



IGIS

OFFICE OF THE
INSPECTOR-GENERAL
OF INTELLIGENCE
AND SECURITY

CORPORATE PLAN 2026-27



Acknowledgement of Country

The Office of the Inspector-General of Intelligence and Security is located on Ngunnawal and Ngambri Country.

We acknowledge the Ngunnawal and Ngambri peoples as Traditional Custodians of these lands and waterways, and the continuation of the cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples across Australia.

We pay our respects to Elders past and present.

Artist statement

The artwork I have made to look like a network.

IGIS is in the centre, working with multiple agencies overseeing intelligence and security.

In the background I have included Ngunnawal and Ngambri Country, the Brindabella Ranges and the Murrumbidgee River. I have also included the sky (top left) – this is to pay respect to the local people and to represent reconciliation. It also represents earth, sky and waterways – a connection to traditional country.

The centre circle is IGIS; the U-shapes are the workers; the outer circles are the agencies IGIS works with – they are all different but all acknowledge the people working for them.

Overall the design represents IGIS's connection to the traditional owners of the lands you operate on and pays respect to the traditional owners.



About the artist

Indigenous artist Eddie Longford is a proud Wiradjuri man. He has spent the majority of his life on Ngunnawal, Ngambri and Wiradjuri Country. He is passionate about creating artwork that reflects the land that he grew up on and that holds great significance to his family.

His art pays homage to the Ngunnawal, Ngambri and Wiradjuri traditional owners by incorporating elements of their land into his work. Eddie's artistic style is a blend of contemporary Indigenous influences, drawing from traditional styles found throughout Australia, as well as non-traditional elements and vibrant colours, giving his pieces a unique and easily recognisable character. Eddie specialises in harmonising traditional hues with bold non-traditional shades, and he takes great pride in the meticulous detail of his work.

Acknowledgement

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Inspector-General's introduction



I am pleased to present the IGIS Corporate Plan 2026–27 for the period 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

I commenced as Inspector-General in April 2026 after my predecessor the Hon. Christopher Jessup KC completed his 5-year term. On behalf of the Office, I express my gratitude and admiration to Mr Jessup for his exemplary stewardship of the agency throughout his term.

On 4 June 2026, the Office's jurisdiction expanded to include oversight of the Australian Criminal Intelligence Commission and of the intelligence functions of the Australian Federal Police, Australian Transaction Reports and Analysis Centre, and Department of Home Affairs.

The Office's oversight of the 10 agencies that make up the National Intelligence Community ensures consistent, holistic and robust review of security and intelligence matters. It provides assurance to the responsible ministers and the parliament and, through them, the public that the very extensive and intrusive, albeit necessary, powers of the agencies in question are exercised appropriately, at a time when Australia confronts serious present and emerging threats to its national security. This focus on oversight and developing a proficient understanding of the new agencies within our jurisdiction, will drive the Office's key activities in 2026–27.

Over the period of this corporate plan, we will continue to manage the challenges and opportunities of recruiting and retaining a high-quality workforce. The Office has implemented innovative human resource strategies to address these challenges, to build and maintain our expertise and to support rigorous oversight of the intelligence agencies within our jurisdiction.

We recognise that our oversight processes must be as visible and transparent as possible if they are to provide assurance that agency activities are open to robust scrutiny. The Office will explore new media and other opportunities to share publicly as much of our work as is possible within appropriate security constraints.

A handwritten signature in black ink, appearing to read 'M Barnes'.

Michael Barnes

Inspector-General of Intelligence and Security

About the Inspector-General of Intelligence and Security (IGIS)

The role of the Inspector-General is to assist ministers in overseeing and reviewing the activities of the 10 agencies which make up the National Intelligence Community (NIC) under IGIS jurisdiction (the intelligence agencies) for legality, propriety, and consistency with human rights.

We provide independent assurance for the Prime Minister, the responsible ministers, parliament and the public as to whether the intelligence agencies are acting in accordance with these principles.

We do this by inspecting, inquiring into and reporting on agency activities. As set out in the *Inspector-General of Intelligence and Security Act 1986* (IGIS Act), the Inspector-General oversees the:

- Australian Criminal Intelligence Commission (ACIC)
- Australian Geospatial-Intelligence Organisation (AGO)
- Australian Secret Intelligence Service (ASIS)
- Australian Security Intelligence Organisation (ASIO)
- Australian Signals Directorate (ASD)
- Defence Intelligence Organisation (DIO)
- Office of National Intelligence (ONI)
- intelligence functions of the:
 - Australian Federal Police (AFP)
 - Australian Transaction Reports and Analysis Centre (AUSTRAC)
 - Department of Home Affairs.

Our purpose

We provide independent assurance to ministers, the parliament, and the public on whether Australia's intelligence and security agencies are acting with legality, with propriety and consistently with human rights.

Our approach

We are united to achieve our purpose by being:



Independent and impartial

Independence is fundamental to the successful delivery of our purpose. This includes independence in selecting matters for inspection or inquiry and in reporting on those activities. We have direct access to agency premises and systems and can retrieve and check information independently. Our approach is impartial and our assessments are unbiased.

Astute and informed

We have a strong understanding of the agencies which make up the National Intelligence Community (NIC). This includes their operational planning, capabilities, risk management processes, and approach to compliance. We also ensure we 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 areas of significant risk or concern.



Measured

We appreciate the complex environment in which the NIC agencies operate and we understand that at times errors may occur. We identify errors and possible problems and encourage agencies to self-report breaches of legislation and policy. Our risk-based approach targets activities of high legal or propriety risk and activities with the potential to adversely affect the lives or rights of Australians. Our focus is on identifying serious, systemic or cultural problems in the activities of the NIC agencies so that they can address these issues.

Open

We share as much information as possible regarding our oversight and assurance activities with complainants, the public, the parliament and responsible ministers. The classified nature of the information we review restricts what we can release publicly. Nevertheless, we include as much information as possible about our oversight of NIC agency activities in our annual report, in unclassified inquiry and preliminary inquiry reports, and in responses to complaints. Classified information is provided to responsible ministers and the parliament.



Influential

IGIS oversight is a key component of the oversight framework within which NIC agencies operate. Inspections, inquiries, and investigation of complaints and public interest disclosures make a positive contribution to compliance; they lead to effective changes in agency processes and foster a culture of compliance. We work cooperatively with other oversight and integrity bodies to avoid duplication. Our submissions to parliamentary committees contribute to informed debate about the activities of the agencies, as well as the laws and policies which guide those activities.

Our key activities

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



Inquiries and preliminary inquiries

Conducting inquiries is a core function and the most formal activity we undertake to review the operations of the 10 agencies which make up the NIC. An inquiry can look proactively at an issue or an area of an agency activity that may pose a significant risk; or reactively in response to a complaint; or at the request of the Prime Minister, the Parliamentary Joint Committee on Intelligence and Security, the Attorney-General or the relevant responsible minister. When undertaking inquiries, we have powers similar to those of a royal commission, including the power to compel persons to answer questions and produce documents, and the power to take sworn evidence.

A preliminary inquiry into the actions of an NIC agency may be initiated either proactively at the Inspector-General's own motion or in response to a complaint. This process enables the Inspector-General to determine whether further inquiry into the action is necessary.

Risk-based proactive inspections

Conducting regular proactive and independent inspections provides assurance that NIC agencies are operating with legality, with propriety and in accordance with human rights.



Our inspections are carried out by inspection teams, each specialising in the oversight of at least 2 of the agencies. We undertake cross-agency inspections to review related activities where agencies work collaboratively or where they have similar legislative obligations.

Our inspections are prioritised according to risk, informed by our oversight inspection teams' knowledge of the individual agencies and the environment in which they operate. Impacts on Australian persons and on Australia's domestic and foreign relationships are key considerations in assessing risk.

In practice, this means our focus is often on:

- agency activities involving the most intrusive powers
- new or novel capabilities and activities
- areas where issues have previously been identified.

In addition to proactive inspections, the NIC agencies will self-report instances of potential non-compliance and provide us with advice as to the context in which the activities were conducted. We will independently review the matter and can make findings and recommendations if required. This self-reporting may also inform the proactive inspection schedule should we determine that a broader inspection is required. A classified summary report of key inspections and other activities is provided periodically to responsible ministers.



Managing complaints

As part of our scrutiny of the activities of NIC agencies and our public assurance role, we can inquire into complaints made about the agencies we oversee.

We receive and, where appropriate, investigate complaints about the conduct of NIC agencies from a range of people – including current or former staff of the agencies and other people who have had dealings with the agencies.

Complaints are received through a range of channels and, depending on the complaint's seriousness, can be resolved without further action, be subject to a preliminary inquiry or proceed to an inquiry. Complaints may, for example, result in further engagement between an agency and the complainant, recommendations being made to the agency with respect to its conduct, and agencies updating policies and procedures where necessary. When the Inspector-General decides not to inquire into a complaint, the complainant is informed in writing. Details about individual complaints and their resolution are, in the main, not made public by the IGIS, due to our secrecy obligations and considerations of personal privacy.

Handling public interest disclosures

The Inspector-General can receive public interest disclosures (PIDs) about NIC agencies from current or former public officials, including members of intelligence agencies. For the purposes of the Inspector-General's PID jurisdiction, certain IGIS staff are authorised officers under the *Public Interest Disclosure Act 2013* (PID Act).

These officers and the Inspector-General can receive disclosures of information and then determine if it is appropriate to allocate the handling of the disclosure to one or more of the agencies or to allocate the disclosure to the Inspector-General to investigate. The purpose of a PID investigation is to establish whether any instances of disclosable conduct have occurred.



Providing assurance to ministers, parliament and the public

The Inspector-General provides assurance to ministers, the parliament and, to the extent possible, the public that there is effective oversight and scrutiny of NIC agencies. Our program of inspections and conduct of inquiries into the activities and procedures of agencies, as well as the management of complaints and PIDs, contribute to this assurance.

A crucial element of assurance is communicating information about our role and our work. We accomplish this through a series of complementary activities, including making submissions to parliamentary inquiries and other reviews of national security matters and providing comments on matters relating to oversight and accountability in draft legislation. We deliver presentations and participate in engagements with the public and experts across the national security community, the legal profession, oversight bodies and academia, in Australia and internationally.

We make public as much information as possible, including through the production of an annual report that includes details of inspection, inquiry, complaint and PID activities and findings for each agency. A classified summary report of key inspections and other activities is also provided periodically to each relevant responsible minister.

The IGIS's executive also regularly meets with each agency's senior officers and provides regular classified updates to the agencies' ministers on the key issues for each agency and the Inspector-General.



Our operating context

Environment

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

We are an independent statutory agency with oversight of the activities of the 10 agencies which make up the NIC. Each of the agencies we oversee operates within different security settings that are often technically complex and occur within an intricate legislative and regulatory regime.

In addition, the Inspector-General has a specific role under the *Freedom of Information Act 1982* and the *Archives Act 1983* to provide evidence on national security related damage that may be caused by the disclosure of certain material in disputed matters.

The scope of our work is influenced by the activities of the NIC agencies and by legislative or other changes that may alter, or increase the range of, agency powers over which we have oversight. Our work is also affected by changes that may increase the size of agencies or the scope of their work. The NIC has been provided new powers and grown significantly in recent years, necessitating changes to our approach, priorities and activities.

We assist ministers in assuring parliament and the public that the NIC agencies are subject to scrutiny. We continually consider how we can meaningfully contribute to the work of parliament and its committees and to the work of ministers.

In many instances, security constraints prevent us from releasing comprehensive details of our oversight processes and 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 the annual report and corporate plan, appearances before parliamentary committees, our website and our public engagement.

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

Expanded jurisdiction

The *Strengthening Oversight of the National Intelligence Community Act 2025* (SONIC Act) received Royal Assent on 4 December 2025. The SONIC Act amends the IGIS Act, the *Intelligence Services Act 2001* and other Commonwealth legislation to provide expanded oversight jurisdiction for the Inspector-General and the Parliamentary Joint Committee on Intelligence and Security (PJCIS).

The SONIC Act provides both the Inspector-General and the PJCIS with:

- full oversight of the ACIC
- oversight of the intelligence functions of the AFP, AUSTRAC and the Department of Home Affairs.



The Inspector-General's expanded jurisdiction took effect on 4 June 2026, with the ability to receive complaints and compliance incident reports from that date. Our proactive inspection program for our expanded jurisdiction commenced on 1 July 2026.

For a small office, the significant expansion in our jurisdiction has required detailed planning and engagement with the new agencies to ensure oversight work commences at pace in 2026–27. Resources will be reallocated internally while the IGIS continues to grow and build capability to undertake expanded oversight activities of the new agencies in our jurisdiction.

Growth of intelligence agencies in capacity and capability

Against the backdrop of the significant investment NIC agencies have received to grow their capacity and capabilities to respond to a complex and challenging global threat environment, we continue to refine our approach to ensure delivery of strong oversight and assurance activities. This approach centres on the importance of retaining and growing our highly skilled workforce, and optimising our oversight activities and processes to ensure they are focused, efficient and proportionate to the work of the agencies. That means the IGIS must also maintain an effective corporate capability to ensure that all our staff can be effectively supported.

Our workforce growth

The skills, expertise and capabilities of our team are fundamental to delivering our key activities. We acknowledge that we are operating in a challenging employment market with strong demand for comparable skills and a limited pool of candidates. We continue to focus on recruitment and retention of staff members while navigating the unique requirements of the security clearance process.

In 2026–27, the IGIS will focus on strategic initiatives and implement innovative strategies to recruit talent and retain corporate knowledge essential for rigorous oversight of the national intelligence agencies. Increasing our workforce and building the IGIS team to deliver the SONIC expansion is critical to achieving operational outcomes in the coming years. Our workforce is supported and enabled to surge to meet these new challenges in jurisdiction and deliverables.

Advances in technology

Technology continues to evolve and the use of artificial intelligence (AI) is increasing. Both trends are reflected in the work of the agencies the IGIS oversees. The success of our oversight relies on our ability to understand the activities and capabilities of the intelligence agencies and to ask the right questions to assess issues which might impact the legality and propriety of those activities and capabilities.

We continue to develop the technical literacy of our staff and to ensure technical expertise is available to inform our oversight activities. We are committed to understanding and addressing the opportunities of technology and the impact it has on our purpose, to ensure our oversight activities remain effective and efficient.



Capabilities and enablers

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

People

The IGIS is a small agency and our people are fundamental to achieving our purpose. We recruit, train and retain exceptional people to deliver our key activities.

The IGIS team brings together a diverse range of technical expertise and experience in intelligence and compliance to enable our success and provide assurance to government and the Australian people. We value innovation, creativity and collaboration in our day-to-day work.

The expanded jurisdiction associated with the SONIC Act has placed particular importance on attraction and retention of staff to deliver our new functions.

The challenge of attracting and retaining talent is ongoing and requires sustained focus. Our necessarily high security clearance requirements, coupled with labour market challenges, place extra pressure on our corporate and operational teams to source and engage talent. These challenges are shared across the NIC. To address them, we are continually adapting and looking for creative ways to improve processes, trial new ideas and drive continuous improvement across the IGIS.

Over 2026–27, the IGIS will implement targeted workforce strategies, which include:

- reinvigorating recruitment practices, including the use of secondments and cadetship programs
- implementing strategic talent acquisition to fill more complex capability gaps
- assessing skills shortages and leadership gaps and designing training to upskill our Executive Level cadre and prepare our future workforce
- providing a flexible work environment that supports high performance
- prioritising learning and development and wellbeing strategies to build capability and ensure psychosocial safety
- improving corporate systems and processes
- continuing partnerships with our international counterparts to share expertise and support a collaborative oversight environment.

Strategic Commissioning Framework

The Inspector-General has reviewed the requirements of the Australian Public Service (APS) Strategic Commissioning Framework. All IGIS core business is conducted by APS officers.

We will monitor the requirements of the APS Strategic Commissioning Framework to ensure we continue to apply the required principles to the strategic management of our workforce.



Technological expertise

As noted in the 'Environment' section, advances in technology and the impact of these advances on agency operations is an ongoing focus for the IGIS.

In 2025–26, we continued a program of seconding a dedicated Technical Advisor. This role has provided an important technical advisory function and assists the Inspector-General and staff to use technical advice to strengthen our oversight function.

Information technology to support officer mobility

The nature of the work we undertake means 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 or in a lower-classification workspace. This will allow us to capitalise on the positive aspects of a mobile workforce. Our ICT mobility is dependent on a shared services arrangement with the Attorney-General's Department which provides access to a remote working platform.

Information governance and management

Our Information Governance Framework is used to actively drive our adherence to the National Archives of Australia whole-of-government requirements for information management. The framework contains plans to update the architecture and management of our information holdings over time.

Work is continuing to bring our records and information governance in line with Commonwealth information management policies across electronic and hardcopy systems. We continue to transition our recordkeeping to a digital environment as far as possible, recognising that some records will never be suitable to be digitised.

Artificial intelligence

The IGIS does not currently use AI in undertaking core oversight functions. In line with government policy, in 2026 we commenced exploratory work to assess how AI could be used to support innovation, improve corporate efficiency, and strengthen workforce capability in our corporate, enabling, policy and legal functions.

Limited testing is underway using approved tools available through our arrangements with the Attorney-General's Department. Activities are managed through appropriate governance arrangements. All IGIS staff have received appropriate foundational training on AI use, and we continue to participate in discussions and forums with the department and the broader Australian Public Service on the use of AI.

We are committed to ensuring that any future use of AI aligns with legislative and policy requirements, ethical standards, and public expectations, while maintaining human decision-making and accountability and the protection of classified materials.



Risk oversight and management

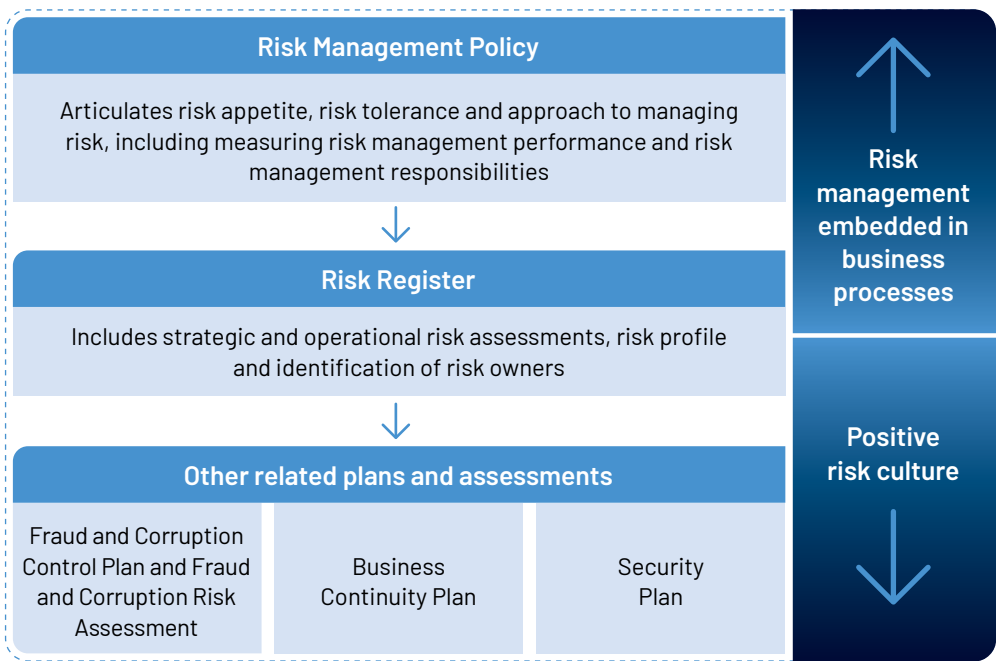
We are committed to a risk-aware culture promoting proactive risk management and informed decision-making.

We manage risk through our Risk Management Policy and Framework, which provides a structured and consistent approach to identifying, analysing and mitigating risk.

The identification and effective management of risk is an integral part of business planning and governance processes. Risk management is being used across the IGIS to manage new or emerging activities and projects and support effective implementation.

Identifying risks and determining how to reduce them to an acceptable level underpins our strategic and branch plans, fraud and corruption control measures, and business continuity arrangements for the IGIS.

The Risk Management Framework has been developed to make risk management efficient, effective and applied consistently across the IGIS.



We monitor and review risk against the following categories:



The strategic risks we manage have grown as a result of an expanding workforce, an expanded jurisdiction and changes in the national security environment. We are managing these risks through robust planning and further strengthening stakeholder relations.

Cooperation

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

Cooperative relationships with international 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.

Five-Eyes Intelligence Oversight and Review Council

Office of the Intelligence Commissioner (Canada)

National Security and Intelligence Review Agency (Canada)

Commissioner of Intelligence Warrants (New Zealand)

Office of the Inspector-General of Intelligence and Security (New Zealand)

Investigatory Powers Commissioner's Office (United Kingdom)

Office of the Inspector General of the Intelligence Community (United States)

Our oversight role complements that of other Commonwealth integrity and oversight agencies, and any potential issues of operational or jurisdictional overlap are managed cooperatively.

Australian Human Rights Commission

Australian National Audit Office

Inspectors-General Group

Integrity Agencies Group

National Anti-Corruption Commission

Office of the Australian Information Commissioner

Office of the Commonwealth Ombudsman

FIVE-EYES PARTNERS

INTELLIGENCE AGENCIES

IGIS

INTEGRITY AND OVERSIGHT AGENCIES

ATTORNEY-GENERAL'S DEPARTMENT

Our productive relationships with the agencies facilitate the conduct of oversight work, and are maintained through regular meetings between leadership.

ACIC

AGO

ASIS

ASIO

ASD

DIO

ONI

AFP*

AUSTRAC*

Home Affairs*

**Oversight of intelligence functions only*

We are an agency within the Attorney-General's portfolio who works collaboratively with the Attorney-General's Department on a range of policy and legal issues.

Co-location and facilities maintenance

Physical security

Some ICT systems and capabilities

Policy and legal issues

13

Inspector-General of Intelligence and Security Corporate Plan 2026–27

Performance

Our performance

Performance framework

The 2026–27 financial year brings a great deal of change to the IGIS. Our jurisdiction has expanded, a new Inspector-General commenced in April 2026, and the agency is growing to account for the increased responsibility.

As a result of these changes, we have significantly reviewed our performance measures. Given the significant change in the majority of measures, many will require an initial baseline activity assessment to generate targets for future performance.

OUTCOME 1: Independent assurance for the Prime Minister, ministers, Parliament and the public as to whether Australia’s intelligence and security agencies act legally and with propriety by inspecting, inquiring into and reporting on their activities.

Program 1.1 – Office of the Inspector-General of Intelligence and Security

The objectives of the program are to meet the responsibilities and exercise the functions outlined in the *Inspector-General of Intelligence and Security Act 1986* and in other relevant legislation, and to conduct activities to facilitate the role of providing independent assurance as to whether Australia’s intelligence agencies are acting legally and with propriety.

Key activity:

 1. Conduct inquiries	 2. Conduct risk-based inspections and review compliance incident reports	 3. Manage complaints	 4. Monitor and investigate public interest disclosures	 5. Implement IGIS’s expanded jurisdiction
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Key Activity 1: Conduct Inquiries

1.1 Conduct inquiries in a timely manner

Measure	2026–27 Target	2027–28 to 2029–30
1.1.1 Final report of an inquiry is provided to the relevant minister or agency head within 5 days of completion.	100%	100%
1.1.2 Response regarding the outcome of an inquiry is provided to the complainant within 60 days of completion.	100%	100%
1.1.3 Inquiries are completed in a timely manner.	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>

Rationale: Conducting inquiries and advising the Minister, the Agency Head and the complainant are core functions of the IGIS.

Methodology:

1.1.1 The result is calculated by comparing the number of final inquiry reports provided to the relevant minister within 5 days of completion during the reporting period, against the total number of final inquiry reports, as a percentage.

1.1.2 The result is calculated by comparing the number of responses regarding an outcome of an inquiry provided to a complainant within 60 days of completion during the reporting period, against the total number of inquiries completed (where initiated from a complaint), as a percentage. Before a response can be provided to a complainant, the IGIS must consult and reach agreement with the relevant NIC agency.

1.1.3 Given the work required to determine an appropriate target, data will be collected over 2026–27 as to the average number of calendar days to complete an inquiry during the reporting period. This data will be used to set an appropriate target.

Data source: Complaints Management System and internal IGIS tracking systems



Key Activity 1: Conduct Inquiries

1.2 Conduct inquiries effectively

Measure	2026–27 Target	2027–28 to 2029–30
1.2.1 Percentage of recommendations made to agencies through inquiry reports that are accepted.	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>
1.2.2 Percentage of recommendations made in inquiry reports that are acted upon by the respective agency within 12 months of reporting.	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>

Rationale: The effectiveness of an inquiry can be monitored through the acceptance and implementation of recommendations arising from the inquiry and made to the agency. This target represents a significant change in IGIS performance measurement, and consistent collection of this data is required to set an appropriate target.

Methodology:

1.2.1 and **1.2.2** The IGIS will track agency acceptance and implementation of recommendations using internal tracking systems. Responses to inquiry recommendations are sought from agencies at the conclusion of an inquiry, and IGIS staff meet with relevant agencies regularly and will be briefed on the agency's implementation of the recommendations.

The result will be calculated by analysing the percentage of recommendations accepted and implemented during the reporting cycle.

Data source: Internal IGIS tracking systems



Key Activity 2: Conduct risk-based inspections and review compliance incident reports

2.1 Conduct risk-based inspections

Measure	2026–27 Target	2027–28 to 2029–30
2.1.1 Proactive inspections commenced during the 2026–27 financial year are completed in the reporting cycle.	80%	<i>The 2026–27 target will be reviewed prior to determining the target for 2027–28 to 2029–30.</i>
2.1.2 Inspections carried over from the previous financial year are completed in the reporting cycle.	100%	100%

Rationale: These performance measures demonstrate and measure the importance of completing inspections in a reasonable timeframe.

Methodology:

The IGIS generates inspection plans annually which are endorsed by the Executive Board. Progress on undertaking the inspections and preparing the final reports is centrally tracked.

2.1.1 The result is calculated by taking the number of inspections commenced and completed within the 2026–27 financial year and dividing it by the total number of inspections commenced within the 2026–27 financial year, presented as a percentage.

2.1.2 The result is calculated by taking the number of inspections carried over from the previous year and dividing it by the total number of inspections carried over from the previous year, presented as a percentage.

Data source: Internal IGIS tracking systems



Key Activity 2: Conduct risk-based inspections and review compliance incident reports

2.2 Conduct effective inspections

Measure	2026–27 Target	2027–28 to 2029–30
2.2.1 Recommendations made to agencies through IGIS inspection reports are accepted.	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>
2.2.2 Percentage of recommendations made in inspection reports that are acted upon by the respective agency within 12 months of reporting.	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>

Rationale: The effectiveness of an inspection can be monitored through the acceptance and implementation of any recommendations arising from the inspection and made to the agency. This target represents a significant change, and consistent collection of this data is required to set an appropriate target.

Methodology:

2.2.1 and **2.2.2** The IGIS will track agency acceptance and implementation of recommendations using internal tracking systems. Responses to inspection recommendations are sought from agencies at the conclusion of an inspection, and IGIS staff meet with relevant agencies regularly and will be briefed on the agency's implementation of recommendations.

The result will be calculated by analysing the percentage of recommendations accepted and implemented during the reporting cycle.

Data source: Internal IGIS tracking systems



Key Activity 2: Conduct risk-based inspections and review compliance incident reports

2.3 Review compliance incident reports

Measure	2026–27 Target	2027–28 to 2029–30
2.3.1 The IGIS will review a finalised agency compliance incident report (including recommendations) in a reasonable timeframe.	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>

Rationale: Establishing a target timeframe for the review of compliance incidents and communicating outcomes to the agencies will increase accountability. This will be monitored over 12 months with the aim of establishing a target.

Methodology:

A target for a 'reasonable timeframe' will be generated by analysing current timeframes and calculating a target based on the averages.

Data source: Internal IGIS tracking systems



Key Activity 3: Manage complaints

3.1 Complaints responsiveness

Measure	2026-27 Target	2027-28 to 2029-30
3.1.1 Initial assessment of correspondence to the IGIS to determine whether matter received is a complaint within jurisdiction is completed and the person is advised of the outcome within 14 days.	80%	<i>The 2026-27 target will be reviewed prior to determining the target for 2027-28 to 2029-30.</i>
3.1.2 Complaints that do not require preliminary inquiry or inquiry are finalised within 30 days of initial assessment.	80%	<i>The 2026-27 target will be reviewed prior to determining the target for 2027-28 to 2029-30.</i>
3.1.3 Percentage of complaints (other than those proceeding to formal inquiry) finalised in:		<i>The 2026-27 target will be reviewed prior to determining the target for 2027-28 to 2029-30.</i>
3.1.3(a) 90 days	70%	
3.1.3(b) 6 months	80%	
3.1.3(c) 9 months	90%	
3.1.4 Upon finalisation of the complaint, the complainant is advised of the outcome within 14 days.	80%	<i>The 2026-27 target will be reviewed prior to determining the target for 2027-28 to 2029-30.</i>
Rationale: Timely and considered investigation of complaints provides assurance to the public that their concerns are heard.		



Key Activity 3: Manage complaints

3.1 Complaints responsiveness

Methodology:

3.1.1 The IGIS tracks the date when complaints are received and the date when a person is notified of the initial assessment of their correspondence. The result will be calculated by determining the percentage of correspondents who received an initial assessment within 14 days of the IGIS's receipt of their initial correspondence.

3.1.2 The result will be calculated by taking the number of complaints that are finalised within 30 days of the initial assessment and divided by the total number of complaints that are received during the reporting period.

3.1.3 Of those complaints not proceeding to an inquiry, the result will be calculated by comparing the date when the complaint was received to the date of completion.

3.1.4 The result will be calculated by determining the number of complainants who were advised of an outcome within 14 days of completion and dividing that by the total number of complainants advised of an outcome, presented as a percentage.

Data source: Complaints Management System and internal IGIS tracking systems



Key Activity 3: Manage complaints

3.2 Complaints handling effectiveness

Measure	2026–27 Target	2027–28 to 2029–30
3.2.1 Recommendations made to agencies through complaints closure reports are accepted.	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>
3.2.2 Percentage of recommendations made in complaints closure reports that are acted upon by the respective agency within 12 months of reporting.	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>	<i>This measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.</i>

Rationale: One indicator of the effectiveness of the complaint-handling process is the acceptance and implementation of any recommendations arising from the complaint and made to the agency.

Methodology:

3.2.1 and **3.2.2** The IGIS will track agency acceptance and implementation of recommendations using internal tracking systems. Responses to complaints recommendations are sought from agencies at the conclusion of a matter, and IGIS staff meet with relevant agencies regularly and will be briefed on the agency's implementation of the recommendations that are accepted.

The result will be calculated by analysing the percentage of recommendations accepted and implemented during the reporting cycle.

Data source: Complaints Management System and internal IGIS tracking systems



Key Activity 4: Monitor and investigate public interest disclosures

4.1 Monitor and investigate public interest disclosures

Measure	2026–27 Target	2027–28 to 2029–30
4.1.1 Percentage of PID investigation reports reviewed by the IGIS, and feedback provided to relevant agencies.	50%	50%
4.1.2 Percentage of participants satisfied with the information received from the IGIS in the educating and awareness sessions relating to the PID Act.	75%	75%

Rationale: The IGIS has a role in receiving, allocating and investigating PIDs about the conduct of the 10 agencies that make up the NIC. Providing assistance in relation to the operation of the PID Act and delivering educational and awareness sessions are important for discharging the IGIS's responsibilities under the PID Act.

Methodology:

4.1.1 Section 51(4)(c) of the PID Act stipulates that all agencies within the IGIS's jurisdiction must send completed PID investigation reports to the IGIS. There is no imperative for the IGIS to review all reports but, consistent with the IGIS's responsibility to assist agencies in relation to the operation of the PID Act, it is best practice to review a percentage of the investigation reports and engage with the responsible agency. The result will be calculated by determining the percentage of total reports received that were reviewed by the IGIS.

4.1.2 Participants in the regular information and awareness sessions will be surveyed to determine their level of satisfaction with the information provided. This includes triannual PID Community of Practice meetings that the IGIS facilitates.

Data source: Internal IGIS tracking systems



Key Activity 4: Monitor and investigate public interest disclosures

4.2 Investigate PIDs

Measure	2026-27 Target	2027-28 to 2029-30
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4.2.1

70%

70%

Percentage of PID investigations finalised within 12 months of being allocated to the IGIS.

Rationale: While efforts are made to meet the statutory timeframes contained in the PID Act, investigations conducted by the IGIS are often complex and lengthy.

Methodology:

The result will be calculated by determining the number of PIDs allocated to the IGIS in the reporting period or carried over from the previous period that were finalised within a 12-month period, as a percentage.

Data source: Internal IGIS tracking systems

Implementing IGIS’s expanded jurisdiction

The expansion of the IGIS’s jurisdiction under the SONIC Act will continue to require significant uplift over the next 12 to 24 months. In recognition of this, several performance measures have been included to report on significant tasks. These measures will be reviewed annually to assess whether they can be incorporated into the business-as-usual performance frameworks.

 Key Activity 5: Implement IGIS’s expanded jurisdiction		
5.1 Implement IGIS’s expanded jurisdiction		
Measure	2026–27 Target	2027–28 to 2029–30
5.1.1 Inspection plans are established for all new agencies by 1 August each financial year.	100%	100%
5.1.2 Percentage of complaints, where necessary, transferred between the Commonwealth Ombudsman and IGIS by the end of the reporting period.	80%	80%
5.1.3 Establish senior-level engagement with all new agencies at least annually.	100%	100%
Rationale: The orderly and efficient implementation of the expanded jurisdiction is important to ensure the IGIS is discharging its oversight responsibilities. A regular schedule of high-level meetings between the Inspector-General and either the agency head or relevant senior staff is a key aspect of the IGIS’s oversight activity. Establishing a regular sequence of these senior-level engagements with agencies in the expanded jurisdiction is a key aspect of effective implementation of the SONIC Act.		



Key Activity 5: Implement IGIS’s expanded jurisdiction

5.1 Implement IGIS’s expanded jurisdiction

Methodology:

5.1.1 As part of our planning processes, the IGIS establishes inspection plans before the start of a new financial year. This target will be met if all inspection plans for the new agencies within our jurisdiction are endorsed by the Inspector-General before the start of a new financial year.

5.1.2 Regular engagement with the Commonwealth Ombudsman to discuss progression of matters and to remove any barriers. This target will be defined in the 2027–2031 Corporate Plan (if necessary) after benchmarking the transfer of complaints process.

5.1.3 The result will be calculated by tracking that meetings with all new agencies are scheduled and conducted within the reporting period.

Data source: Internal IGIS tracking systems

5.2 Expand IGIS staffing

Measure	2026–27 Target	2027–28 to 2029–30
5.2.1 Increase full-time equivalent (FTE) staffing levels by 20%.	20% on current FTE	<i>The 2026–27 target will be reviewed prior to determining the target for 2027–28 to 2029–30.</i>

Rationale: The IGIS has received funding for additional staff to implement the expanded oversight jurisdiction resulting from the passing of the SONIC Act.

Methodology:

The result will be calculated by determining an increase to the FTE by 20% of the current FTE as at 30 June 2026. If the IGIS’s total FTE at 30 June 2027 is above the 30 June 2026 figure by 20%, this target will be achieved.

Data source: Internal IGIS HR tracking system

Changes to the IGIS Performance Framework

The following table outlines the changes to the IGIS Performance Framework for 2026–27. In measuring the effectiveness of our work, we have undertaken a significant review of our performance framework to move away from measures and targets which largely restate requirements under the IGIS Act and the PID Act.

The IGIS has sought to establish performance measures and targets which assess our effectiveness, including finalising inspections, inquiries and complaints in a timely manner. Measuring the effectiveness of our oversight activities will also be undertaken by assessing acceptance of, and action to address, the recommendations made in relation to our oversight activities. As data is collected over the reporting period, these measures will be further reviewed and refined and targets set ahead of the next Corporate Plan.

Several measures and targets reflect the significant uplift underway to give effect to the IGIS's expanded jurisdiction under recent changes to the IGIS Act. While these performance measures are intended, over time, to reflect the IGIS's business-as-usual work, there is merit in initially measuring and reporting our performance on implementation, given the current significant effort to implement the changes.

As noted above, several measures do not yet have targets or have targets that will be reviewed after one year. The significant change in measures has focused effort on improving data collection and internal review. As this information becomes available, further review of the measures will be undertaken.

The 2026–27 performance framework has removed the former activity relating to assurance. These assurance measures largely reflected internal work of the IGIS and legislated requirements that are consequential to achieving our outcome. The focus of the measures has shifted to measuring outputs and the effectiveness of IGIS activities.

The following table aims to compare the 2025–26 IGIS Performance Framework and the significantly updated 2026–27 IGIS Performance Framework. The use of objectives was discontinued in 2025–26, with a shift to key activity. The other significant change is the performance targets have shifted from a description of the activity, to setting a quantitative target where possible.

2025–26 Performance Measures	2025–26 Targets	2026–27 Performance Measures	2026–27 Targets	Rationale for Change
1. Inquiries		1. Conduct Inquiries		Updated
1.1 Conduct inquiries efficiently and effectively	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. [IGIS Act, s 21] 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. [IGIS Act, s 22] 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. [IGIS Act, s 22]	1.1 Conduct inquiries in a timely manner 1.1.1 Final report of an inquiry is provided to the relevant minister or agency head within 5 days of completion. 1.1.2 Response regarding the outcome of an inquiry is provided to the complainant within 60 days of completion. 1.1.3 Inquiries are completed in a timely manner.	100% 100% 100%	Performance Measure updated with quantified targets
1.2 Conduct inquiries consistent with the IGIS Act	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) is informed. [IGIS Act, s 15] When preparing a report, any opinions that are critical of an individual or agency's actions or activities are provided to the individual, agency head or responsible minister for comment before completion. [IGIS Act, s 17] The final report from an inquiry is provided to the agency head and responsible minister. [IGIS Act, s 22]			Removed
		1.2 Conduct Inquiries effectively 1.2.1 Percentage of recommendations made to agencies through inquiry reports that are accepted 1.2.2 Percentage of recommendations made in inquiry reports that are acted upon by the respective agency within 12 months of reporting.	This Measure will be monitored over the 2026–27 reporting period with a view to establishing a target for the 2027–28 Corporate Plan.	New Performance Measure

2025-26 Performance Measures	2025-26 Targets	2026-27 Performance Measures	2026-27 Targets	Rationale for Change
2. Inspections		2. Conduct risk-based inspections and review compliance incident reports		Updated
2.1 Conduct inspections efficiently and effectively	Annual risk-based inspection plans are developed by July for each agency in jurisdiction and are updated throughout the year as additional issues are identified. All inspection activities in the inspection plan are commenced 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	2.1 Conduct risk-based inspections 2.1.1 Proactive inspections commenced during the 2026-27 financial year are completed in the reporting cycle. 2.1.2 Inspections carried over from the previous financial year are completed in the reporting cycle.	80% 100%	Performance Measure updated with quantified targets
2.2 Conduct inspections consistent with the IGIS Act	Responsible ministers are provided with a biannual report outlining the key inspection activities each year. [IGIS Act, s 25A] Annual inspection plans are reviewed in accordance with key priorities and risks before being provided to agency heads in July. [IGIS Act, s 9A(1)]			Removed
		2.2 Conduct effective inspections 2.2.1 Recommendations made to agencies through IGIS inspection reports are accepted. 2.2.2 Percentage of recommendations made in inspection reports that are acted upon by the respective agency within 12 months of reporting.	This Measure will be monitored over the 2026-27 reporting period with a view to establishing a target for the 2027-28 Corporate Plan.	New Performance Measure
		2.3 Review compliance incident reports 2.3.1 The IGIS will review a finalised agency compliance incident report (including recommendations) in a reasonable timeframe.	This Measure will be monitored over the 2026-27 reporting period with a view to establishing a target for the 2027-28 Corporate Plan.	New Performance Measure

2025-26 Performance Measures	2025-26 Targets	2026-27 Performance Measures	2026-27 Targets	Rationale for Change
3. Complaints		3. Manage Complaints		Updated
3.1 Investigate complaints efficiently and effectively, and consistent with the IGIS Act	A timely decision is made after receipt of a matter that: - the matter is not within jurisdiction, or - the complaint is within jurisdiction, but there will be no inquiry, or - there will be an inquiry. [IGIS Act, s 11] 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] If a report is prepared under s 25B of the IGIS Act following the making of preliminary inquiries, the report is provided to the relevant minister or agency head in a timely manner. [IGIS Act, s 25B] 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] 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] Procedures on the handling of complaints are regularly reviewed to ensure our processes are robust.	3.1 Complaints responsiveness	80% 80% 70% 80% 90% 80%	Performance Measure updated with quantified targets
		3.2 Complaints handling effectiveness	This measure will be monitored over the 2026-27 reporting period with a view to establishing a target for the 2027-28 Corporate Plan.	New Performance Measure and target

2025-26 Performance Measures	2025-26 Targets	2026-27 Performance Measures	2026-27 Targets	Rationale for Change
4. Public Interest Disclosures		4. Monitor and investigate public interest disclosures		Updated
4.1 Public Interest Disclosures are handled efficiently and effectively, and consistent with the PID Act	After receipt of a disclosure, best endeavours are made to allocate the handling of the disclosure or decide not to allocate the disclosure within 14 days after the requirement arises. [PID Act, s 43(3), (4) and (11)] After a decision to allocate a disclosure, notice is provided in a timely manner to: • if relevant, the principal officer of the agency to which the disclosure is allocated, and • if reasonably practicable, the discloser. [PID Act s 44] • After a decision not to allocate a disclosure, the discloser is informed in a timely manner of: • the decision and the reasons for the decision, and • details of any action or proposed action to refer the conduct to be investigated under another law or power, or • any courses of action that might be open to the discloser under another law or power. [PID Act s 44A] 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)] Procedures on the handling of PIDs are regularly reviewed to ensure our processes are robust.	4.1 Monitor and investigate public interest disclosure 4.1.1 Percentage of PID investigation reports received and reviewed by the IGIS, and feedback provided to relevant agencies. 4.1.2 Percentage of participants satisfied with the information received from the IGIS in the educating and awareness sessions relating to the PID Act.	50% 75%	Performance Measure updated with quantified targets
		4.2 Investigate PIDs 4.2.1 Percentage of PID investigations finalised within 12 months of being allocated to the IGIS.	70%	New Performance Measure and target

2025-26 Performance Measures	2025-26 Targets	2026-27 Performance Measures	2026-27 Targets	Rationale for Change
5. Assurance				Removed
5.1 Provide effective and impartial advice on matters relating to the activities of intelligence agencies	Provide submission to parliamentary inquiries, hearing and other reviews of national security matters. Provide comments on matters relating to oversight and accountability in draft legislation. Produce a publicly available annual report that provides as much information as possible of inspection, inquiry, compliant and PID activities and findings, with consideration for protective security requirements, for each agency. Deliver presentation and engage with the public and experts across the national security community, the legal profession, oversight bodies, and academia in Australia and internationally. IGIS executive participates in at least biannual meetings with each agency's senior officers to understand agency priorities and share oversight key issues and findings. Provide regular updates to the agencies' ministers on the key issues for each agency and the inspector-General.			Removed
5. Implement IGIS's expanded jurisdiction				New Key Activity
		5.1 Implement IGIS's expanded jurisdiction 5.1.1 Inspection plans are established for all new agencies by 1 August each financial year. 5.1.2 Percentage of complaints, where necessary, transferred between the Commonwealth Ombudsman and IGIS by the end of the reporting period. 5.1.3 Establish senior-level engagement with all new agencies at least annually.	100% 80% 100%	New Performance Measure and target
		5.2 Expand IGIS staffing 5.2.1 Increase full-time equivalent (FTE) staffing levels by 20%.	20% on current FTE	New Performance Measure and target

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