

Audit report of the 2024–25
annual performance statements

Attorney-General's Department



INDEPENDENT AUDITOR'S REPORT on the 2024-25 Annual Performance Statements of the Attorney-General's Department

To the Minister for Finance

Conclusion

In my opinion, the 2024–25 Annual Performance Statements of the Attorney-General's Department (AGD):

- present fairly AGD's performance in achieving its purpose for the year ended 30 June 2025; and
- are prepared, in all material respects, in accordance with the requirements of Division 3 of Part 2-3 of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

Audit criteria

To assess whether the AGD's annual performance statements complied with Division 3 of Part 2-3 of the PGPA Act, I applied the following criteria:

- whether the entity's key activities, performance measures and specified targets are appropriate to measure and assess the entity's performance in achieving its purposes;
- whether the performance statements are prepared based upon appropriate records that properly record and explain the entity's performance; and
- whether the annual performance statements present fairly the entity's performance in achieving the entity's purposes in the reporting period.

Accountable Authority's responsibilities

As the Accountable Authority of AGD, the Secretary is responsible under the PGPA Act for:

- the preparation of annual performance statements that accurately present the AGD's performance in the reporting period and comply with the requirements of the PGPA Act and any requirements prescribed by the *Public Governance, Performance and Accountability Rule 2014* (the Rule).
- keeping records about the AGD's performance as required by the PGPA Act, and
- establishing internal controls that the Accountable Authority determines are appropriate to enable the preparation of annual performance statements.

Auditor's responsibilities for the audit of the performance statements

My responsibility is to conduct a reasonable assurance engagement to express an independent opinion on the AGD's annual performance statements.

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which include the relevant Standard on Assurance Engagements (ASAE) 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Auditing and Assurance Standards Board.

Procedures were planned and performed to obtain reasonable assurance about whether the annual performance statements of the entity present fairly the entity's performance in achieving its purposes and comply, in all material respects, with the PGPA Act and Rule.

The nature, timing and extent of audit procedures depend on my judgment, including the assessment of the risks of material misstatement, whether due to fraud or error, in the annual performance statements. In making these risk assessments, I obtain an understanding of internal controls relevant to the preparation of the annual performance statements in order to design procedures that are appropriate in the circumstances.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

Independence and quality control

I have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements* in undertaking this assurance engagement.

Inherent limitations

Because of the inherent limitations of an assurance engagement, it is possible that fraud, error or non-compliance may occur and not be detected. An assurance engagement is not designed to detect all instances of non-compliance of the annual performance statements with the PGPA Act and the Rule as it is not performed continuously throughout the period and the assurance procedures performed are undertaken on a test basis. The reasonable assurance conclusion expressed in this report has been formed on the above basis.

Australian National Audit Office



Catherine Pauli

Acting Executive Director
Delegate of the Auditor-General

Canberra
24 September 2025

Part 2: Annual performance statements

Statement of preparation

As the accountable authority of the Attorney-General's Department, I present the 2024–25 annual performance statement of the Attorney-General's Department, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, this annual performance statement is based on properly maintained records, accurately reflects the performance of the entity and complies with subsection 39(2) of the PGPA Act.



Katherine Jones PSM
Secretary

Overview

In 2024–25, we delivered high-quality legal services and policy advice to support Australia’s law, justice, security and integrity frameworks. We continued to improve justice outcomes for people through maintaining legal and policy frameworks and we improved access to justice for vulnerable people through the administration and implementation of programs and services.

The following figure shows our key activities which are underpinned by reliable performance measures and targets.

Our Key Activities			
Key Activity 1	Key Activity 2	Key Activity 3	Key Activity 4
Provide legal services and policy advice and oversee legal services across government	Manage casework	Administer and advise on legal policy and frameworks	Administer and implement programs and services
1.1 AGS legal services 1.2 International law and policy advice 1.3 Constitutional policy and related public law advice 1.4 Operation of AGS 1.5 Manage significant legal issues and arrangements for Australian Government legal services	2.1 International crime cooperation, federal offender international law casework	3.1 Administration of legal and policy frameworks for which the department is responsible	4.1 Legal assistance 4.2 Family Relationship Services Program 4.3 Building counter-fraud capability across government 4.4 Administration of the Foreign Influence Transparency Scheme, Lobbying Code of Conduct and Modern Slavery Statements Register 4.5 International law and justice programs 4.6 Crime Prevention assistance 4.7 Administration of the Document Verification Service and the Face Verification Service

FIGURE 2: ATTORNEY-GENERAL’S DEPARTMENT PERFORMANCE FRAMEWORK.

Performance summary

These performance statements report on our performance in achieving our purpose over the reporting period as set out the Corporate Plan 2024–25. Our performance measures include a mix of effectiveness, output and efficiency targets, and assess how our key activities support the achievement of our purpose and outcome. Consistent with previous years, all performance targets are weighted equally. Achievement is determined as follows:

- Achieved where, 75% or greater met
- Partly Achieved, where 26%–74% met
- Not Achieved, where 25% or less met.

As outlined in the Corporate Plan 2024–25, we achieve our purpose through 4 key activities that describe the department’s critical functions and activities. We demonstrate achievement using 14 performance measures consisting of 23 targets.

There have been some changes to performance measures and targets from the previous reporting period.

Within the reporting period, a machinery of government change saw High Risk Terrorist Offenders, Law Enforcement Policy, Hate Crimes and Electronic Surveillance functions moved to the Department of Home Affairs. Given the timing of the transfer, late in the financial year, the department has retained reporting of results within our performance statements.

We achieved 13 targets (57%), partly achieved 3 targets (13%) while 7 targets (30%) were not achieved. In the previous reporting period we achieved 62% of targets, partly achieved 9% and 29% of targets were not achieved. For a number of the targets not achieved, there has been a positive upward trend compared to last year, showing progress even though the overall goals have yet to be fully met.

2024–25 results

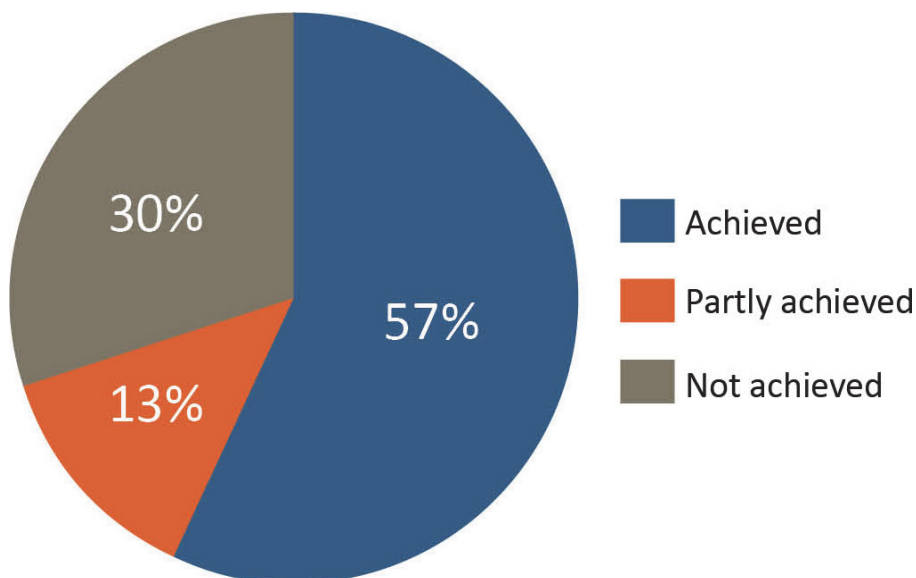


FIGURE 3: OVERALL PERFORMANCE RESULTS.

The following table provides a summary of the overall performance for 2024–25.

TABLE 3: COMPARISON OF KEY ACTIVITY RESULTS OVER REPORTING PERIODS

Key activity	2024–25 Performance target results		2023–24 Performance target results	
1: Provide legal services and policy advice and oversee legal services across government	1.1.1	Achieved	1.1.1	Achieved
	1.2.1	Partly achieved	1.2.1	Partly achieved
	1.3.1	Not achieved	1.3.1	Not achieved
	1.4.1	Achieved	1.4.1	Achieved
	1.5.1	Not achieved	1.5.1	Not achieved
	1.5.2	Not achieved	1.5.2	Not achieved
2: Manage casework	2.1.1	Partly achieved	2.1.1	Not achieved
	2.1.2	Achieved	2.1.2	Achieved
	2.1.3	Achieved	2.1.3	Achieved
3: Administer and advise on legal and policy frameworks	3.1.1	Partly achieved	3.1.1	Partly achieved
	3.1.2	Achieved	3.1.2	Achieved
4: Administer and implement programs and services	4.1.1	Not achieved	4.1.1	Not achieved
	4.1.2	Achieved	4.1.2	Achieved
	4.2.1	Achieved	4.2.1	Achieved
	4.3.1	Achieved	4.3.1	Achieved
	4.4.1	Achieved	4.4.1	Achieved
	4.4.2	Achieved	4.4.2	Achieved
	4.4.3	Achieved	4.4.3	Achieved
	4.5.1	Achieved	4.5.1	Achieved
	4.6.1	Not achieved	4.6.1	Not achieved
	4.7.1	Not achieved	4.7.1	Not applicable
4.7.2	Not achieved	4.7.2	Not applicable	
4.7.3	Achieved	4.7.3	Not applicable	

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

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

Performance measure 1.1: Australian Government Solicitor legal services

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

Performance target	Result	2024–25 result	2022–23 result
1.1.1 Overall client satisfaction (via AGS feedback process) 75% or greater	Achieved	80%	81%

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.3, page 28
- Corporate Plan 2024–25, page 24

1.1.1 AGS conducts client satisfaction surveys to assess the level of client satisfaction with the legal services it provides. This is undertaken in two ways: a biennial online survey and, in alternate years, face-to-face client feedback meetings. This year, AGS conducted client feedback meetings. Results are compared with the previous round of meetings conducted in 2023.

The client feedback meetings were conducted with heads of legal (or equivalent) at 20 agencies with 51 individuals.

AGS sought feedback on a range of key services attributes, including legal expertise, quality of relationship and timeliness. These key attributes all achieved ratings higher than the target of 75%. In addition, AGS seeks a 'client satisfaction' rating with a response in the range of 0–10. The overall satisfaction rating is the average of all scores given during these meetings, which in 2024–25 was 80%, compared to 81% in 2023, exceeding the performance target of 75%.

The results of the client feedback meetings show that AGS continues to deliver high-quality legal services. Feedback from the meetings is carefully reviewed and actions are developed in response for continual improvement.

Performance measure 1.2: International law and policy advice

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

Performance target	Result	2024–25 result	2023–24 result
1.2.1 Average performance rating from stakeholders of 78 index points or above out of 100 for:	Partly achieved		
(i) effectiveness		79ip	82ip
(ii) timeliness and responsiveness		72ip	76ip

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.2, page 27
- Corporate Plan 2024–25, page 25

1.2.1 This target measures our effectiveness, timeliness and responsiveness (as a proxy for efficiency) as the primary international law adviser to the Australian Government. In this role, we contribute to protecting and promoting the rule of law, strengthening policy decisions and managing international legal risk. Maintaining positive stakeholder and client opinions of the quality and timeliness of our work is important in delivering this measure and is an important way to measure success.

The assessments of our performance in providing international law and policy advice were positive. The rating for our effectiveness was a strong 79 index points (slightly down from 82ip in 2023–24 but above the target of 78ip). Our efficiency rating was 72 index points, slightly below the target of 78ip and less than our result of 76ip in 2023–24. The proportion of ‘agree’ or ‘strongly agree’ responses for all effectiveness and efficiency aspects were generally consistent with those reported in 2024, though with a decline in the proportion of ‘strongly agree’ responses. A detailed explanation of the stakeholder survey methodology and results is at Appendix 2: Methodologies.

Overall, most stakeholders felt that we consistently provide and facilitate high-quality international legal and policy advice. We had positive feedback from many stakeholders about the provision of quality advice, expertise and assistance in their interactions with the department. Some respondents reflected that there was scope for improvement, particularly on taking a more solutions-oriented and proactive approach as well as improving timeliness. We will continue to manage staff resources carefully and improve our efficiency in providing international law advice by appropriate prioritisation, maintaining and building our expertise and collaborating well with agencies to meet future targets.

Performance measure 1.3: Constitutional policy and related public law advice

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

Performance target	Result	2024–25 result	2023–24 result
1.3.1 Average performance rating from stakeholders of 78 index points or above out of 100 for:	Not achieved		
(i) effectiveness		76ip	68ip
(ii) timeliness and responsiveness		73ip	64ip

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1, page 26
- Corporate Plan 2024–25, page 26

1.3.1 This target measures our effectiveness, timeliness and responsiveness (as a proxy for efficiency) in providing advice to the Attorney-General and across government on matters of constitutional policy development and in relation to constitutional issues that have general implications for Commonwealth and federal arrangements. We also instruct, on behalf of the Attorney-General, in litigation in the High Court and other superior courts where significant constitutional questions are at issue to ensure that the Australian Government’s constitutional policy interests are protected. This supports the effective functioning of core aspects of constitutional arrangements and system of government, which have important and enduring implications for the government and the nation.

Maintaining positive stakeholder and client opinions of the effectiveness, timeliness and responsiveness of our advice is important in delivering this measure and an important way to measure success. In 2024–25, our ratings on effectiveness and efficiency did not meet the target of 78 index points. Respondents to the department’s stakeholder survey rated effectiveness at 76 index points (68ip in 2024) and efficiency at 73 index points (64ip in 2024). A detailed explanation of the stakeholder survey methodology and results is at Appendix 2: Methodologies.

Some stakeholders provided constructive qualitative feedback including that constitutional law policy and guidance provided to other Commonwealth agencies sometimes does not express a strong view on how an agency might best manage a particular issue, or take ownership for resolving the issue. While appreciating that such guidance may be unhelpful to receive, this may reflect the complexity of particular constitutional law issues, difficulties in offering a firm view where novel legal issues are involved and there is a degree of legal uncertainty, and not fully account for the responsibility of agencies for their own activities. Additionally, stakeholders have identified a need for better protocols and procedures for resolving queries about the sharing of constitutional law advice or conclusions with entities outside the Commonwealth. The department accepts that this is a complex issue where the Commonwealth’s general policy to preserve the confidentiality of Commonwealth’s legal advice needs to be weighed against circumstances that might present a compelling case for disclosure. Such matters need to be carefully considered on a case-by-case basis. The department accepts that this is a complex area for agencies to navigate and will consider ways to enhance its guidance or processes.

One stakeholder suggested that we tend to take a legal lens in policy advice which does not fully consider all unintended consequences of the advice given from a system perspective. This feedback will assist us to improve our processes and the effectiveness of our communications.

Positive feedback for the Office of Constitutional Law (OCL) from stakeholders included ‘OCL is exceptional’ and that OCL officers were ‘generally very well considered in their analysis and advice’.

Over the reporting period, we onboarded staff following the establishment of our new Cabinet Legal Advice Section (CLAS) in January 2024, with the function of delivering of guidance and training as well as contributing to OCL’s core functions. As a result, we operated at a higher staffing level than in 2023–24, reducing staffing pressures and improving the delivery of our usual program of work which often involves delivering advice on complex constitutional policy issues in very tight timeframes. Over the reporting period, those new staff also increased their experience and expertise in constitutional policy work. This may have contributed to an increased ability to meet deadlines, resulting in a higher efficiency score, and led to the ability to devote more time to producing high quality work, resulting in a higher effectiveness score.

Performance measure 1.4: Operation of Australian Government Solicitor

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

Performance target	Result	2024–25 result	2023–24 result
1.4.1 AGS Net Production (lawyer utilisation) meets or exceeds the annual budget target	Achieved	104%	108%

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.3, page 28
- Corporate Plan 2024–25, page 27

1.4.1 Each year, every AGS fee earner is set a target for the number of billable hours that need to be recorded in order for AGS to generate sufficient revenue to meet the cost of its operations. The AGS Net Production is a measure of the average percentage of the net production target achieved by each lawyer.

For 2024–25, AGS budgeted for an average productivity rate of 103%. The net production result for 2024–25 was 104%, lower than in 2023–24, but exceeding the target.

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

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

Performance targets	Result	2024–25 result	2023–24 result
1.5.1 Average performance rating from stakeholders of 78 index points out of 100 for effectiveness of initiatives to support compliance with obligations under the <i>Legal Services Directions 2017</i>	Not achieved	73ip	73ip
1.5.2 Satisfaction of government lawyers with initiatives provided by the Australian Government Legal Service (AGLS) greater than 80%	Not achieved	72%	60%

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1, page 26
- Corporate Plan 2024–25, page 28

1.5.1 Respondents to the department’s stakeholder survey provided positive ratings for our effectiveness of 73 index points overall. Stakeholders who had dealings with the department for less than 3 years provided a higher effectiveness rating of 78 index points. A detailed explanation of the stakeholder survey methodology and results is at Appendix 2: Methodologies. In 2024–25, the overall result is lower than the target (78 index points) and the same as the result in 2023–24. Overall feedback from stakeholders was positive. Stakeholder satisfaction with the quality and consistency of our advice remained high. Stakeholders also considered we add value to inform decision-making and consider the views of all relevant stakeholders in managing significant legal issues. Some stakeholders also provided constructive qualitative feedback including that we could play a more active role in coordinating cross-cutting issues and supporting other departments on these issues. This feedback will assist us to improve our processes and the effectiveness of our communications. The assessment of this target is designed only to capture the department’s effectiveness.

1.5.2 The department conducts an annual survey to measure the satisfaction of government lawyers with the AGLS and its initiatives, including the AGLS website. In 2025, the survey was conducted over two weeks in May 2025. The survey was sent to 4,462 email addresses subscribed to the AGLS Mailing List. The survey was also sent to 214 heads of legal within government agencies to forward to their government lawyers. A total of 421 government lawyers completed the survey, compared to 339 in 2023–24 and 223 in 2022–23. Overall, the survey satisfaction (‘somewhat satisfied’ or ‘very satisfied’ with the AGLS and its initiatives) was 72%, compared with 60% in 2023–24. Respondents who were ‘somewhat unsatisfied’ or ‘very unsatisfied’ totalled 3% and 25% of respondents were ‘neutral’. The results indicate that government lawyer satisfaction rates with the AGLS and its initiatives continue to increase each year the survey is conducted. However, we still need to improve engagement with government lawyers to understand their concerns, improve AGLS initiatives, and better communicate the purpose and scope of the AGLS to our members.

In addition to the annual survey, participant evaluation surveys were conducted at the conclusion of three AGLS professional development events held during the reporting period. Across these evaluation surveys, 93% of respondents indicated they were ‘very satisfied’ and ‘somewhat satisfied’ with the AGLS overall and its initiatives. To ensure there is no duplication of responses the participant evaluation survey results are not used to report against target 1.5.2. However, the participant evaluation surveys indicate a high level of satisfaction from government lawyers who have attended an AGLS event.

The annual survey results will assist us to continue to devise and prioritise AGLS initiatives to reflect the needs of government lawyers. Opportunities to continue to improve performance include considering how we can meet the needs of more experienced government lawyers (42% of respondents had 10+ years of experience) and ensuring AGLS initiatives are available to government lawyers nationally through virtual and in-person training and events (55% of respondents identified their primary workplace as outside the Australian Capital Territory).

Key Activity 2: Managing casework

We undertake casework relating to international crime cooperation, federal offenders, international family law and private international law to support Australia's law and justice frameworks.

Performance measure 2.1:

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

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

Performance targets	Result	2024–25 result	2023–24 result
2.1.1 Average performance rating from stakeholders of 78 index points or above out of 100 for:	Partly achieved		
(i) effectiveness		82ip	76ip
(ii) timeliness and responsiveness		75ip	69ip
2.1.2 A minimum of casework matters finalised:	Achieved		
(i) 1,340 extradition, mutual assistance, international transfer of prisoners, federal offender, international family law		1683	1,869
(ii) 5 high risk terrorist offenders		5	9
(iii) 400 private international law		622	341
2.1.3 At least 80% of extradition legal proceedings heard and determined are resolved in favour of the Commonwealth	Achieved	87%	100%

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1, page 26 and Program 1.2, page 27
- Corporate Plan 2024–25, pages 29–30

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

Respondents to the department's stakeholder survey provided positive ratings for our effectiveness of 82 index points (76ip in 2023–24) and our efficiency of 75 index points (69ip in 2023–24) from a 21% survey response rate. A detailed explanation of the stakeholder survey methodology and results is at Appendix 2: Methodologies.

Overall feedback from stakeholders showed a strong positive increase from 2023–24. Comments reflected on the respectful manner in which staff engaged with stakeholders and high levels of expertise. Additionally, stakeholders recognised our staff as effective communicators (88%, up from 75% in 2023–24) that added value in informing decision making (89%, up from 73% in 2023–24).

While the high calibre of staff was noted, some stakeholders felt that our responses were often untimely and highlighted staff turnover and apparent resourcing pressures within the team.

Potential areas for improvement identified in the stakeholder feedback include timeliness and consistency of advice, scope to improve cooperation with stakeholders, and the need for greater coordination with state and territory stakeholders. It is likely that the continued growth in the volume and complexity of casework continues to challenge some perceptions of our efficiency and effectiveness.

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

During 2024–25, we finalised 2,310 casework matters (compared to 1,869 in 2023–24) exceeding our target of 1,745.

The casework consisted of:

- 59 extradition matters (compared to 49 in 2023–24)
- 887 mutual assistance matters (compared to 805 in 2023–24)
- 530 decisions about federal offenders (compared to 460 in 2023–24)
- 23 international transfer of prisoner applications (compared to 32 in 2023–24)
- 184 international family law matters (compared to 173 in 2023–24)
- 622 private international law casework requests (compared to 341 in 2023–24)
- 5 high risk terrorist offender matters (compared to 9 in 2023–24).

There are a range of factors that affected the number of matters finalised for each casework type.

The number of finalised extradition matters in 2024–25 was 10 higher than the previous year and included 19 matters upgraded from enquires to requests. The number of new outgoing extradition requests almost doubled from last financial year. A total of 7 individuals were successfully surrendered to foreign countries and 3 individuals were successfully surrendered to Australia. This is one additional surrender than in 2023–24.

The number of finalised mutual assistance requests increased by 10% on last financial year. A considerable number of these additional closures were Australian requests that were closed to allow the requesting law enforcement agency to seek records through the International Production Order framework. These were closed prior to a mutual assistance request being made. Consequently, they are not reflected in the Australian requests closed during the financial year in Appendix 5 of the report.

The number of federal offender decisions increased by 15% on last financial year. The department has limited control over the volume of cases as these are dependent on sentences set by the courts and there is a statutory requirement to make parole decisions within specified timeframes. Contributing to the increase in federal offender decisions is an increase in breach of parole decisions. In 2024–25, 50 decisions related to breach of parole were made, compared to 31 in the previous period.

For international transfer of prisoner matters, most of the finalisations were as a result of applicants withdrawing their applications.

There has been a small increase in the number of finalised international family law matters. The Australian Central Authority has been expecting a post-pandemic rise in number of applications for access to children under the 1980 Hague Convention of the Civil Aspects of International Child Abduction, which eventuated this year. There was also an increase in requests for the registration of overseas child orders.

The number of finalised private international law requests was higher than the previous reporting period (153 requests were finalised in 2022–23). A direct comparison is not recommended as the department amended its reporting methodology for private international law requests from those cases received and finalised, to all cases finalised within the financial year regardless of when they were received. This change was made to more accurately reflect finalisation rates, noting that a number of cases finalised in any given year can be received in the preceding financial year. The result for 2023–24 can be attributed to prioritisation of casework and improved communications with relevant State and Territory stakeholders during the reporting period.

The timing and volume of High Risk Terrorist Offenders (HRTO) matters is dependent on external factors that are outside the control of the HRTO Branch. The timeframe is largely driven by the sentence expiry of HRTO eligible offenders, along with any timetabling made by the Court. The HRTO function has transferred to the Department of Home Affairs as part of the recent machinery of government changes, however noting the current caseload, this has not impacted the targets or performance of HRTO casework for the financial year.

2.1.3 During 2024–25, 8 extradition legal proceedings were heard and determined (compared to 10 in 2023–24) and 7 (87.5%) were resolved in favour of the Commonwealth (compared to 100% in 2023–24), exceeding the target of 80%. These proceedings included bail applications made to a magistrate, extradition eligibility proceedings before a magistrate under section 19 of the *Extradition Act 1988* and a Federal Court proceeding seeking to challenge legal professional privilege claims made by the Attorney-General in a judicial review proceeding. In 2024–25 there were no appeals before the Full Court of the Federal Court, or proceedings before the High Court of Australia, which accounts for the number of legal proceedings being fewer than in previous years.

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

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

Performance measure 3.1: Administration and advice of legal and policy frameworks

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

Performance targets	Result	2024–25 result	2023–24 result
3.1.1 Average performance rating from stakeholders of 78 index points or above out of 100 for:	Partly achieved		
(i) effectiveness		78ip	77ip
(ii) timeliness and responsiveness		75ip	73ip
3.1.2 100% of assessed policy advice to the Minister is rated as effective	Achieved	100%	100%

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1, page 26 and Program, 1.2, page 27
- Corporate Plan 2024–25, page 31

3.1.1 This target measures our effectiveness, timeliness and responsiveness (as a proxy for efficiency) in providing high-quality policy, security and legal advice to the government and its entities that ensures legal frameworks and regimes are effective, efficient and accessible and respond to changing circumstances and social issues. Maintaining positive stakeholder opinions of the effectiveness and efficiency of our work is fundamental to delivering this measure and an important way to measure success.

In 2024–25, we achieved the target for effectiveness. Our efficiency results were slightly below target. Both effectiveness and efficiency results have improved from the previous year.

Respondents to the department’s stakeholder survey provided positive ratings for our effectiveness of 78 index points (77ip in 2023–24) and our efficiency of 75 index points (73ip in 2023–24) from an 18% survey response rate. These results are consistent with the previous year, with both effectiveness and efficiency improving in 2024–25. A detailed explanation of the stakeholder survey methodology and results is at Appendix 2: Methodologies.

These results indicate continuous improvement and growth in the department’s ability to deliver sound legal and policy advice. Survey respondents expressed strong appreciation for the department’s legal and policy capabilities, particularly highlighting the expertise, availability and professionalism of staff. They also noted the department demonstrated high levels of knowledge and good collaboration.

The survey identified some areas for improvement including:

- clearer communication
- timeliness and responsiveness.

3.1.2 A qualitative analysis of policy submissions taken from a sample of work from the department's policy groups was undertaken by panels of Executive Level 2 (EL2) officers. These panellists assessed the samples against a scoring template and scale individually and then as a full panel. The average scores were used to determine if the target was achieved. A detailed explanation of the qualitative assessment methodology and results is at Appendix 2: Methodologies.

The performance target of 100% was again achieved in 2024–25 as it was in 2023–24 and 2022–23. The panels reviewed a total of 36 policy submissions across the reporting period with 9 submissions reviewed each quarter. Quarterly assessment of submissions enabled the department to monitor the performance against this target throughout the reporting period and to ensure submission samples were included from all four quarters of the year.

All submissions were rated 3 or more out of 5, successfully meeting the quality standards for assessment. The submissions were reviewed with attention to areas of content, advice, analysis and action.

Results of the qualitative analysis showed the submissions clear and well-structured, effectively outlining context and intergovernmental links, and appreciated the transparency about limitations and mitigations.

Panellists noted some submissions assumed prior knowledge due to the subject's complexity, adding more upfront explanations of key rules could improve accessibility.

The result shows the department continues to produce high-quality submissions. This was achieved through review of feedback and results from previous years and through quarterly feedback to support continuous improvement of submission quality.

Key Activity 4: Administer and implement programs and services

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

Performance measure 4.1: Legal assistance

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

Performance targets	Result	2024–25 result	2023–24 result
4.1.1 Average performance rating from stakeholders of 78 index points or above out of 100 for:	Not achieved		
(i) effectiveness		69ip	66ip
(ii) timeliness and responsiveness		65ip	64ip
4.1.2 Provision of funding to support greater access to the justice system:			
(i) 80% of payments to states and territories and legal assistance providers are made within agreed timeframes, subject to third parties meeting relevant reporting obligations and requirements and the scheduling of third-party payment processes	Achieved	100%	100%
(ii) 80% of payments for legal financial assistance scheme grants are made within agreed timeframes, subject to third parties meeting relevant obligations and requirements	Achieved	90%	91%

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1, page 26 and Program 1.4, page 29
- Corporate Plan 2024–25, pages 32–33

4.1.1 These targets measure our effectiveness and efficiency in overseeing Australian Government-funded legal assistance including through the \$2.4 billion National Legal Assistance Partnership 2020–25 (NLAP) with states and territories, the Community Legal Services Program, the Expensive Commonwealth Criminal Cases Fund (ECCCF) and a range of other legal financial assistance schemes. In 2024–25, we did not achieve our target. Respondents to the department's stakeholder survey provided ratings for our effectiveness of 69 index points (66ip in 2023–24) and our efficiency of 65 index points (64ip in 2023–24) from a 16% survey response rate. A detailed explanation of the stakeholder survey methodology and results is at Appendix 2: Methodologies.

Both results have increased from 2023–24 and indicated a general satisfaction with the advice and engagement received. Feedback showed our staff are approachable, personable, understanding, and demonstrated a genuine commitment to achieve broader Australian Government objectives. We are committed to working closely with stakeholders on legal assistance policy and programs and acknowledge the scope for change within the parameters of existing arrangements or government decisions is often limited, which can reduce our capacity to adopt stakeholder comments. Comments for improvement in the 2024–25 Annual Report acknowledged the difficulty to work with short timeframes to deliver feedback, and broader challenges in communicating in a timely manner.

The impact of delayed consultation or setting short deadlines is that meaningful discussions cannot occur, which affects the delivery of legal assistance policy and programs. We will continue to prioritise clear and consistent stakeholder engagement and allow maximum time for consultation processes.

4.1.2 These targets measure our effectiveness and efficiency in overseeing Australian Government-funded legal assistance, including through the NLAP with states and territories under the National Strategic Framework as well as other legal financial assistance schemes. It is important that support and funding to legal assistance providers and individuals is timely to support the accessibility of the justice system and ensure services are available for people facing disadvantage. In 2023–24, we achieved the target of delivering 100% of payments to states and territories within the agreed timeframes, subject to third-party reporting obligations and payment process, and over 80% of grant payments within the agreed timeframe. We have also exceeded our 4.1.2 targets in 2024–25.

4.1.2 (i) In 2024–25, the target was met for all payments under the Expensive Commonwealth Criminal Cases Fund and the Community Legal Services Program. During 2024–25, payments to states and territories were on time as payment dates are clearly established and the team prioritises assessment of reporting in order to ensure payment dates are met. The target of 80% of payments made to states and territories within the agreed timeframes was met, subject to third-party reporting obligations and payment processes.

4.1.2 (ii) Legal financial assistance schemes are demand-driven, cover a broad range of legal matters and have varying levels of expenditure. Accordingly, we use the time taken to process applications and grant payments across these schemes as an indication of our performance against processing timeframes set out in relevant guidelines. During 2024–25, the target of 80% for approval of claims within the timeframe was achieved. The prioritisation of processing and approval of claims to meet the 21 days processing requirement was a key factor in exceeding this target. Improved internal processes supported Legal Financial Assistance Casework team's positive performance measures outcome.

Performance measure 4.2: Family Relationships Services Program

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

Performance target	Result	2024–25 result	2023–24 result
4.2.1 100% of Family Law Service grant recipients provide services in line with their approved grant activities	Achieved	100%	100%

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.5, page 30
- Corporate Plan 2024–25, page 35

4.2.1 this target is a measure of our effectiveness in administering the Family Relationships Services Program funding. Through the program we provide funds to Family Law Service providers offering appropriate support, education and dispute resolution services to separated and separating families. We apply the grant guidelines to ensure that grant expenditure maximises essential service delivery to the community.

This is the third year of the application of this performance measure. Due to grant reporting timeframes, activities in the immediately concluded financial year are unable to be reviewed prior to the publication of the annual report. As a result, performance is reported with a one year lag. The performance result included in the 2024–25 annual report therefore relates to the 2023–24 financial year.

We achieved this target of no instances of non-compliance with the grant requirements.

Performance measure 4.3: Building counter-fraud capability across government

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

Performance target	Result	2024–25 result	2023–24 result
4.3.1 Average performance rating from stakeholders of 78 or above out of 100 for:	Achieved		
(i) effectiveness		83ip	81ip
(ii) timeliness and responsiveness		79ip	80ip

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.2, page 27
- Corporate Plan 2024–25, page 35

4.3.1 This target measures our effectiveness, timeliness and responsiveness in helping to equip, enable and empower Australian Government entities to prevent, detect and respond to fraud. Improving the counter-fraud capabilities of Australian Government entities helps protect the integrity of their programs and functions and ensures public funding goes to the intended recipients.

We engage with all 190+ non-corporate and corporate Commonwealth entities and Commonwealth companies, supporting them with leading practice, assistance and guidance to embed counter-fraud capabilities that protect the integrity of their programs and functions. In 2024–25, a key focus of this engagement was supporting entities to meet their additional obligations to manage the risks and incidents of corruption (in addition to fraud) under the new Commonwealth Fraud and Corruption Control Framework, which came into effect on 1 July 2024. We also provide guidance on how to consider the risks and impacts of fraud and corruption when designing and implementing new government policies and initiatives.

Respondents to the department’s stakeholder survey provided positive ratings for our effectiveness of 83 index points (81p in 2023–24) and our efficiency of 79 index points (80ip in 2023–24) from 19% survey response rate (20% survey response rate in 2023–24). A detailed explanation of the stakeholder survey methodology and results is at Appendix 2: Methodologies.

In 2024–25, we met the required performance targets. This highlights our positive engagement with stakeholders. Stakeholders were particularly positive about the timeliness and accuracy of advice, quality of advice and support, and responsiveness. Feedback on improvement was provided about offering tailored training programs to individual entities to further support them to meet legislative obligations, uplift capability, and promote consistency of counter fraud and corruption approach across government, and increased encouragement for agency fraud teams to promote training and resources. The performance target for timeliness was achieved, but there was a slight decrease of 1% compared to last year’s results. There were a number of staff vacancies in the fraud and corruption capability and engagement function across the Financial Year. The team is working to recruit additional, qualified staff. In 2025–26, we will continue to engage closely with our stakeholders and provide leadership and guidance to strengthen their counter fraud and corruption capability.

Performance measure 4.4: Administration of the Foreign Influence Transparency Scheme, Lobbying Code of Conduct and Online Register for Modern Slavery Statements

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

Performance targets	Result	2024–25 result	2023–24 result
4.4.1 The Foreign Influence Transparency Scheme Public Register is up to date, indicated by greater than 85% of registrations and updates being published within 4 weeks	Achieved	100%	99%
4.4.2 The Australian Government Register of Lobbyists is up to date, indicated by greater than 85% of registrations and updates being published within 5 working days	Achieved	100%	100%
4.4.3 The Modern Slavery Statements Register is up to date, indicated by greater than 80% of publishable submissions being published within 60 working days	Achieved	99%	99%

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.2, page 27
- Corporate Plan 2024–57, pages 36–37

4.4.1 The *Foreign Influence Transparency Scheme Act 2018* (FITS Act) establishes registration obligations for individuals and entities that undertake certain activities on behalf of foreign principals for the purpose of political or governmental influence at the federal level. Prompt publication of registrations maximises the visibility of activities being undertaken in Australia on behalf of foreign principals to influence federal governmental and political processes. We use this target as a proxy measure for efficiency. Measuring the currency of the information published to the Foreign Influence Transparency Scheme public register is consistent with the Scheme’s purpose of promoting transparency.

Our performance against this target was assessed using data from the department’s Foreign Influence Transparency Scheme register database. In 2024–25, we surpassed our target by publishing 100% of registrations and updates under the FITS Act within 4 weeks. This result is not directly comparable to previous years due to a change in the performance target. In 2023–24, 99% of registrations and updates were published within 3 weeks, exceeding that year’s target, with 100% published within 4 weeks.

4.4.2 The Lobbying Code of Conduct requires a third-party lobbyist to register themselves and their clients on the Register of Lobbyists prior to approaching a Government representative to conduct lobbying activities. It prohibits Government representatives from knowingly being a party to lobbying activities by unregistered third-party lobbyists. The timely publication of registrations and updates on the Lobbyist Register is essential for Government representatives to make informed decisions about meeting with lobbyists, and to allow third-party lobbyists to carry on lobbying activities under the Code. This is reflected in the performance target for publishing new registrations and updates within 5 days. We use this target as a proxy measure for efficiency. Measuring the currency of the information published to the Lobbyist Register is consistent with the Code’s intent of ensuring lobbying is conducted in accordance with public expectations of transparency, integrity and honesty.

Our performance was assessed using data from the department’s internal Lobbyist Register database. In 2024–25, we exceeded our target and 100% of registrations and updates were published within 5 working days. In previous years, registrations and updates had separate performance targets. In 2023–24, 100% of new registrations on the Lobbyist Register were published within 3 weeks and 99% of updates were published within 5 working days

4.4.3 This performance measure assesses the department’s effectiveness in administering the regulatory function of maintaining the online Modern Slavery Statements Register (the Register). The Register contains statements submitted by entities reporting under the *Modern Slavery Act 2018*. The department reports on this measure on a calendar year basis to maintain consistency with the reporting cycle in the annual report on the implementation of the Modern Slavery Act developed in accordance with s23A of the Act.

Timely assessment and publication of statements are essential to achieving the Act’s transparency objectives and supporting public scrutiny of modern slavery risks and responses.

Performance in 2024 has remained strong and consistent with results over the previous two years. During the 2024 calendar year, the department received 3,166 publishable statements. Of these, 3,160 statements (99.8%) were published within the target timeframe of 60 working days. Only 6 statements (0.2%) were published outside this period.

This result builds on the department’s high performance in 2023, when 3,135 of 3,147 statements (99.6%) were published within the 60-working-day timeframe.

The consistently high level of performance reflects the effectiveness of system and process improvements introduced in recent years to ensure timely assessment and publication of statements on the Register.

Performance measure 4.5: International law and justice programs

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

Performance target	Result	2024–25 result	2023–24 result
4.5.1 Average performance rating from stakeholders of 78 index points or above out of 100 for:	Achieved		
(i) effectiveness		84ip	84ip
(ii) timeliness and responsiveness		80ip	81ip

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.2, page 27
- Corporate Plan 2024–25, page 38

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

The responses to the department’s annual stakeholder survey for this measure were for the department’s contributions to effective capacity of Pacific countries to address law and justice issues through collaboration and other practical measures. Respondents were positive overall in their assessment of our performance in improving partner government capacity to address law and justice issues as well as collaboration on shared issues. There was positive feedback on our communication and engagement with stakeholders particularly for being proactive, facilitating international attendance and understanding relevant equities.

Specific feedback highlighted the department’s effective communication and the provision of valuable information and advice about policy development for Pacific island countries police forces. The rating for our effectiveness was 84 index points and our efficiency of 80 index points were above our target of 78 index points from a 18% survey response rate. A detailed explanation of the stakeholder survey methodology and results is at Appendix 2: Methodologies.

In 2024–25, the department supported alumni of the Pacific Legal Policy Champions Program to deliver the Legal Policy Development Course in their own countries, including in Papua New Guinea, Nauru, Vanuatu, Tonga, Fiji and the Solomon Islands. The department also delivered the Pacific Legal Policy Champions Program training in Canberra to 13 Pacific law and justice officials and police officers. Post-course surveys indicate participants improved their understanding of the key stages of the policy development process. The Pacific Legal Policy Twinning Program was held in Canberra in March and April 2025 and supported three officials from Solomon Islands, Vanuatu and Papua New Guinea to produce recommendations to address disciplinary issues in the Royal Solomon Islands Police Force, whistleblower reforms in Vanuatu, and anti-money laundering and counter-terrorism financing reforms in Papua New Guinea.

The department also supported the Pacific Islands Law Officers’ Network (PILON) to run events including a regional workshop on asset seizure and confiscation. The workshop took place in February 2025 in Fiji for 27 participants from 15 PILON member countries, and involved 14 speakers from PILON member countries, Australia, NZ and international organisations. Post-workshop survey responses highlighted an overall increase in knowledge and skills on asset seizure and confiscation.

The department also supported PILON to run its annual meeting in Fiji in October 2024, which recorded 76 participants, providing a key opportunity for PILON members to meet in person and discuss law and justice priorities. The meeting was very well received by PILON members.

Performance measure 4.6: Crime prevention assistance

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

Performance target	Result	2024–25 result	2023–24 result
4.6.1 Average performance rating from stakeholders of 78 index points or above out of 100 for:	Not achieved		
(i) effectiveness		77ip	74ip
(ii) timeliness and responsiveness		75ip	70ip

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.6, page 30
- Corporate Plan 2024–25, page 39

4.6.1 This target measures our effectiveness, timeliness and responsiveness (as a proxy for efficiency) in administering the funding provided for community crime prevention and safety initiatives, including justice reinvestment, modern slavery, community crime prevention program and other schemes relating to community crime prevention and safety.

Maintaining positive stakeholder and client opinions of the quality and timeliness of our work is important in delivering this measure and is an important way to measure success. In 2024–25, respondents to the department’s stakeholder survey were positive overall about funding for community crime prevention across multiple areas of the department, with increases in all measures of effectiveness except one (evidence-based decisions) which declined from 71 index points to 69 index points. Stakeholders provided encouraging feedback about the department’s staff – commenting staff are knowledgeable, have deep expertise, are helpful and prompt in responding to requests. A detailed explanation of the stakeholder survey methodology and results is at Appendix 2: Methodologies.

Despite the improvement in most effectiveness measures since 2023–24, the department’s overall ratings for effectiveness (77 index points) and efficiency (75 index points) were still below the target of 78 index points from a 15% survey response rate. These figures indicate a positive rising trend, demonstrating that while the benchmarked goal of 78ip was not reached, the department continues to strengthen its performance.

During 2024–25, the Modern Slavery and Human Trafficking Branch (MSHTB) administered funding arrangements for thirteen organisations awarded grants totalling \$2.73 million in Round 2 of the *National Action Plan to Combat Modern Slavery 2020–25* Modern Slavery Grants Program. MSHTB also continued to administer funding awarded to Anti-Slavery Australia to maintain and deliver the *My Blue Sky* website. MSHTB worked closely with grant recipients to facilitate meaningful discussions and encourage collaboration between other initiatives being progressed by civil society and government – targeting continuous improvement in the prevention of, and responses to modern slavery. MSHTB also engaged with the Community Grants Hub to ensure grant recipients were provided with timely, accurate and evidence-based information about their project arrangements and funding throughout the delivery of their projects.

The Justice Reinvestment Program has funded 27 initiatives to date totalling \$25.44 million of grant funding. Grants are an important element of the department’s delivery partnerships. This is reflected in stakeholder feedback about the department’s positive collaboration and support for the aims of grant funded projects. The department works closely with grant recipients to facilitate meaningful discussions and encourage collaboration. Additionally, to support our grant recipients to administer their projects effectively, we engage with the Community Grants Hub to ensure that guidance provided to recipients is timely, high-quality and evidence based.

Performance measure 4.7: Administration of the Document Verification Service and Face Verification Service

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

Performance target	Result	2024–25 result	2023–24 result
4.7.1 Average performance rating from stakeholders of 78 index points or above out of 100 for:	Not achieved		
(i) effectiveness		76ip	n/a
(ii) timeliness and responsiveness		76ip	n/a
4.7.2 The average time to verify documents through the Document Verification Service and Face Verification Service, where a result is returned, is less than 3 seconds	Not achieved	5.3 seconds	n/a
4.7.3 The Document Verification Service and Face Verification Service maintain an availability of 99% or above	Achieved	99.7%	n/a

Authority:

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.6, page 30
- Corporate Plan 2024–25, page 40

4.7.1 The department remains committed to supporting stakeholders to use and engage with the identity verification services. The department will examine internal process and capabilities to improve communications with stakeholders and to ensure external engagement is effective and clear.

However, the department notes that the outcome of this performance target may have been impacted by two significant events:

- the introduction of a new regulatory framework under the *Identity Verification Services Act 2023* (IVS Act), and
- Ex-Tropical Cyclone Alfred in March 2025.

The IVS Act requires all government and industry users of the DVS to enter into new participation agreements with the department by 14 December 2025. This has been a significant undertaking for existing users of the DVS as the agreements have introduced new requirements to better protect personal information and the security of the service. In some instances, these new requirements have required existing users to update internal processes and systems.

Throughout this process, the department has sought to provide support and guidance to ensure users understand their new requirements and can enter into a participation agreement. This includes a number of information sessions, bilateral meetings, presentations and factsheets. However, as there are over 2,800 users of the DVS, the department acknowledges that there could have been instances where the effectiveness and timeliness of communications may have been lacking.

In March 2025, Australia experienced tropical cyclone Alfred and significant flooding event in Queensland and New South Wales. This disaster event resulted in a large number of impacted individuals seeking to access Queensland, New South Wales and Commonwealth government support payments. In order to access these payments, individuals needed to verify their identity through the DVS. This sharp increase in transactions impacted DVS performances and caused minor outages, which may have impacted stakeholder engagement with the service.

4.7.2 The average transaction time in 2024–25 for the DVS was 0.326 and for the FVS was 5.3. These times are exactly calculated and averaged for every match request. Timeliness of a match request is very important to the user experience in the IVS.

Anecdotal feedback received since commencement of the services in 2008 has indicated that 3 seconds is a key target to ensure that the user experience is satisfactory.

The IVS met this requirement in the DVS. As the FVS requires more complicated facial biometric matching, it may not be currently possible to meet this performance goal. However, the department continues to seek improvements in response times for the FVS.

4.7.3 The availability in 2024–25 for the DVS was 99.57% and for the FVS was 99.99%. The start and finish times of each outage are recorded and reviewed monthly and are then calculated over the course of the last 12 months for this report.

Whilst still meeting performance targets, additional outages and system instability created by the unexpected surge in transactions to support disaster relief payments did significantly impact this performance target.