain across the opportunities and risks that technology presents for the activities of the agencies and our own oversight approach. We are committed to understanding and addressing this impact with new and dynamic initiatives and approaches to ensure oversight activities remain effective and efficient.

## OUR CAPABILITY

To deliver on our purpose, we are focussed on enhancing our organisational capabilities.

### People

We are a specialised agency and our people are central to achieving our strategic priorities. We appreciate the value of a diverse and inclusive workplace culture and the need to foster excellence and expertise in all staff.

We continue to seek to attract and recruit additional staff to expand our workforce, alongside developing and retaining our current skilled workforce. Over the life of this plan, we expect to continue to experience challenges in attracting and retaining the necessary skilled and experienced workforce.

Given our size, the loss of key and experienced staff can pose particular challenges. The necessarily high security clearance that is required for our work can, at times, lead to long delays between the selection of new staff and the commencement of their work at the Office. This results in particular importance being placed on the retention of staff, long term recruitment planning, flexible working arrangements, and workplace training that promotes leadership skills and succession planning. These challenges are shared cross the APS, and we are continually adapting our approaches to innovate and stay abreast of APS current practices and ideas.

Our attraction, development and retention workforce strategies include:

- conducting regular bulk and specialised recruitment activities, including secondments
- integrating branch plans with learning and development, diversity and inclusion and recruitment strategies
- encouraging employee mobility across the agency, and through secondments in the intelligence and oversight communities
- undertaking strategic recruitment of staff to fill existing and future capability gaps
- providing a flexible work environment through a variety of initiatives
- supporting managers to plan for succession, recruitment and learning and development needs.

### Information technology

The nature of the work we undertake means that our staff are often dependent on access to our physical office and systems. However, we will continue to identify specific tasks and functions that can be performed remotely where possible, drawing on experience developed during COVID-19 restrictions. This will allow us to capitalise on the positive aspects of a limited mobile workforce. Our ICT mobility is dependent on its shared services arrangement with the Attorney-General's Department which provides staff access to a remote working platform.

### Information governance and management

We have developed an Information Governance Framework that is forward looking to a growing workforce, and which sets out plans to update the architecture and management of our information holdings. This will bring our records and information governance better in line with Commonwealth information management policies across electronic and hardcopy systems. We are progressing our recordkeeping to a fully digital environment as far as possible, recognising that there are some aspects that will never be able to be digitalised.

### Finance

During 2021–22 the Office appointed a Chief Financial Officer. The Chief Financial Officer has responsibility and oversight of our financial framework, budget management, financial accounting and reporting, and analysis. Our Chief Financial Officer and the financial team is integral in the management and prioritisation of resources to facilitate current and future growth of the Office.

# RISK OVERSIGHT AND MANAGEMENT

We are committed to embedding a positive risk-aware culture that promotes proactive risk management and informed decision making.

The identification and effective management of risk is an integral part of business planning and governance processes. We manage risk through our Risk Management Policy and Framework, which provides a structured and consistent approach to identifying, analysing and mitigating risk. Identifying risks and determining what we need to have in place to reduce them to an acceptable level is vitally important in developing branch plans, fraud control measures, business continuity arrangements, and strategic plans for the Office.

Our risk oversight and management tools include our Risk Management Framework, risk appetite and risk tolerance statements, Risk Register, Audit Committee reviews, Fraud Control Plan, and our Business Continuity Plan and Security Plan. The Risk Management Framework requires risk owners to be responsible for risks identified in the risk register, which includes responsibility for related controls and mitigation strategies. The Governance Directorate coordinates biannual reviews with risk owners which is considered at our Executive Board meeting. In addition, the Audit Committee provides advice to the Inspector-General about our risk framework, governance, compliance and financial accountability. The Audit Committee is supported by an internal audit program that is supplied through externally contracted arrangements.

We monitor and review risk against the following categories:

 <b>Business continuity and disaster recovery</b>	 <b>Cyber security</b>	 <b>Information technology</b>
 <b>Fraud</b>	 <b>Health, safety and wellbeing</b>	 <b>Legal compliance</b>
 <b>Organisational resources</b>	 <b>Reputation</b>	 <b>Security</b>

We will continue to integrate, strengthen and embed risk management in all our work. During the period of this plan, it is anticipated that the strategic risks being managed will grow as a result of a range of factors including an expanding workforce, evolving jurisdiction, and changes in the national security environment. We will manage these risks through strong planning, building effective stakeholder relationships, and review and updating of the risk register.

## COOPERATION

We maintain cooperative relationships with a range of agencies and entities.

### The Attorney-General's Department

As a small agency, we access some shared services arrangements from the Attorney-General's Department for the provision of certain services that support corporate capability. Additionally, we access some financial services via the Cultural and Corporate Shared Services Centre provided by the National Museum of Australia. We also work collaboratively with the Attorney-General's Department on a range of policy and other legal issues.

### The intelligence agencies

The culture of compliance that exists within the intelligence agencies, including a preparedness to self-report, helps to facilitate inspections conducted by the Office.

### Other integrity and oversight agencies










Our oversight role complements that of other Commonwealth integrity and oversight agencies, such as the Commonwealth Ombudsman, the Australian Commission for Law Enforcement Integrity and the Office of the Australian Information Commissioner. Regular consultation provides the opportunity to strengthen cooperative approaches. Any potential issues of operational or jurisdictional overlap are managed cooperatively.

### The Five Eyes Intelligence Oversight and Review Council

Cooperative relationships with international intelligence oversight and review organisations from the Five Eyes nations strengthens our approach to intelligence oversight. The sharing of ideas and approaches assists us to adapt and respond to emerging issues and continually improve how we operate.

# PERFORMANCE

We are continuing to adapt our performance framework, including our objectives and performance measures, to ensure it is a useful tool by which to manage the work of the Office. The framework is aligned with our key activities and purpose to create clear linkages between our purpose, activities and performance.

	<b>Objective 1: Inquiries</b>			
	Through in-depth inquiries into specific issues or activities, provide assurance to ministers, Parliament, and to the extent possible the public that operational activities of agencies are undertaken legally, with propriety and consistent with human rights obligations.			
	<b>Performance Measure</b>			
	1.1 Conduct inquiries efficiently and effectively			
<b>Target</b>				
FY 22/23 	FY 23/24 	FY 24/25 	FY 25/26 	
<b>Key Performance Indicators</b>				
The draft report for an inquiry is provided to the responsible minister and/or the head of the relevant agency and/or the Secretary of Defence in a timely manner following completion of information gathering.				
The final report for an inquiry, incorporating comments (or after the passing of a reasonable time without the receipt of comments) is provided to the responsible minister and/or the head of the relevant agency and/or the Secretary of Defence in a timely manner.				
The final report for an inquiry clearly identifies any findings and recommendations, and promotes meaningful reviews of policy, process, procedure, training or technology in an agency to improve legality and propriety.				
<b>Performance Measure</b>				
1.2 Conduct inquiries consistent with the IGIS Act				
<b>Target</b>				
FY 22/23 	FY 23/24 	FY 24/25 	FY 25/26 	
<b>Key Performance Indicators</b>				
Before the commencement of an inquiry, the responsible minister and/or the head of the relevant agency and/or the Secretary of Defence (as required) were informed. [IGIS Act, s 15]				
Before the commencement of an inquiry, regard was had to the functions of, and consideration was given to consulting, the Auditor-General and/or the Ombudsman. [IGIS Act, s 16]				
When preparing a report, any opinions that are critical of an individual or agency's actions or activities was provided to the individual, agency head or responsible minister for comment before completion. [IGIS Act, s17]				
The final report from an inquiry was provided to the agency head and responsible minister. [IGIS Act, s22]				



## Objective 2: Inspections

Through risk-based independent inspections, provide assurance to ministers, Parliament and to the extent possible the public that operational activities of agencies are undertaken legally, with propriety and consistent with human rights obligations.

### Performance Measure

#### 2.1 Conduct inspections efficiently and effectively

##### Target

FY 22/23 ✓

FY 23/24 ✓

FY 24/25 ✓

FY 25/26 ✓

##### Key Performance Indicators

Annual risk-based inspection plans are developed by July for each agency in jurisdiction.

All inspection activities in the inspection plan are delivered during the annual cycle.

Preliminary investigations into proactively reported compliance incidents are completed in a timely manner.

Inspection outcomes, including findings and recommendations, are clearly communicated to the agency and promote meaningful reviews of policy, process, procedure, training or technology to improve legality and propriety.

### Performance Measure

#### 2.2 Conduct inspections consistent with the IGIS Act

##### Target:

FY 22/23 ✓

FY 23/24 ✓

FY 24/25 ✓

FY 25/26 ✓

##### Key Performance Indicators:

Responsible ministers are provided with a biannual report outlining the key inspection activities each year. [IGIS Act, s 25A]

Agency heads are provided with an annual inspection plan outlining planned inspection activities in July. [IGIS Act, s 9A(1)]



### Objective 3: Complaints

Investigate complaints made by the public, or by current or former staff of an intelligence agency, about the activities of an intelligence agency.

#### Performance Measure

3.1 Investigate complaints efficiently and effectively, and consistent with the IGIS Act.

#### Target

FY 22/23 ✓

FY 23/24 ✓

FY 24/25 ✓

FY 25/26 ✓

#### Key Performance Indicators

Where there has been no, or no further, inquiry into a complaint the complainant has been informed in a timely manner. [IGIS Act, s 12]

Following an inquiry, a response relating to the inquiry is given to the complainant and to the responsible minister in a timely manner. [IGIS Act, s 23]

A timely decision is made after receipt of a matter that:

- the matter is not within authority; or
- the complaint is within authority, but there will be no inquiry; or
- there will be an inquiry. [IGIS Act s 11]

The agency head, and the responsible minister, are informed at least once in the relevant year of the complaints where there were no, or no further, inquiries. [IGIS Act s 12]



#### Objective 4: Public Interest Disclosures

Receive and, where appropriate, investigate authorised disclosures about suspected wrongdoing within an intelligence agency.

##### Performance Measure

4.1 Public Interest Disclosures are handled efficiently and effectively, and consistent with the PID Act.

##### Target

FY 22/23 ✓

FY 23/24 ✓

FY 24/25 ✓

FY 25/26 ✓

##### Key Performance Indicators

After the receipt of a disclosure, a decision whether there is a reasonable basis on which to consider the disclosure to be an internal disclosure is made within a timely manner. [PID Act, s 43(2)]

After receipt of a disclosure, best endeavours are made to allocate the handling of the disclosure in a timely manner. [PID Act, s 43(5)]

After the allocation of a disclosure to the Inspector-General, the discloser is informed in a timely manner that:

- the disclosure will be investigated, and whether under the PID Act or the IGIS Act; or
- the disclosure will not be investigated. [PID Act, ss 48, 49, 50]

After the allocation of a disclosure to the Inspector-General and decision to investigate the matter under the PID Act, the investigation is completed in a timely manner. [PID Act, ss 48, 49, 52]

After preparation of the report, a copy is given to the discloser in a timely manner. [PID Act, s 51(4)]





## Objective 5: Assurance

Provide ministers, Parliament and to the extent possible the public, assurance that intelligence and security matters relating to Commonwealth agencies are open to scrutiny, in particular the activities and procedures of intelligence agencies

### Performance Measure

5.1 Provide effective and impartial advice on matters relating to the activities of intelligence agencies

### Target

FY 22/23 ✓

FY 23/24 ✓

FY 24/25 ✓

FY 25/26 ✓

### Key Performance Indicators

Provide submissions to parliamentary inquiries, hearings and other reviews of national security matters.

Provide comment on the appropriate oversight and accountability requirements relating to the powers of intelligence and security agencies in draft legislation.

Produce a publicly available Annual Report that provides transparency of inspection, inquiry, complaint and PID activities and findings, with consideration for protective security requirements, for each agency.

Deliver presentations and engage with the public and national security experts in Australia and internationally.

Participate in at least biannual meetings with each agency's senior officers to understand agency priorities and share oversight key issues and findings.



## Objective 6: Organisational Capabilities

Enhance organisational capabilities to enable an expanding workforce to undertake the key activities of inquiries, inspections, complaints and Public Interest Disclosures.

### Performance Measure

#### 6.1 Develop an expanded, diverse and skilled workforce

##### Target

FY 22/23 ✓

FY 23/24 ✓

FY 24/25 ✓

FY 25/26 ✓

##### Key Performance Indicators

Development and implementation of a detailed recruitment and retention plan to attract and retain specialist expertise in a competitive market.

Development and implementation of a learning and development (L&D) program that will integrate existing in-house and NIC community L&D activities with broader academic and specialist training opportunities.

Continued commitment to diversity and inclusion (D&I) initiatives including an active D&I Committee, development of a Reconciliation Action Plan, and commitment to practical D&I training and recruitment initiatives.

### Performance Measure

#### 6.2 Organisational capabilities to meet future requirements

##### Target

FY 22/23 ✓

FY 23/24 ✓

FY 24/25 ✓

FY 25/26 ✓

##### Key Performance Indicators

Physical and ICT infrastructure continue to evolve in step with the agency's growth.

Implementation of a new information governance framework and supporting architecture, including a dedicated intranet, and continued transition from hard-copy to digital records in line with National Archives of Australia policies.

## **APPENDIX 1 – REVISIONS TO THE IGIS PERFORMANCE FRAMEWORK**

The 2022–23 Corporate Plan includes revisions to the IGIS performance framework that reflect the growing maturity of the IGIS strategic planning processes.

The 2022–23 Performance Framework has been expanded to include two new objectives that reflect the full breadth of work undertaken to meet IGIS’s purpose.

- New performance measures provide greater understanding of how IGIS will achieve its purpose.
- To demonstrate how the performance measures will be assessed, the framework includes key performance indicators (KPIs) for each performance measure. These are based largely on the 2021–22 performance measures which were assessed to be better suited as KPIs than performance measures.
- Of the 22 performance measures from the previous plan, 16 have been modified to KPIs, 6 have been removed and 16 new KPIs have been included.

[igis.gov.au](http://igis.gov.au)