

Audit report of the 2024–25
annual performance statements

Department of Finance



INDEPENDENT AUDITOR'S REPORT on the 2024-25 Annual Performance Statements of the Department of Finance

To the Minister for Finance

Conclusion

In my opinion, the 2024-25 Annual Performance Statements of the Department of Finance (Finance):

- present fairly Finance'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 Finance'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;
- 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 Finance, the Secretary is responsible under the PGPA Act for:

- the preparation of annual performance statements that accurately present Finance'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 Finance'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 Finance'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



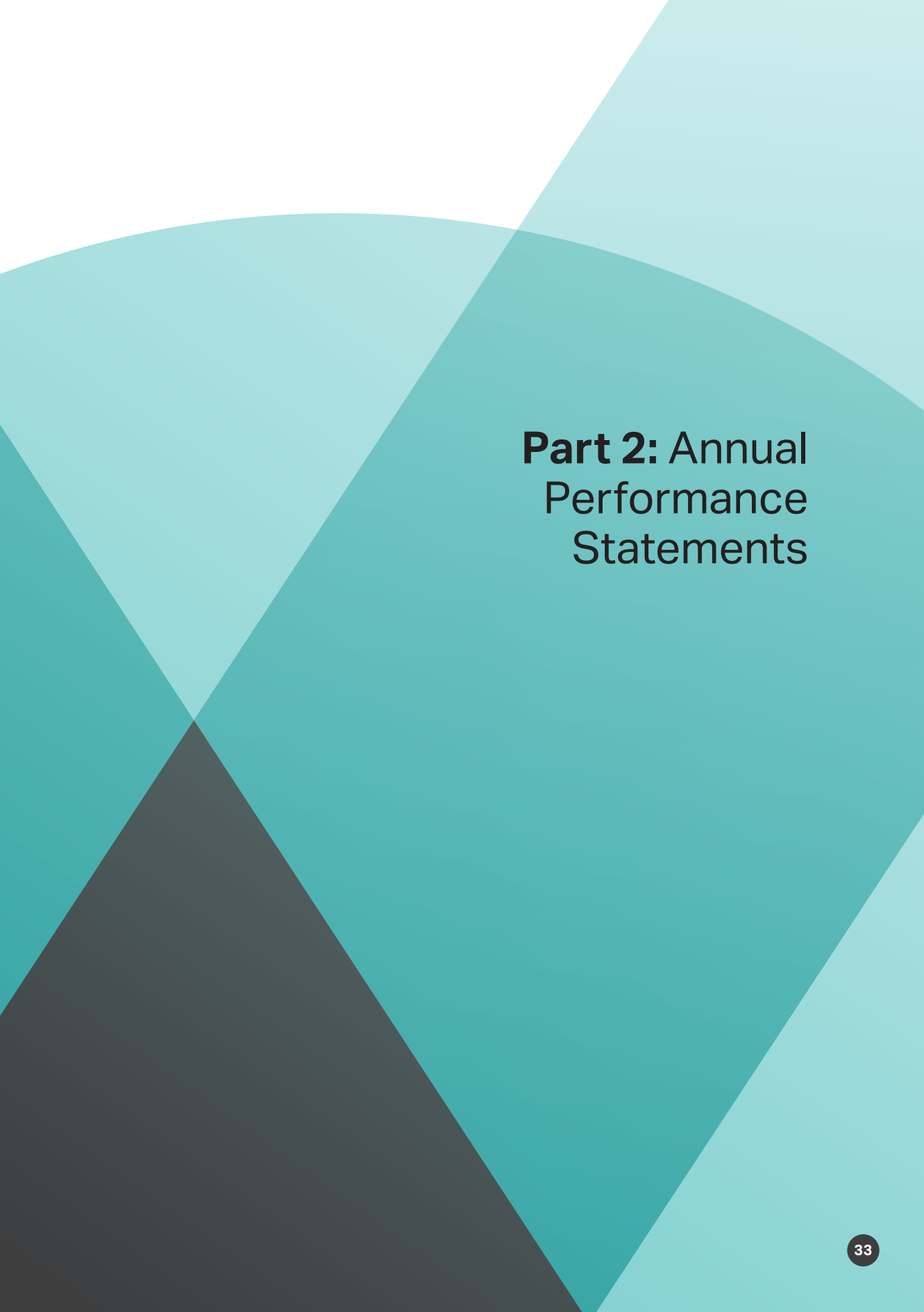
George Sotiropoulos

Group Executive Director

Delegate of the Auditor-General

Canberra

17 October 2025



Part 2: Annual Performance Statements



Australian Government
Department of Finance

Statement of preparation

As accountable authority for the Department of Finance, I present the 2024–25 Annual Performance Statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of the entity, and comply with subsection 39(2) of the PGPA Act.

In accordance with subsection 16F of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule), these statements report on our performance in the year ended 30 June 2025, assessed against the purpose, key activities, and performance measures relevant to Finance published in:

- 2024–25 Department of Finance Corporate Plan
- 2024–25 Finance Portfolio Budget Statements.

A stylized, handwritten signature in black ink.

Matt Yannopoulos PSM
Secretary, Department of Finance

12 October 2025

Our purpose

We have a single purpose to ‘**provide high quality advice, frameworks, and services to achieve value in the management of public resources for the benefit of all Australians**’. As set out in our 2024–25 Corporate Plan, we achieve our purpose through 6 key activities:

- **Key activity 1:** Budget and financial
- **Key activity 2:** Resource management frameworks
- **Key activity 3:** Commercial interests
- **Key activity 4:** Enabling service delivery
- **Key activity 5:** Data and digital strategy
- **Key activity 6:** Ministerial and parliamentary services.

In 2024–25, we had 16 performance measures, consisting of 37 targets across the 6 key activities to assess how we achieved our purpose.

Correction of error in the 2023–24 Annual Performance Statements

The 2023–24 performance result published in the 2023–24 Annual Performance Statements for target 5.1.1 was reported as 12 new data sharing requests that led to sharing. The correct number was 11.

Summary of changes in 2024–25

Our annual performance statements outline the performance results reported in 2024–25 against the applicable performance measures. We are committed to the continuous improvement of our performance framework. In 2024–25, we refined our performance measures and targets, with some further changes occurring throughout the year. Table 2 provides a summary of changes from the 2024–25 Portfolio Budget Statements, and table 3 provides a summary of changes made from the 2024–25 Corporate Plan.

In 2024–25, we transitioned to a 3-point assessment scale. Table 1 provides a comparison between the 2023–24 and 2024–25 assessment scales.

Table 1: Comparison of assessment scales

2023–24 assessment scales	2024–25 assessment scales
Achieved	Achieved
Substantially achieved	Partially achieved
Partially achieved	
Not achieved	Not achieved

Table 2: Summary of changes from the 2024–25 Portfolio Budget Statements

Portfolio Budget Statements program		Description of change from the 2024–25 Portfolio Budget Statements ⁷
1.1	Budget and financial management	Performance measure description updated in the 2024–25 Corporate Plan to better align with the targets.
2.1	Public sector governance	Performance measure replaced by Finance advice measure ⁸ in the 2024–25 Corporate Plan.
2.2	DATA Scheme	Performance measure description updated in the 2024–25 Corporate Plan to better align with the target. Target description updated to a percentage increase on the prior year's target.
2.3	Property and construction	Target expanded to include the occupational density benchmark. Description updated to better reflect the broadening of the target.
2.4	Insurance and risk management	'The total premium pool set for the following financial year is in line with the actuarially assessed expenses forecasts' target removed in the 2024–25 Corporate Plan as it was no longer a meaningful measure of performance.
2.5	Procurement	Measure description updated in the 2024–25 Corporate Plan to better align with targets. 'The AusTender system is available 99% of the time during business hours, excluding scheduled outages' target expanded to include the GrantConnect system.
2.6	Delivery of government technology services	'Sustained or positive improvement to the active user count for ICT systems and services' target removed in the 2024–25 Corporate Plan as it was no longer a meaningful measure of performance.
2.8	Public sector superannuation	Performance measure description simplified in the 2024–25 Corporate Plan.
2.9	Australian Government investment funds	Performance measure replaced by Finance advice measure ⁹ in the 2024–25 Corporate Plan.
2.10	Nuclear powered submarine program advice	Performance measure replaced by Finance advice measure ¹⁰ in the 2024–25 Corporate Plan.
3.1	Ministerial and Parliamentary Services	Targets relating to payments expanded to assess timeliness and accuracy of payments, and target percentage increased to 100%.

⁷ Due to the holistic review of the performance framework for 2024–25, we presented one high-level performance measure, per program in the 2024–25 Portfolio Budget Statements. The full suite of performance measures was published in the 2024–25 Corporate Plan.

⁸ Measure 2.1 – Finance advice.

⁹ Measure 3.3 – Finance advice.

¹⁰ Measure 1.4 and 3.3 – Finance advice.

Table 3: Summary of changes from the 2024–25 Corporate Plan

Performance measure/target		Description of change from the 2024–25 Corporate Plan
4.1	As a shared services hub, the Service Delivery Office (SDO) provides quality and timely services to client entities	Measure description updated to replace the word 'efficient' with 'timely' to better align with the targets.
6.1	Finance provides quality and timely services to parliamentarians, their employees and others as required by the Australian Government.	Measure description updated to replace the word 'efficient' with 'timely' to better align with the targets.

Analysis of performance against our purpose

Our annual performance statements report on the period from 1 July 2024 to 30 June 2025. This provides a clear read of our performance for the 2024–25 financial year against the key activities and performance measures in our 2024–25 Corporate Plan and 2024–25 Portfolio Budget Statements (PBS).

In 2024–25, of our 37 total targets 25 were achieved, 5 were partially achieved, one was not achieved, and 6 new performance targets established their baseline results. Together, these results provide an assessment of our performance against our purpose which is achieved through the work for each of our 6 key activities during the reporting period. A summary of performance by target is outlined in Table 4 below.

During the reporting period, Finance continued to deliver essential functions including budget preparation, financial reporting, appropriations, and cash drawdowns – ensuring effective allocation and use of public funds and consistent financial practices across government. We also played a pivotal role in managing government expenditure and resources through the active management of our key frameworks, particularly the PGPA Act and its supporting rules. These frameworks establish principles of transparency, accountability, and performance across the public sector and guide everyday decisions including in relation to procurements and grants administration, all of which contribute to sound financial governance.

We supported public officials through training, eLearning, and guidance materials to strengthen their understanding of PGPA responsibilities and promote best-practice risk management under the Commonwealth Risk Management Policy. Through our active engagement with stakeholders and our deliberate actions to share information and educate APS employees and agency heads we have provided leadership in managing the frameworks we own. Thus, promoting accountability and integrity in resource management and in supporting value for money in public spending across the public sector. We further support accountability through reviews, performance reporting, and a range of feedback channels, which enables us to actively refine policies and frameworks based on lessons learned and a commitment to continuous improvement.

Our purpose focuses on 3 core areas – the provision of high-quality advice, frameworks and services – to support the outcome of achieving value in the management of public resources for all Australians. The below provides a high-level summary of our performance against these areas.

Providing high quality advice and support

Throughout the reporting period, we provided advice and support to our key stakeholders, including our colleagues in Commonwealth entities and companies, and our ministers. This is a core component of how we conduct ourselves and undertake our work across our key activities.

In 2024–25, we introduced performance measures (measures 1.4, 2.1 and 3.3) to assess the effectiveness and timeliness of our advice to key stakeholders across the Commonwealth (targets 1.4.1, 2.1.1 and 3.3.1) and our ministers (targets 1.4.2, 2.1.2 and 3.3.2). The results for the performance measures were largely positive overall, with the majority of stakeholders providing a favourable assessment of our performance. Stakeholders were most positive regarding our budget and financial advice and commercial advice. While still positive, a slightly lower proportion of stakeholders rated our advice and support on resource management frameworks highly. The results of this feedback will be considered and inform continuous improvement going forward. Further details of the survey outcomes are presented in the individual analysis of the relevant measures.

Managing frameworks and implementing strategies

In 2024–25, we proactively managed and supported our frameworks through the provision of advice and support across a broad range of areas, conducting reviews of newly published material to inform updates to guidance documents, establishing and delivering formal learning and development activities, leading communities of practice and undertaking proactive outreach and tailored engagement. We sought formal feedback from a range of stakeholders on their perceptions of our advice and support on resource management frameworks, which was largely positive overall (see performance measure 2.1). *The year in focus* section at the start of this annual report provides further detail on managing and building capability across our frameworks.

In early 2025, we launched the third iteration of the Comcover Risk Management Benchmarking Survey to measure risk management capability across the General Government Sector. The result of the survey is used to assess the effectiveness of the strategies we implemented to uplift risk management capability through education, guidance and networking, in line with the objectives of the Commonwealth Risk Management Policy. The 2025 survey results indicated that the average overall maturity of relevant entities rose to 3.18, retaining an average maturity rating of 'embedded' and achieving our performance target.

As owners of the Commonwealth Procurement Framework, we provide advice, support, and services related to procurement, including management of the coordinated procurement arrangements for commonly used goods and services. These arrangements are established to deliver better prices, service, and quality for the Commonwealth, while also offering increased transparency, standard terms and conditions and improved contract management. In 2024–25, all coordinated procurement arrangements in scope for performance target 2.2.2 exceeded the 75 per cent usage target. Further information related to our procurement-related activities in 2024–25 is available in performance measure 2.2 below, and the *The year in focus* section.

In collaboration with other Commonwealth entities, we continued to support the wider availability and use of government data and promotion of digital transformation. This included progressing initiatives in the Data and Digital Government Strategy Implementation Plan to work towards achieving the vision to deliver simple, secure and connected public services through world class data and digital capabilities (see ‘Enhancing the use of data and digital technologies’ theme in *The year in focus* section).

Delivering services and government priorities

During the reporting period, we continued to provide a range of services and progress the delivery of government priorities across our key activities. These services included banking and cash management to Commonwealth entities (performance measure 1.3), administration of pension schemes (performance measure 2.4), administration of the Government’s self-managed insurance scheme, Comcover (performance measure 3.2), the provision of enabling services provided by the Service Delivery Office (performance measure 4.1), whole-of-government information and communications technology (ICT) services (performance measure 4.2), and the provision of a range of services for parliamentarians and their staff (performance measure 6.1). We achieved or partially achieved all service-related performance targets in 2024–25 (see Table 4).

In addition to these services, we:

- continued to lead the development of the National Security Office Precinct, including the opening of the Stage 1: John Gorton Campus Car Park on 12 February 2025. Further project updates are available on [our website](https://www.finance.gov.au/government/property-and-construction/national-security-office-precinct/project-updates)¹¹
- prepared for the transition to the second iteration of contracts under the Property Services Coordinated Procurement Arrangements on 1 July 2025, which includes leasing, facilities management and supplementary services
- continued to support the implementation of an economy-wide Digital ID System through the establishment of the Digital ID legislative framework

11 <https://www.finance.gov.au/government/property-and-construction/national-security-office-precinct/project-updates>

- collaborated with the Digital Transformation Agency, the Australian Public Service Commission and other key partners to build a new foundational enabling service for artificial intelligence (AI), GovAI. The closed beta trial officially commenced on 5 May 2025, initially involving GovAI Working Group members. A broader cohort was onboarded through an Expression of Interest (EOI) process on 19 May 2025. The open trial phase began on 31 July 2025, making the service available to all APS employees.
- supported progressing the Government's commitment to reduce APS emissions to net zero by 2030 through the commencement of the Climate Action in Government Operations education program and progressing the Commonwealth Climate Disclosure requirements.

Further detail on activities and achievements is provided in the relevant performance measures below and *The year in focus* section at the start of this annual report.

Table 4: Summary of performance results for 2024–25 and 2023–24

Performance targets	2023–24 result	2024–25 result
1.1.1	Substantially achieved	Not achieved
1.1.2	Achieved	Achieved
1.1.3	Achieved	Achieved
1.2.1	Achieved	Achieved
1.2.2	Achieved	Achieved
1.2.3	Achieved	Achieved
1.3.1	Achieved	Achieved
1.4.1	Not applicable ¹²	Baseline established (81%)
1.4.2	Not applicable ¹³	Baseline established (advice rated as effective and timely)
2.1.1	Not applicable ¹⁴	Baseline established (74%)
2.1.2	Not applicable ¹⁵	Baseline established (advice rated as effective and timely)
2.2.1	Achieved (99.7%) ¹⁶	Achieved (AusTender: 99.8% ¹⁷ GrantConnect: 99.7% ¹⁸)
2.2.2	Achieved (100%)	Achieved (100%)
2.3.1	Not applicable ¹⁹	Achieved
2.4.1	Not applicable ²⁰	Achieved
2.4.2	Not applicable ²¹	Achieved
2.4.3	Not applicable ²²	Achieved
3.1.1	Achieved	Partially achieved
3.1.2	Achieved	Achieved

12 New target for 2024–25.

13 Ibid.

14 Ibid.

15 Ibid.

16 In 2023–24, this target measured the availability of the AusTender system only.

17 This number is rounded to the nearest decimal point.

18 Ibid.

19 This target is measured every second year and was not measured in 2023–24.

20 This performance target has varied from the target reported in the 2023–24 performance cycle. The result is not directly transferable for the previous reporting period (2023–24 result for target 2.6.1: substantially achieved).

21 This target is measured every second year and was not measured in 2023–24.

22 This performance target has varied from the target reported in the 2023–24 performance cycle. The result is not directly transferable for the previous reporting period (2023–24 result for target 2.6.1: substantially achieved).

Performance targets	2023–24 result	2024–25 result
3.2.1	Achieved	Achieved
3.2.2	Achieved	Achieved
3.3.1	Not applicable ²³	Baseline established (78%)
3.3.2	Not applicable ²⁴	Baseline established (advice rated as effective and timely)
4.1.1	Not achieved (100%) ²⁵	Achieved (100%)
4.1.2	Not achieved (100%) ²⁶	Achieved (100%)
4.1.3	Not achieved (99.8%) ²⁷	Partially achieved (99.9%)
4.1.4	Not achieved (99.9%) ²⁸	Partially achieved (99.4%)
4.1.5	Not achieved (4.12 days) ²⁹	Achieved (3.67 days)
4.2.1	Not applicable ³⁰	Achieved
4.2.2	Achieved	Achieved
5.1.1	Achieved (11)	Achieved (14)
5.2.1	Achieved	Achieved
6.1.1	Not applicable ³¹	Partially achieved (99.8%)
6.1.2	Not applicable ³²	Partially achieved (98.6%)
6.1.3	Substantially achieved (100%) ³³	Achieved (100%)
6.1.4	Not applicable ³⁴	Achieved
6.1.5	Not applicable	Achieved (99.5%)

²³ New target for 2024–25.

²⁴ Ibid.

²⁵ In 2023–24, this was reported as a single composite target (4.1.1 – service level agreements with client entities, including measurement of efficiency and effectiveness of services, are met).

²⁶ Ibid.

²⁷ Ibid.

²⁸ Ibid.

²⁹ Ibid.

³⁰ This performance target has varied from the target reported in the 2023–24 performance cycle. The result is not directly transferable for the previous reporting period.

³¹ In 2023–24, this was measured as part of a single composite measure (6.1.1 – services meet client needs).

³² Ibid.

³³ Ibid.

³⁴ Ibid.

Key activity 1 – Budget and financial

Provide policy advice on expenditure across all portfolios and deliver Budget updates, cash management and consolidated financial reporting.

Measure 1.1 – Budget updates and appropriation bills

Budget papers, related updates (e.g. the Mid-Year Economic and Fiscal Outlook (MYEFO)) and appropriation bills are accurate, delivered within the required timeframes and meet legislative obligations.

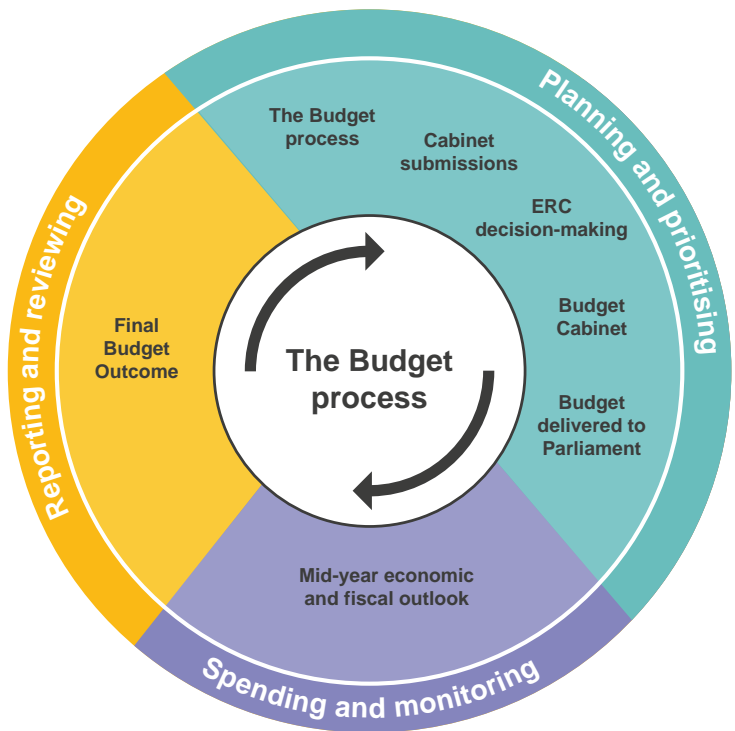
Targets	1.1.1	Variances between estimated expenses and final outcome are within set parameters.
	1.1.2	Budget papers and related updates meet timeframes set out in the <i>Charter of Budget Honesty Act 1998</i> .
	1.1.3	Appropriation bills introduced at times intended by the government.
Methodology	1.1.1 – the accuracy of expense estimates is measured by calculating the variance between the expenses at the Final Budget Outcome and the estimated expenses at 4 previous Budget updates. 1.1.2 – timeliness is demonstrated by comparing Charter-required deadlines against the tabling dates of budget papers, and related economic updates, or public release date if Parliament is not sitting. 1.1.3 – timeliness is demonstrated by comparing tabling dates of appropriation bills recorded in Hansard with scheduled dates or any variations to scheduled dates.	
Data sources	CBMS annual actuals and estimates, Budget publications, Charter of Budget Honesty Act, Hansard records.	
Source(s)	2024–25 Portfolio Budget Statements, Outcome 1, Program 1.1, p.24 2024–25 Corporate Plan, p.20	

Performance targets	2023–24 result	2024–25 result
1.1.1 – Variances between expenses at Final Budget Outcome and estimated expenses are within set parameters.	Substantially achieved	Not achieved
First forward year – difference between estimated expenses and Final Budget Outcome (target: <2%)	1.5%	3.5%
Budget year – difference between Budget estimated expenses and Final Budget Outcome (target: <1.5%)	-0.1%	2.8%
Current year – difference between the revised current year estimates at MYEFO and Final Budget Outcome (target: <1%)	-0.8%	1.5%
Current year – difference between the current year estimates at budget time and Final Budget Outcome (target: <0.5%).	-0.8%	1.0%
1.1.2 – Budget papers and related updates meet timeframes set out in the <i>Charter of Budget Honesty Act 1998</i> .	Achieved	Achieved
1.1.3 – Appropriation bills introduced at times intended by the government.	Achieved	Achieved

Analysis

The Budget provides a picture of Australia's forecast financial performance and the Government's fiscal policy for the forward years. The Budget includes estimates of government revenue and expenses for the Commonwealth over a specified period (see Figure 4). The appropriation bills provide the mechanism to allow the Parliament to appropriate moneys from the Consolidated Revenue Fund on an annual basis to fund expenditure by the Government.

Figure 4: The Budget process



Together with Treasury, we support the Government in preparing, delivering and managing the Budget. We work closely with portfolios, through our agency advice units (AAUs), and the other central agencies to inform the development of complex policy and provide the Government sound policy and financial analysis and advice that supports consideration by the Expenditure Review Committee (ERC) and the Cabinet. Additionally, we are responsible for producing several key inputs into Budget papers including financial tables and details on policy decisions. This is achieved by working through AAUs and with portfolio agencies.

Advising on expenditure through the Budget process and related economic and fiscal updates is a core activity we undertake as part of our role in supporting the government to achieve its policy and fiscal objectives.

This advice is largely based on the estimates that are produced at each economic update. We work with entities to ensure expense estimates are regularly reviewed and updated to take account of the best available information to maximise their reliability and accuracy.

As at the 2024–25 Final Budget Outcome all 4 variance targets were not achieved.

The results for each of the 4 variance targets are influenced by changes in expenses for demand driven programs. Some of the larger variances (excluding policy decisions and economic parameter variations) that contributed the result include higher than expected expenses for Military Rehabilitation Compensation Acts liabilities, Aged Care Services and Disability-related benefits. Program specific and other variations to program estimates have increased expenses in 2024–25 in each economic update since the 2023–24 Budget, except the 2023–24 Mid-Year Economic and Fiscal Outlook.

Program specific and other variations to program estimates have increased expenses in 2024–25 in each economic update since the 2023–24 Budget, except the 2023–24 Mid-Year Economic and Fiscal Outlook.

The overall result was not within the tolerances for all 4 variance targets, meaning an overall result of not achieved for target 1.1.1.

Our role in the preparation of budget estimates and appropriation bills is essential to supporting the ongoing delivery of government programs and services. In 2024–25, we achieved our target with the relevant Budget documents and appropriation bills produced and delivered in accordance with the timeframes set by government and as specified in the Charter of Budget Honesty Act.

In 2024–25:

- the Government released the 2023–24 Final Budget Outcome on 30 September 2024. This is in line with the requirements of the Charter to publicly release and table a final budget outcome report no later than 3 months after the end of the financial year.
- the Government released the 2024–25 Mid-Year Economic and Fiscal Outlook on 18 December 2024. This is in line with the requirements to release a Mid-Year Economic and Fiscal Outlook each year by the end of January, or 6 months after the last Budget, whichever is later.
- the Government released the 2025–26 Budget on 25 March 2025. This is in line with the requirements of the Charter to publicly release and table a budget report at the time of each budget.
- the 2025 Pre-election Economic and Fiscal Outlook was released on 7 April 2025. This date met the direction of the Charter of Budget Honesty Act that specifies that a Pre-election Economic and Fiscal Outlook must be released within 10 days of issue of the writs for a general election. The writs were issued on 31 March 2025.

The Minister for Finance is the responsible minister for annual appropriation acts under the Administrative Arrangements Order. Timely introduction of annual appropriation bills into the Parliament ensures continuity of the Government's programs and the Commonwealth's ability to meet its obligations and facilitates the delivery of measures agreed by the Government in the Budget process.

The passage of the appropriation bills through the Parliament is publicly available on the Australian Parliament, and made available on the Australia Government Budget, on the internet. This result is consistent with the result achieved in 2023–24. Overall, the result demonstrates that we are consistently meeting the timeframes expected by government and stakeholders for the Budget papers, related updates and appropriation bills.

In 2024–25, all appropriation bills were prepared and introduced into the Parliament in line with the Government’s expectations.

Disclosures

1.1.1 – variations that are excluded from the calculation of expense estimate accuracy include variations due to:

- policy decisions
- changes in prices and wages,
- changes in interest and exchange rates, and
- aggregate unemployment benefit recipient numbers.

1.1.2 – the scope of this target is limited to the reporting requirements and Finance’s responsibilities set out in the Charter. The following reports were published during the 2024–25 financial year and in scope for this target:

- 2023–24 Final Budget Outcome
- 2024–25 Mid-Year Economic and Fiscal Outlook
- 2025–26 Budget
- 2025 Pre-election Economic and Fiscal Outlook.

The scope of this target does not include specific products or processes under the Charter that fall outside of our responsibility or do not form part of the Budget update process. For example, the Intergenerational Report, costing of election commitments, or statements regarding Commonwealth stocks and securities.

1.1.3 – the timing of appropriation bills is determined by the Government and the Parliament, and by the Prime Minister and Treasurer in relation to the timing of Budget (and Budget estimates updates such as the Mid-Year Economic and Fiscal Outlook). The legislation program is managed by the Department of the Prime Minister and Cabinet through the legislation approval process.

Passage of appropriation bills through the Parliament is dependent on the parliamentary sitting program. Scheduled introduction is monitored by accessing daily program for the House of Representatives which is published on the [Parliament of Australia website](https://www.parliament.gov.au)³⁵. This is a benchmark against which the actual introduction of the bills is measured. Actual introduction dates of appropriation bills are recorded in the House of Representatives’ Votes and Proceedings, Hansard and published on the individual legislation pages on the [Parliament of Australia website](https://www.parliament.gov.au).

35 <https://www.aph.gov.au>

Measure 1.2 – Financial reporting

The Government's Consolidated Financial Statements are complete, fairly presented, and finalised within the timeframes set out in the *Public Governance, Performance and Accountability Act 2013*, and the monthly statements are provided to the Finance Minister within agreed timeframes.

Targets	1.2.1	The Auditor-General issues an unmodified audit report on the Consolidated Financial Statements.
	1.2.2	Monthly Financial Statements ³⁶ are prepared within 21 days of the end of the month, on average.
	1.2.3	The Consolidated Financial Statements meet timeframes set out in section 48 in the <i>Public Governance, Performance and Accountability Act 2013</i> .
Methodology	<p>1.2.1 – accuracy and completeness are demonstrated by the Auditor-General's unmodified audit report on the Consolidated Financial Statements.</p> <p>1.2.2 – timeliness is demonstrated by the date of correspondence to the Minister for Finance by calculating the average number of days that the Monthly Financial Statements are prepared within.</p> <p>1.2.3 – timeliness is demonstrated by the date the Consolidated Financial Statements are signed by the Minister for Finance and are provided to the Auditor-General.</p>	
Data sources	Monthly financial statements, Consolidated Financial Statements, and correspondence documents.	
Source(s)	2024–25 Portfolio Budget Statements, Outcome 1, Program 1.1, p.24 2024–25 Corporate Plan, p.23	

Performance targets	2023–24 result	2024–25 result
1.2.1 – The Auditor-General issues an unmodified audit report on the Consolidated Financial Statements.	Achieved	Achieved
1.2.2 – Monthly Financial Statements ³⁷ are prepared within 21 days of the end of the month, on average.	Achieved	Achieved
1.2.3 – The Consolidated Financial Statements meet timeframes set out in section 48 in the <i>Public Governance, Performance and Accountability Act 2013</i> .	Achieved	Achieved

36 Target 1.2.2 excludes the June Monthly Financial Statements because they are incorporated into the Final Budget Outcome. The July and August Monthly Financial Statements are also excluded as they are delivered following the release of the Final Budget Outcome.

37 Target 1.2.2 excludes the June Monthly Financial Statements because they are incorporated into the Final Budget Outcome. The July and August Monthly Financial Statements are also excluded as they are delivered following the release of the Final Budget Outcome.

Analysis

The production of the Monthly Financial Statements, and Consolidated Financial Statements, is a key function of the Government. We ensure compliance with requirements including standards and frameworks, as required by the Charter of Budget Honesty, PGPA Act and Financial Reporting Rule. These statements are integral to the Commonwealth's accrual budgeting and reporting framework and complement the budget process by providing outcomes against budget estimates.

The timely public release of complete and accurate government financial statements ensures accountability and transparency to the Parliament and Australian public, and therefore a critical component of our performance. This measure assesses accuracy and completeness of financial statements, and timeliness of the Monthly Financial Statements and Consolidated Financial Statements. Our achievement in these areas underpin our ability to provide advice to the Government on budget and expenditure related matters.

Achievement of this measure is important as subsection 48 of the PGPA Act requires the Minister for Finance to prepare the Australian Government's annual financial statements as soon as practicable following the end of the financial year. Subsection 48(2) requires that the statements comply with Australian Accounting Standards, and present fairly the consolidated financial position, financial performance and cash flows of the Australian Government.

The PGPA Act further requires the Minister for Finance to provide the Consolidated Financial Statements to the Auditor-General by 30 November each year (or to table in the Parliament the reasons for not doing so).

The Consolidated Financial Statements for 2023–24 have been prepared, fairly presented, and made available on our website. Throughout the year, the completion of the Consolidated Financial Statements was monitored through regular project sponsor meetings, which included representatives of the Auditor-General. These governance arrangements support delivery of this target, and results of this project governance are documented through a regular outcome report.

The 2023–24 Consolidated Financial Statements were signed by the Minister for Finance on 28 November 2024 and were provided to the Auditor-General on 29 November 2024. An unmodified audit opinion was issued by the Auditor-General on 2 December 2024 and the Minister for Finance subsequently tabled the Consolidated Financial Statements and the Auditors-Report in the Parliament on 12 December 2024.

Monthly Financial Statements for 2024–25 were provided to the Minister for Finance within expected timeframes. The 2024–25 monthly financial statements were provided to the Minister for Finance on average within 21 days of the end of each month since the release of 2023–24 Final Budget Outcome.

The Monthly Financial Statements and the Consolidated Financial Statements are available publicly on our website^{38 39}.

Disclosures

Targets 1.2.1 and 1.2.3 refer to the 2023–24 Consolidated Financial Statements which are finalised in the 2024–25 reporting period.

38 <https://www.finance.gov.au/publications/commonwealth-monthly-financial-statements>

39 <https://www.finance.gov.au/publications/commonwealth-consolidated-financial-statements>

Measure 1.3 – Cash management

Commonwealth entities have access to cash within requested timeframes.

Target	1.3.1	100% of entities have access to cash within agreed timeframes.	
Methodology	A review of payment requests completed daily against CBMS and Reserve Bank of Australia (RBA) intraday data.		
Data sources	CBMS records and daily data transmissions to the RBA input into the monthly reconciliations.		
Source(s)	2024–25 Portfolio Budget Statements, Outcome 1, Program 1.1, p.24 2024–25 Corporate Plan, p.25		
Performance target		2023–24 result	2024–25 result
1.3.1 – 100% of entities have access to cash within agreed timeframes.		Achieved	Achieved

Analysis

We provide banking and cash management to the Government ensuring the ability of funds for government expenditure to meet the needs of the Parliament and Australian public. This is a critical component of our performance. This measure focuses on whether Commonwealth entities can access the funds they need within required timeframes to deliver government policies and services⁴⁰. Access to cash is provided on the same day, meaning payment requests are fulfilled on the day they are submitted or scheduled. The performance of this measure is assessed daily and verified through the reconciliation of cash data from the Reserve Bank of Australia (RBA) and the Commonwealth Central Budget Management System (CBMS).

In 2024–25, we continued to work closely with the RBA, Commonwealth entities and their transactional banks to ensure timely and secure availability of cash access across the Commonwealth Government. Our efforts included regular engagement with the RBA, timely cash forecasting, and maintaining an active Community of Practice. We also maintain a comprehensive and robust Business Continuity Plan, ensuring that Commonwealth entities can access their cash requirements within same day timeframes, even in the event of emergency payments, natural disasters, or operational disruptions.

⁴⁰ For the purposes of this performance target, agreed timeframes refers to cash requests being fulfilled on the day they are submitted or scheduled.

Throughout 2024–25, all daily payment requests from entities were processed within the required timeframes. At the end of the financial year, Chief Financial Officers from each entity confirm the accuracy of their appropriation balances ensuring that cash needs were consistently met throughout the year. These outcomes align with the results achieved in the previous year.

Disclosures

Payment of funds is dependent on the availability of the transactional banks and availability of ICT systems.

Measure 1.4 – Finance advice

Finance provides effective and timely advice and support to Commonwealth entities and companies, and Finance Minister.

Targets	1.4.1	Percentage of stakeholders surveyed rate Finance's advice and support highly (establish baseline).
	1.4.2	The Minister for Finance, or their representative, rate Finance's advice as effective and timely (establish baseline).
Methodology	<p>1.4.1 – effectiveness and timeliness of advice and support are determined by calculating the average percentage of positive feedback provided by key stakeholders from Commonwealth entities and companies⁴¹ in their responses to the stakeholder survey.</p> <p>1.4.2 – effectiveness and timeliness of advice and support are determined by calculating the average percentage of positive feedback provided at structured interview with the Minister for Finance or their representative.</p>	
Data sources	Stakeholder lists, stakeholder survey responses and the ministerial feedback questionnaires from the Minister for Finance or their representative.	
Source(s)	<p>2024–25 Portfolio Budget Statements</p> <p>Outcome 1, Program 1.1, p.24</p> <p>Outcome 2, Program 2.10, p.58</p> <p>2024–25 Corporate Plan, p.26</p>	

Performance targets	2023–24 result	2024–25 result
1.4.1 – Percentage of stakeholders surveyed rate Finance's advice and support highly (establish baseline).	Not applicable ⁴²	Baseline established (81%)
1.4.2 – The Minister for Finance, or their representative, rate Finance's advice as effective and timely (establish baseline).	Not applicable ⁴³	Baseline established (advice rated as effective and timely)

⁴¹ See Note 1 below for additional detail on the stakeholder survey methodology.

⁴² New target for 2024–25.

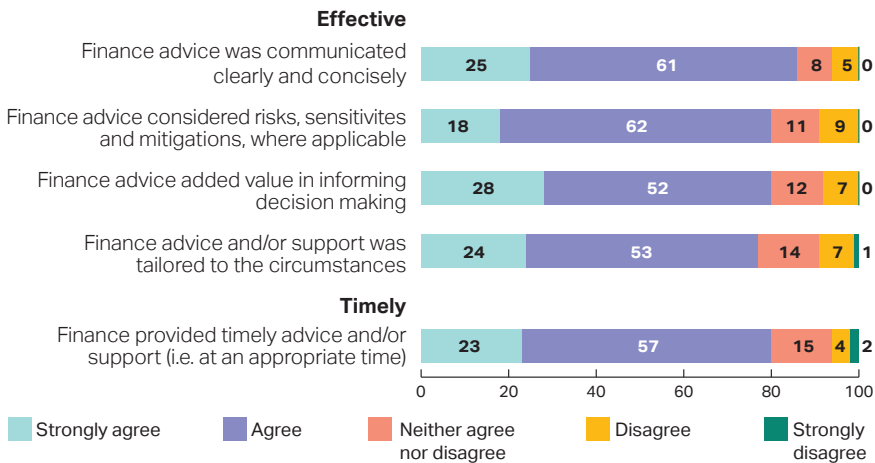
⁴³ Ibid.

Analysis

This measure was introduced in 2024–25 to highlight the key role we play in our provision of high-quality advice to support the effective and efficient use of public resources. For measure 1.4 we do this through the provision of advice and information on expenditure proposals and fiscal policy, the preparation of appropriation bills and content for the Budget papers. Our budget advice and support to government and the Commonwealth plays an important role in the understanding of fiscal and policy impacts of policy proposals across all portfolios and assists government prioritisation and decision making.

To assess our performance on effective and timely budget and financial advice and support to Commonwealth entities and companies, and the Minister for Finance, we used a structured stakeholder survey and semi-structured ministerial interview. The inaugural Finance stakeholder survey was conducted in April to May 2025. This first-year survey is designed to obtain feedback from stakeholders who were in a position to assess the quality of our budget and financial advice through a strategic lens of our operations. Stakeholders invited to participate in the survey were senior officers (Executive Level 2 or equivalent and above) who had substantial dealings with Finance to inform their ability to comment on the quality and timeliness of our budget and financial advice⁴⁴.

Figure 5: External stakeholder perceptions of budget and financial advice



Note: to estimate response rates accurately, the invite count was adjusted for bounced emails, staff changes, and out-of-scope cases. Totals may not equal 100 per cent.

44 See Note 1 below for additional detail on the stakeholder survey methodology.

Of the stakeholders who completed the survey for key activity 1⁴⁵, 81 per cent of stakeholders rated our budget advice and support highly (see Figure 5). Additionally, analysis of the free text responses indicated that stakeholders were most positive about our staff engaging with them collaboratively and the quality and value of advice. Suggestions for strengthening included improving collaboration and that our advice could be more pragmatic and solutions focused.

We conducted a semi-structured interview with the Minister for Finance's representative (their Chief of Staff). Adopting a 5-point assessment scale (strongly agree through to strongly disagree), the questionnaire asked 6 questions to assess the effectiveness of our advice and support, and an additional question to assess its

"The Agency Advice Unit were always collegiate, friendly and responsive. They recognise the challenges we have faced and worked hard to assist at all times."

– Survey participant comment as part of the 2025 Finance stakeholder survey

timeliness. This was supported by 2 open ended questions to receive feedback on what we did well and what could be improved, and why.

The Minister for Finance's representative provided positive feedback on the effectiveness (100 out of 100 index points) and timeliness (75 out of 100 index points) of our support and advice for budget and financial matters in 2024–25. The quality of support we provide on the fiscal implications of policy proposals was noted as an area we did well. Areas for improvement focused on the conciseness of advice.

Disclosures

1.4.1 – this was our first year using a departmental-wide stakeholder survey to assess our performance. The divisions in scope for this target were instructed to provide a list of stakeholders that met the stakeholder selection rules (outlined in Note 1). Divisions developed their stakeholder population lists by using the stakeholder selection rules to identify their external stakeholders from Commonwealth entities and companies based on their interactions throughout the 2024–25 reporting period (see Note 1 for additional information on the survey design, including population).

For the 2026 Finance stakeholder survey, we will review our communication to divisions for the purpose of developing stakeholder population lists to improve consistency in approach across divisions. This is an area identified for improvement based on the experience of our first survey.

The results for 2024–25 will inform the baseline targets for future years.

⁴⁵ The number of responses ranged from 178 to 181.

Key activity 2 – Resource management frameworks

Manage frameworks and policies and provide advice to support the proper use and management of public resources.

Measure 2.1 – Finance advice

Finance provides effective and timely advice and support to Commonwealth entities and companies, and Finance ministers.

Targets	2.1.1	Percentage of stakeholders surveyed rate Finance's advice and support highly (establish baseline).
	2.1.2	The Minister for Finance and Special Minister of State, or their representatives, rate Finance's advice as effective and timely (establish baseline).
Methodology	<p>2.1.1 – effectiveness and timeliness of advice and support are determined by calculating the average percentage of positive feedback provided by key stakeholders from Commonwealth entities and companies⁴⁶ in their responses to the stakeholder survey.</p> <p>2.1.2 – effectiveness and timeliness of advice and support are determined by calculating the average percentage of positive feedback provided at structured interviews with the Minister for Finance and Special Minister of State, or their representatives.</p>	
Data sources	Stakeholder lists, stakeholder survey responses and the ministerial feedback questionnaires from the Minister for Finance or their representative.	
Source(s)	<p>2024–25 Portfolio Budget Statements</p> <p>Outcome 2, Program 2.1, p.40</p> <p>Outcome 2, Program 2.3, p.46</p> <p>Outcome 2, Program 2.4, p.48</p> <p>Outcome 2, Program 2.5, p.50</p> <p>Outcome 2, Program 2.8, p.54</p> <p>2024–25 Corporate Plan, p.27</p>	

⁴⁶ See Note 1 below for additional detail on the stakeholder survey methodology.

Performance targets	2023–24 result	2024–25 result
2.1.1 – Percentage of stakeholders surveyed rate Finance’s advice and support highly (establish baseline).	Not applicable ⁴⁷	Baseline established (74%)
2.1.2 – The Minister for Finance and Special Minister of State, or their representatives, rate Finance’s advice as effective and timely (establish baseline).	Not applicable ⁴⁸	Baseline established (advice rated as effective and timely)

Analysis

This measure directly relates to our work in managing frameworks and policies and providing advice to support the proper use and management of public resources. This measure was introduced for 2024–25, designed to assess the effectiveness and timeliness of our advice and support to Commonwealth entities and companies, as well as the Minister for Finance and Special Minister of State.

As a central agency, we support the Government’s priorities and promote effective public sector practice through our management of resource management frameworks, including our resource management guides (RMGs) and other policies. The nature of our role means we are uniquely positioned to lean in and support our colleagues in Commonwealth entities and companies to achieve these priorities. We play an integral role in supporting and building capability across the Commonwealth, through the provision of advice and guidance on our suite of frameworks and policies, formal learning and development offerings, communities of practice, proactive outreach, and tailored engagement activities. Our advice, guidance and support are designed to assist Commonwealth entities meet their public sector management and accountability obligations.

To assess our performance on the effectiveness and timeliness of our advice and support provided in relation to our resource management frameworks, we used a structured stakeholder survey and semi-structured interviews with our ministers. The scope of this measure covers a range of frameworks and policies including the PGPA Act and related framework, procurement and grants, climate action in government operations, property framework and policies, performance, risk management, electoral policy, data policy and Digital ID.

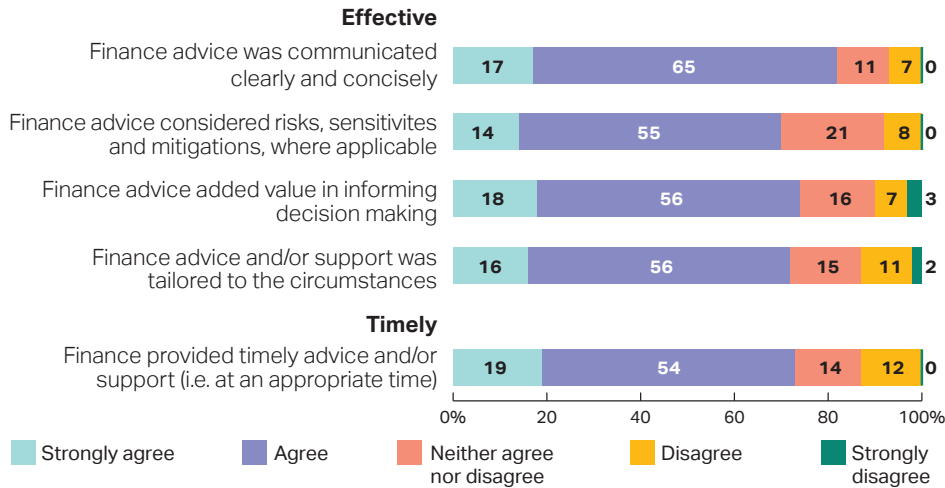
The inaugural Finance stakeholder survey was conducted in April to May 2025. This first-year survey is designed to obtain feedback from stakeholders who were in a position to assess the quality and timeliness of our support and advice on our resource management frameworks and related policies.

⁴⁷ New target for 2024–25.

⁴⁸ Ibid.

This includes general advice provided in our online guidance (including RMGs), targeted advice provided through our centralised mailbox and communication channels, and tailored engagement activities. Stakeholders invited to participate in the survey were senior officers (Executive Level 2 or equivalent and above) who had substantial dealings with Finance to inform their ability to comment on the quality and timeliness of our advice and support on our resource management frameworks.

Figure 6: External stakeholder perceptions of frameworks advice



Note: to estimate response rates accurately, the invite count was adjusted for bounced emails, staff changes, and out-of-scope cases. Totals may not equal 100 per cent.

Of the stakeholders who completed the survey for key activity 2⁴⁹, 74 per cent of stakeholders who responded rated our advice and support highly for our resource management frameworks (see Figure 6).

Stakeholders were most positive about our staff engaging with them in a respectful manner and communicating advice clearly and concisely. Compared to other aspects of effectiveness, stakeholders were less likely to agree that our advice considered risks, sensitivities and mitigations (where applicable), advice was balanced and objective and provided sufficient information to address their concern.

49 The number of responses for key activity 2 ranged from 212–217.

We conducted semi-structured interviews with representatives of the Minister for Finance and Special Minister of State (their Chiefs of Staff). Adopting a 5-point assessment scale (strongly agree through to strongly disagree), the questionnaire asked 6 questions to assess the effectiveness of our advice and support, and an additional question to assess its timeliness. This was supported by 2 open ended questions to receive feedback on what we did well and what could be improved, and why.

The Minister for Finance's and Special Minister of State's representatives provided positive feedback on the effectiveness (75 out of 100 index points) and timeliness (75 out of 100 index points) of our support and advice for resource management frameworks and related

"The guidance in place such as the resource management guides (RMGs) is very helpful and makes sure as a small agency that we can understand our requirements."

– Survey participant comment as part of the 2025 Finance stakeholder survey

matters in 2024–25. Both offices were positive about our advice related to resource management frameworks. When asked about what we had done well, the responses focused on Finance's extensive knowledge and experience, as well as our capability in balancing different viewpoints to provide solutions. When prompted on areas we could strengthen further, suggestions for improvement mainly related to the need for clearer communication and a suggestion for stronger engagement with external stakeholders.

Disclosures

2.1.1 – this was our first year using a departmental-wide stakeholder survey to assess our performance. The divisions in scope for this target were instructed to provide a list of stakeholders that met the stakeholder selection rules (outlined in Note 1). Divisions developed their stakeholder population lists by using the stakeholder selection rules to identify their external stakeholders from Commonwealth entities and companies based on their interactions throughout the 2024–25 reporting period (see Note 1 for additional information on the survey design, including population).

For the 2026 Finance stakeholder survey, we will review our communication to divisions for the purpose of developing stakeholder population lists to improve consistency in approach across divisions. This is an area identified for improvement based on the experience of our first survey.

The results for 2024–25 will inform the baseline targets for future years.

Measure 2.2 – Procurement and grants

The Commonwealth Procurement Framework, including the Commonwealth Procurement Rules, and relevant systems support the proper use and management of public resources.

Targets	2.2.1	The AusTender and GrantConnect systems are available 99% of the time during business hours, excluding scheduled outages.
	2.2.2	75% or more panel usage rate for whole of Australian Government (WoAG) coordinated procurement arrangements.
Methodology	2.2.1	– uptime statistics, demonstrating the systems are available, excluding scheduled outages.
	2.2.2	– calculation of the percentage of entities that have opted-in or utilised the WoAG coordinated procurement arrangements.
Data sources	2.2.1	– AusTender and GrantConnect’s cloud and performance monitoring system.
	2.2.2	– WoAG coordinated procurement arrangement reporting by entities and suppliers, Flipchart of PGPA Act Commonwealth entities and companies reference document and Australian Government Organisations Register.
Source(s)	2024–25 Portfolio Budget Statements, Outcome 2, Program 2.5, p.50 2024–25 Corporate Plan, p.29	

Performance targets	2023–24 result	2024–25 result
2.2.1 – The AusTender and GrantConnect systems are available 99% of the time during business hours, excluding scheduled outages.	Achieved (99.7%) ⁵⁰	Achieved (AusTender: 99.8% ⁵¹ GrantConnect: 99.7% ⁵²)
2.2.2 – 75% or more panel usage rate for whole of Australian Government (WoAG) coordinated procurement arrangements.	Achieved (100%)	Achieved (100%)

Note: percentages are rounded to the nearest decimal point.

50 In 2023–24, this target measured the availability of the AusTender system only.

51 This number is rounded to the nearest decimal point.

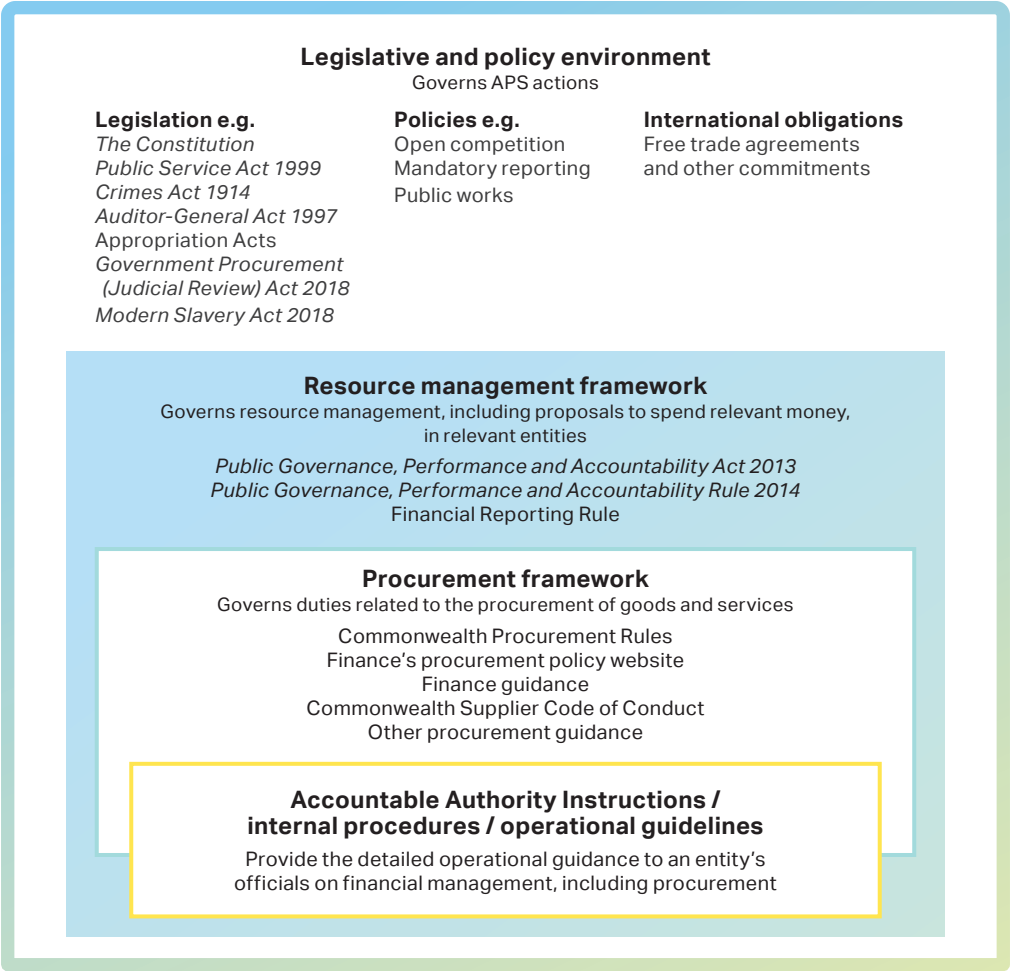
52 Ibid.

Analysis

The Commonwealth Procurement Rules (CPRs) are the foundation of the Commonwealth procurement framework. Officials from non-corporate Commonwealth entities and prescribed corporate Commonwealth entities listed in section 30 of the *Public Governance, Performance and Accountability Rule 2014* must comply with the CPRs when performing duties related to procurement. Achieving value for money is a foundational principle of the CPRs, guiding entities to consider efficiency, effectiveness, ethics, and economy in the use of public resources.

As custodians of the Commonwealth Procurement Framework (see Figure 7), we assist both government and business through advice, support, and services. We provide the public and officials with access to WoAG procurement information through AusTender. The AusTender platform provides centralised publication of Australian Government business opportunities, annual procurement plans and contracts awarded.

Figure 7: Legislative and policy environment



Similar requirements apply to the GrantConnect system. The Australian Government Grants policy framework provides transparency, accountability and flexibility in grants administration to achieve government policy outcomes and ensure equitable access of grants to and for the benefit of the Australian public. The *Commonwealth Grants Rules and Principles 2024* require the transparent public reporting of Grant information. GrantConnect provides this functionality through the centralised publication of forecast and current grant opportunities and grants awarded. The GrantConnect system provides centralised publication of publicly available grant opportunities, forecast opportunities and details of grant awards.

Ensuring the AusTender and Grant Connect systems are available during business hours provides assurance that businesses can identify and submit bids for Australian Government grant and procurement opportunities. System monitoring over these periods is critical to ensuring that where the system becomes unavailable or where performance degrades, we can respond to address the cause of the outage minimising the impact on AusTender and GrantConnect users, ensuring businesses are not disadvantaged.

Throughout the year, we regularly engage with suppliers to ensure issues such as minor performance are addressed prior to any outages occurring. We receive alerts from cloud monitoring where performance of the applications is impacted, this further ensures mitigations can be applied prior to an outage occurring.

We are also responsible for implementing and maintaining coordinated procurement arrangements for commonly used goods and services across the Australian Government. In line with the CPRs, coordinated procurement arrangements are mandatory for non-corporate Commonwealth entities (NCEs) that are subject to the PGPA Act. These arrangements are established to deliver better prices, service, and quality for the Commonwealth, while also offering increased transparency, standard terms and conditions and improved contract management that benefits both the government and suppliers.

In 2024–25, coordinated procurement arrangements enabled entities to access more competitive pricing by aggregating Australian Government buying power, supporting their efforts to realise value for money. They provided entities access to a diverse range of goods and services to meet their operational requirements through streamlined ordering systems and decreased administrative costs for suppliers and entities by removing procurement duplication. The arrangements also supported savings initiatives by promoting behavioural change and contributed to the delivery of Australian Government policy objectives.

We manage 12 arrangements, with 8 being covered under target 2.2.2. To ensure compliance with the CPRs, we monitor the entity engagement with the arrangements, to ensure the arrangements are fit-for-purpose, this includes discussing updates to the arrangements and feedback provided by entities, along with raising compliance matters where required.

Engagements with suppliers includes meetings held with suppliers on a monthly, quarterly and as needs basis, along with a range of events and forums. Events connect suppliers with Australian Government buyers, enabling increased buyer awareness, shared experience, and supplier knowledge of procurement systems and frameworks. Forums allow suppliers to deliver key program updates to entities and enables us to promote better practice procuring to relevant entities.

In 2024–25, we held 10 'Meet the Supplier' events across 6 Australian cities. These events provided accessible and meaningful engagement between suppliers and entities, while also promoting awareness of and engagement with the coordinated arrangements and their associated benefits.

In 2024–25, all coordinated procurement arrangements exceeded the 75 per cent usage target. Reflecting NCEs access to relevant panel arrangements, Motor Vehicle Leasing, Fleet Management and Travel arrangements achieved 100 per cent usage, while the Management Advisory Services, People, and Stationery and Office Supplies panels recorded usage rates between 85 per cent and 89 per cent.

To further demonstrate the effectiveness of coordinated procurement arrangements, in 2025–26 we will focus performance targets on the supplier engagement activities we undertake to promote the effective application and adherence to the Commonwealth Procurement Framework, and support supplier compliance with the coordinated procurement arrangements.

Disclosures

2.2.1 – assessment of this target relies on data provided to us by third parties. Monthly performance data is subject to review and assurance by Finance officials, including cross-verification of third-party records against AusTender and GrantConnect sources, stakeholder reports, and exclusion of weekends and public holidays from calculations.

2.2.2 – Australian Government coordinated procurement arrangements are excluded if they have been established for less than 12 months as at 1 July 2024.

Measure 2.3 – Risk management

The Commonwealth Risk Management Policy and supporting advice, services, education, and outreach activities promote effective risk management across the Commonwealth.

Target	2.3.1	Sustained or positive improvement to the risk management maturity rating across the General Government Sector.
Methodology	Independent evaluation of the results of the Comcover Risk Management Benchmarking Survey.	
Data sources	Comcover Risk Management Benchmarking Survey, including the Benchmarking Program Key Findings Report and Fund Member survey responses and attachments.	
Source(s)	2024–25 Portfolio Budget Statements, Outcome 2, Program 2.8, p.54 2024–25 Corporate Plan, p.31	

Performance target	2023–24 result	2024–25 result
2.3.1 – Sustained or positive improvement to the risk management maturity rating across the General Government Sector.	Not applicable ⁵³	Achieved

Analysis

We play a key role in supporting best practice risk management. We administer the Commonwealth Risk Management Policy and assist entities to build their risk capability by offering risk management education, guidance and networking to officials of Commonwealth entities in the General Government Sector. This measure examines the effectiveness of the strategies used to uplift capability through education, guidance and networking.

The Risk Management Benchmarking Program is a key element of our risk management services which enable entities to assess their risk management capability. 164 entities participated in the 2025 Risk Management Benchmarking Program. Each entity is assigned a community of practice peer-group and an entity size group for comparison.

The 2025 survey represents the third iteration of the program launched in 2021 that was designed around 5 key risk areas of focus: risk governance, risk culture, risk capability, risk management framework and practices, and organisational resilience and agility. This Risk Management Benchmarking Survey measured entity risk management capability maturity by reference to the requirements of the Commonwealth Risk Management Policy and indicators of success.

⁵³ This target is measured every second year and was not measured in 2023–24.

The 2025 survey results indicated that the average overall maturity of relevant entities rose to 3.18, from 3.07 in 2023 and 2.86 in 2021, retaining an average maturity of 'embedded'. The maturity level has moved up a level from defined to embedded since 2021. The results of the 2025 program are positive and clearly indicate a desire on the part of entities to continue to improve their risk management capability and maturity. The overall average maturity is, however, less than the overall average of entities' target maturity for each of the 5 areas of focus, indicating dedication towards further improvement.

In addition to administering the Commonwealth Risk Management Policy, and the education, guidance and networking opportunities we provide throughout the year, we support entities to improve their risk management capability through advisory services. Since the completion of the 2025 benchmarking program in May this year, we have been asked to meet with 14 executive management teams, this includes 6 Audit and Risk Committees.

We have worked with an additional 24 entities to talk through their results and provide advice and identify opportunities to enhance particular aspects of their organisation's approach to managing risk. The current risks and emerging risks that were identified in this year's survey were reported to the Commonwealth Risk Committee. We will also develop a program of communications that highlight and profile examples of better practice through the Commonwealth Risk Managers Forum, Small Agency Risk Forum and Commonwealth Risk Management Framework.

Sustained or improved risk management maturity reduces the pressure and liability on the Budget, which contributes to achieving value in the management of public resources.

Disclosures

The Risk Management Benchmarking Survey is conducted every second year in recognition of the time it takes to enhance organisational capability and culture, and for such changes to become evident. This provides participants the necessary time to understand their results and identify, implement, and evaluate improvements prior to the next survey. The survey is mandatory for all entities classified to the General Government Sector with an average staffing level of 10 or more employees.

Measure 2.4 – Administration of pension schemes

Pension schemes for former parliamentarians, judges and governors-general are administered in accordance with the applicable regulatory and legislative requirements.

Targets	2.4.1	No material compliance matters in relation to the operations of the pension schemes administered by Finance.
	2.4.2	100% of pension payments made on time.
	2.4.3	100% of statutory reporting obligations complied with.
Methodology	2.4.1 – to ensure no material compliance matters, pension payments are processed through the Capital 11 system and verified by senior officers. Compliance is measured by the number and outcome of assessment of material compliance events reported.	
	2.4.2 – pension payments are processed and verified through the Capital 11 system. Timeliness is measured through the outcome of compliance reviews. Documentation is maintained both internally and externally to the system and used for reporting on accuracy and timeliness.	
	2.4.3 – to comply with statutory reporting obligations, necessary reports are generated, reviewed, and verified through the Capital 11 system. Compliance is measured through the outcome of internal and external reviews, for example as part of Finance's annual financial statements audit and the regular independent review of procedures for Anti-Money Laundering and Counter Terrorism Financing requirements.	
Data sources	Departmental records including data in the Capital 11 system and pay reports.	
Source(s)	2024–25 Portfolio Budget Statements, Outcome 2, Program 2.8, p.54 2024–25 Corporate Plan, p.33	

Performance targets	2023–24 result	2024–25 result
2.4.1 – No material compliance matters in relation to the operations of the pension schemes administered by Finance.	Not applicable ⁵⁴	Achieved
2.4.2 – 100% of pension payments made on time.	Not applicable ⁵⁵	Achieved
2.4.3 – 100% of statutory reporting obligations complied with.	Not applicable ⁵⁶	Achieved

54 This performance target has varied from the target reported in the 2023–24 performance cycle. The result is not directly transferable for the previous reporting period (2023–24 result for target 2.6.1: substantially achieved).

55 Ibid.

56 Ibid.

Analysis

We are responsible for the administration and delivery of superannuation/pension arrangements for Governors-General and certain former members of Parliament and certain Commonwealth judicial officers. We administer the Parliamentary Contributory Superannuation Scheme, the Governors' General Pension Scheme, the Judge's Pension Scheme and the Federal Circuit and Family Court of Australia Division 2 Judges Death and Disability Scheme.

The result for this measure reflects our diligent and methodical approach to the ongoing administration of the schemes under our administration. As the superannuation/pension service provider for over 760 members, including 650 beneficiaries, we focus on the timely delivery of our member's entitlements consistent with the legislative requirements of the schemes. Overall, this performance measure provides insight into our performance in delivering these superannuation schemes and compliance with enabling legislation. Our performance is measured by assessing material compliance with regulatory and legislative requirements of the schemes (target 2.4.1), the timeliness of pension/entitlement payments (target 2.4.2) and delivery of statutory reporting requirements (target 2.4.3).

In the 2024–25 financial year, our approach to administering the superannuation and pension schemes under our responsibility has yielded positive results. We successfully produced, processed, and paid over 13,000 individual pension payments on time. Pension payments for former parliamentarians were made fortnightly, while those for retired judges and governors-general are made monthly, in accordance with the legislative requirements of each scheme.

No significant system issues were identified in the processing and reporting of payments. All pension payments and payment adjustments required for new pension commencements, deaths and reductions in benefits, including due to members holding offices of profit were checked, verified and approved.

Section 21B of the *Parliamentary Contributory Superannuation Act 1948* defines offices of profit to include various positions – such as Vice Regal, judicial, and other legally established roles – typically appointed by the Governor-General, a Minister, or State Governors or Ministers, and public offices as defined in Part II of the *Remuneration Tribunal Act 1973*.

We met all statutory reporting requirements, ensuring that member contribution, account attributes, transactions, statements and payment summaries were reported to both members and the Australian Tax Office within the required timeframes. Additionally, our annual compliance report on Anti-Money Laundering and Counter Terrorism Financing arrangement was submitted to Australian Transaction Reports and Analysis Centre (AUSTRAC) by the due date of 31 March 2025. The business continuity plan for the schemes was also reviewed as part of annual processes in April 2025.

Disclosures

This measure is only designed to assess the administration of pension schemes for which we are directly accountable (former parliamentarians, retired judges, and retired governors-general only). The administration of other public sector and Australian Defence Force superannuation is managed by the Commonwealth Superannuation Corporation, which is a corporate Commonwealth entity.

Key activity 3 – Commercial interest

Support the commercial interest of the Commonwealth.

Measure 3.1 – Commonwealth property initiatives

Commonwealth property initiatives, including in relation to leasing and facilities management for non-corporate Commonwealth entities, are managed effectively and efficiently, and demonstrate improved outcomes in line with the Commonwealth property policy.

Targets	3.1.1	The whole-of-Australian Government (WoAG) Property Services Coordinated Procurement Arrangements deliver property efficiencies.
	3.1.2	Ratings at or above Meets Most Expectations for all Property Service Providers.
Methodology	3.1.1 – property efficiencies of the WoAG Property Services Coordinated Procurement Arrangements is measured through a Property Operating Expenses savings target and occupational density benchmark. 3.1.2 – analysis of the results of the Property Services Coordinated Procurement Arrangements Performance Cycle survey.	
Data sources	Property Services Coordinated Procurement Arrangements – Property Operating Expenses Report, Australian Government Office Occupancy Report, and Property Services Coordinated Procurement Arrangements Performance Cycle survey results and analysis.	
Source(s)	2024–25 Portfolio Budget Statements, Outcome 2, Program 2.3, p.46 2024–25 Corporate Plan, p.35	

Performance targets	2023–24 result	2024–25 result
3.1.1 – The whole-of-Australian Government (WoAG) Property Services Coordinated Procurement Arrangements deliver property efficiencies.	Achieved	Partially achieved
3.1.2 – Ratings at or above Meets Most Expectations for all Property Service Providers.	Achieved	Achieved

Analysis

We provide oversight of Commonwealth property, through the whole-of-Australian Government Property Services Coordinated Procurement Arrangements (the Arrangements), manage the contracts for the 3 property service providers under the arrangements. Property efficiencies of the Arrangements are measured through a Property Operating Expenses savings target and occupational density benchmark.

Under the contracts, property service providers are required to achieve an annual Property Operating Expenses savings target. We have had an active role in establishing Property Operating Expenses baselines and savings targets, and in overseeing the Property Service Providers efforts to achieve those savings. Property Operating Expenses savings can only be determined once the Property Operating Expenses baseline is agreed. As outlined in the deed, the calculation of the Property Operating Expenses baseline requires the previous year's baseline to be adjusted by the consumer price index (CPI) for the previous financial year. For this reason, savings can only be calculated in arrears. Property Service Providers can contribute to the Property Operating Expenses savings target in several ways, including by decreasing the cost of services provided under the Arrangements.

Due to the lag time in the availability of independently audited data, activities in the immediately concluded financial year are unable to be reviewed and reported on prior to the publication of this annual report. For this reason, performance results are reported with a one-year lag. The performance result included in the 2024–25 Annual Performance Statements relates to the financial year (FY) 2023–24. The result for FY2024–25 will be reported in the 2025–26 Annual Performance Statements.

The independently audited FY2023–24 results show that while 2 of the 3 Property Service Providers did not achieve their savings targets individually for 2023–24, they still achieved savings. The total value of savings achieved by the 3 Property Service Providers combined was greater than the sum of the individual savings targets.

We play an active role in working with non-corporate Commonwealth entities to meet their obligations under the Commonwealth Property Management Framework, including the occupational density target. We develop guidance and work closely with entities, their Property Service Provider and the Strategic Property Adviser (established under the Arrangements) to develop and deliver leasing strategies that seek to reduce excess space, while meeting operational requirements. Where entities need to enter into a new lease or renew a current lease for office space that is over \$2 million whole of life cost, we review the lease for alignment with the Commonwealth Property Management Framework.

The 2024 Australian Government Office Occupancy Report showed that the national occupational density met the 14m² occupational density target for the second time since its introduction in 2013, achieving 13.1m² per occupied work point across all non-corporate Commonwealth entity tenancies with at least 500m² of usable office area, with 328 out of 609 tenancies meeting this target. Entities increasingly are considering how their workforce management strategies and sustainability initiatives inform improvement in the management of the Commonwealth's property portfolio. This approach enables proactive management of specific property and future workforce requirements. Accommodation decisions then align with both current and future workforce needs. Non-corporate Commonwealth entities are advised to consider the occupational density target in end of lease planning, lease negotiations, refurbishment projects, and throughout the property management lifecycle. Meeting the office occupancy target means achieving an occupational density of 14m² or less of usable office area per allocated work-point, reflects efficient space planning and alignment with Commonwealth property policy objectives.

The national occupational density results surpassed the Government's target of 14m² per allocated work point, achieving 13.1m² in 2024. This marks the second consecutive year the target has been exceeded, reflecting the success of evolving workplace strategies and effective office space management across the APS.

The indicators of improved efficiency are:

- the percentage of tenancies meeting the occupational density target increased from 48.7 per cent in 2023 to 53.9 per cent in 2024
- tenancies that met the occupational density target account for 52 per cent of the total usable office area and provide accommodation for 67.7 per cent of total staff, and
- the aggregate occupational density for these tenancies is 10.0m², which is well below the 14m² target.

The data shows that from 2023 to 2024:

- number of tenancies decreased by 6.2 per cent (a decrease of 40 tenancies)
- staff numbers increased by 3.2 per cent (an increase of 5,575 staff)
- total footprint (controlled area) decreased by 1.2 per cent (a decrease of 36,847m²)
- usable office area increased by 0.7 per cent (an increase of 15,338 m²)
- the work-point vacancy rate decreased from 1.8 per cent to -1.7 per cent (total staff exceed total work-points by 2,934 staff members).
 - the work-point vacancy rate does not reflect actual office utilisation or workforce attendance patterns and therefore cannot be interpreted as indicators of how often employees are physically present in the office.

Target 3.1.2 is a proxy measure of the performance of our contract management role, through contract administration and quality of service delivery by Property Service Providers. We actively engage with Property Service Providers and entities to address service delivery issues and facilitate improved outcomes.

All Property Service Providers achieved a rating of 'meets most expectations' for the performance assessment period (July to December 2024), the tenth consecutive period that each Property Service Provider has achieved this rating. During January to June 2025, we worked with the entities and Property Service Providers to transition to the Arrangements under Deed 2.0, with contracts under Deed 1.0 expiring on 30 June 2025.

The Performance Survey Balanced Scorecard is completed biannually. Consistent with previous years, the most recent result (July to December 2024) is used to determine performance for this target. The Balanced Scorecard reflects responses from in-scope entities and Finance. We supported Property Service Providers and entities during the July to December period with regular contract management meetings and monitoring of performance.

From July 2025, the Arrangements will embed a new performance framework. To support the efficient and effective implementation of the new performance framework, we are automating reporting through the Australian Government Property Register.

Disclosures

3.1.1 – due to the lag time in the availability of data, performance results for Property Operating Expenses are reported with a one-year lag. The 2024–25 Annual Performance Statements reports on the 2023–24 financial year Property Operating Expenses.

Occupational density is the square metres of usable office area divided by the number of occupied (allocated) work-points. Allocated work-point does not indicate a 1:1 staff to desk allocation ratio. The national occupational density is calculated by dividing the aggregate usable office area for all tenancies by the aggregate number of occupied work-points.

3.1.2 – the Performance Survey Balanced Scorecard is completed biannually, and the most recent result is used to determine performance for this target.

Measure 3.2 – Comcover

The Australian Government’s self-managed insurance fund, Comcover, is financially sustainable to meet an ordinary level of claims, and Comcover liability claims are managed in accordance with the model litigant obligation outlined in the *Legal Services Directions 2017*.

Targets	3.2.1	As at 30 June, Comcover’s special account balance can cover at least 3 years of forecasted cash outflow, as actuarially assessed.
	3.2.2	No breaches of the model litigant obligation under the Legal Services Directions.
Methodology	3.2.1 – at 30 June each year, the Comcover special account balance is compared to the actuarially assessed cash outflow forecast for the next 3 years. 3.2.2 – assessment of the number and outcome of internal investigations of allegations of breaches of the model litigant obligation.	
Data sources	Reports from the appointed actuary, Comcover’s Annual Budget Workbook, monthly management report showing Comcover’s special account balance, quarterly actuarial valuation reports showing forecasted payment, Finance’s annual financial statements and data on committed funds (under s23(3) of the PGPA Act). Departmental records and Office of Legal Services Coordination communications and reports.	
Source(s)	2024–25 Portfolio Budget Statements, Outcome 2, Program 2.4, p.48 2024–25 Corporate Plan, p.37	

Performance targets	2023–24 result	2024–25 result
3.2.1 – As at 30 June, Comcover’s special account balance can cover at least 3 years of forecasted cash outflow, as actuarially assessed.	Achieved	Achieved
3.2.2 – No breaches of the model litigant obligation under the Legal Services Directions.	Achieved	Achieved

Analysis

Comcover is the Australian Government's self-managed insurance fund. More than 170 Fund Members are insured through Comcover. The Comcover Statement of Cover outlines the terms and conditions under which a wide range of insurable losses are covered. This measure is designed to assess our administration of the Comcover scheme.

We engage actuaries to provide expert advice, including a forecast cash outflow which is informed by claims history, Commonwealth risk profile, statistical trends, claim development, and anticipated volatility and uncertainty. Having sufficient cash available to pay claims is critical to the operations of Comcover.

As at 30 June 2025, the balance of the Comcover Special Account was \$1,884.3m and forecast cash outflows for the next 3 financial years are \$1,595.1m. To achieve this, we refined our capital management strategy, premium-setting model and provisioning and reserving processes, provided the actuaries the data sets required to facilitate accurate advice, and collected premiums in accordance with the best possible advice. We continuously monitor our cash reserves to promptly identify and address any potential cash shortfalls.

In 2024–25, there were 12 allegations of acting inconsistently with the model litigant obligation, and no confirmed model litigation obligation breaches identified. Where a breach of the model litigant obligation was alleged, we undertake an internal investigation, obtain legal advice, complete a formal Notification Form and submit the form to the Office of Legal Services Coordination in the Attorney-General's Department. This assessment process is designed to assess our compliance with the model litigation obligation. No issues have been identified by the Office of Legal Services Coordination for the reporting period.

The outcomes of target 3.2.2 reflects our trauma-informed approach and ongoing engagement with other Commonwealth agencies and legal service providers to set and deliver on expectations of how the Commonwealth should run its litigation, consistently with the obligation to act as a model litigant under the Legal Services Directions.

Disclosures

Two notification forms for the period between 1 April 2025 and 30 June 2025 is still under review by the Office of Legal Services Coordination. We were unable to obtain confirmation prior to the publication of this report.

Measure 3.3 – Finance advice

Finance provides effective and timely advice and support to Commonwealth entities and companies, and Finance ministers.

Targets	3.3.1	Percentage of stakeholders surveyed rate Finance's advice and support highly (establish baseline).
	3.3.2	The Minister for Finance and Special Minister of State, or their representatives, rate Finance's advice as effective and timely (establish baseline).
Methodology	<p>3.3.1 – effectiveness and timeliness of advice and support are determined by calculating the average percentage of positive feedback provided by key stakeholders from Commonwealth entities and companies in their responses to the stakeholder survey⁵⁷.</p> <p>3.3.2 – effectiveness and timeliness of advice and support are determined by calculating the average percentage of positive feedback provided at structured interviews with the Minister for Finance and Special Minister of State, or their representatives.</p>	
Data sources	Stakeholder lists, stakeholder survey responses and the ministerial feedback questionnaires from the Minister for Finance or their representative.	
Source(s)	<p>2024–25 Portfolio Budget Statements</p> <p>Outcome 2, Program 2.3, p.46</p> <p>Outcome 2, Program 2.4, p.48</p> <p>Outcome 2, Program 2.9, p.56</p> <p>Outcome 2, Program 2.10, p.58</p> <p>2024–25 Corporate Plan, p.39</p>	

Performance targets	2023–24 result	2024–25 result
3.3.1 – Percentage of stakeholders surveyed rate Finance's advice and support highly (establish baseline).	Not applicable ⁵⁸	Baseline established (78%)
3.3.2 – The Minister for Finance and Special Minister of State, or their representatives, rate Finance's advice as effective and timely (establish baseline).	Not applicable ⁵⁹	Baseline established (advice rated as effective and timely)

⁵⁷ See Note 1 below for additional detail on the stakeholder survey methodology.

⁵⁸ New target for 2024–25.

⁵⁹ Ibid.

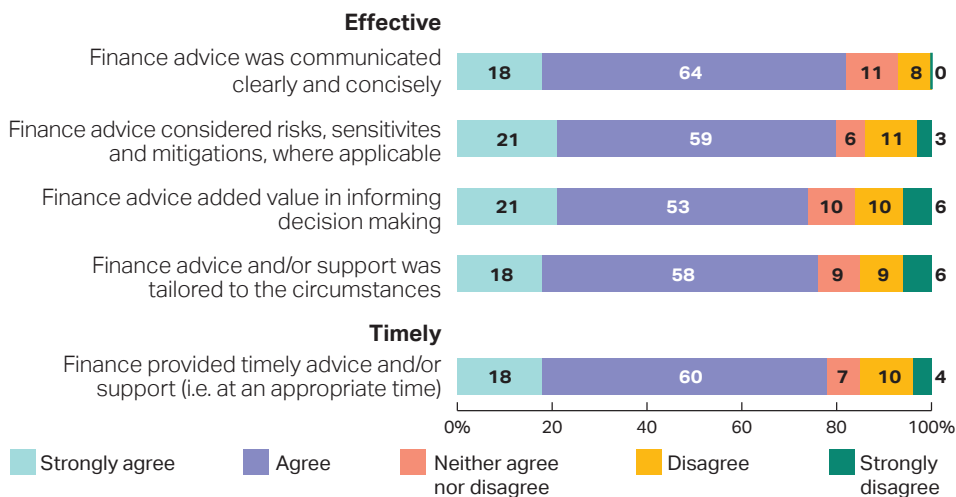
Analysis

This measure directly relates to our commercial advice and support to achieve value in the management of public resources. This measure was introduced for 2024–25, designed to assess the effectiveness and timeliness of our advice and support to Commonwealth entities and companies, as well as the Minister for Finance and Special Minister of State.

We provide commercial advice and support to the Commonwealth and government on a range of areas including commercial procurement arrangements, commercial transactions consistent with the Commonwealth Investment Framework, Government Business Enterprises, Specialist Investment Vehicles and managed investment funds, Commonwealth property, land and public works, discretionary payments, insurance and Comcover, and the nuclear-powered submarine program advice. We do this through the provision of advice and guidance on our suite of frameworks and policies, formal learning and development offerings, communities of practice, proactive outreach, and tailored engagement activities. To assess our performance on the effectiveness and timeliness of our commercial advice and support, we used a structured stakeholder survey and semi-structured interviews with our ministers.

The inaugural Finance stakeholder survey was conducted in April to May 2025. This first-year survey is designed to obtain feedback from stakeholders who were in a position to provide a strategic assessment of quality and timeliness of our support and advice on commercial matters. Stakeholders invited to participate in the survey were senior officers (Executive Level 2 or equivalent and above) who had substantial dealings with Finance to inform their ability to comment on the quality and timeliness of our commercial advice and support.

Figure 8: External stakeholder perceptions of commercial advice



Note: to estimate response rates accurately, the invite count was adjusted for bounced emails, staff changes, and out-of-scope cases. Totals may not equal 100 per cent.

Of the stakeholders who completed the survey for key activity 3⁶⁰, 78 per cent of stakeholders who responded rated our commercial advice and support highly (see Figure 8).

Stakeholders were most positive about our staff engaging with them in a respectful manner and communicating advice clearly and concisely. Compared to other aspects of effectiveness, stakeholders were less likely to agree that our advice provided sufficient information to address their concern.

We conducted semi-structured interviews with representatives of the Minister for Finance and Special Minister of State (their Chiefs of Staff). Adopting a 5-point assessment scale (strongly agree through to strongly disagree), the questionnaire asked 6 questions to assess the effectiveness of our advice and support, and an additional question to assess its timeliness. This was supported by 2 open ended questions to receive feedback on what we did well and what could be improved, and why.

The Minister for Finance's and Special Minister of State's representatives provided positive feedback on the effectiveness (83 out of 100 index points) and timeliness (75 out of 100 index points) of our commercial support and advice. Both offices strongly agreed that our advice in this area was communicated clearly and concisely. When asked about

what we had done well, they provided positive comments on communication and professionalism and praised the handling of complex government processes and transactions. When prompted on what we could further strengthen, suggestions for improvement related to the need to improve timeliness and planning, as well as increasing transparency and taking greater care in communication.

"I have dealt with Finance for many years and have always had excellent experiences. Advice provided has always fully addressed my questions and I have full confidence in the information provided."

– Survey participant comment as part of the 2025 Finance stakeholder survey

Disclosures

3.3.1 – this was our first year using a departmental-wide stakeholder survey to assess our performance. The divisions in scope for this target were instructed to provide a list of stakeholders that met the stakeholder selection rules (outlined in Note 1). Divisions developed their stakeholder population lists by using the stakeholder selection rules to identify their external stakeholders from Commonwealth entities and companies based on their interactions throughout the 2024–25 reporting period (see Note 1 for additional information on the survey design, including population).

For the 2026 Finance stakeholder survey, we will review our communication to divisions for the purpose of developing stakeholder population lists to improve consistency in approach across divisions. This is an area identified for improvement based on the experience of our first survey.

The results for 2024–25 will inform the baseline targets for future years.

60 The number of responses for key activity 3 ranged from 62–67.

Key activity 4 – Enabling service delivery

Provide enabling services to the Commonwealth.

Measure 4.1 – Shared services hub

As a shared services hub, the Service Delivery Office (SDO) provides quality and timely services to client entities.

Targets	4.1.1	Accounts payable – Proportion of correctly submitted invoices are processed in line with Australian government policy (target: 100%).
	4.1.2	Accounts receivable – Proportion of financial documents processed, and debts administered in line with client Accountable Authority Instructions (AAls) and Australian government policy (target: 100%).
	4.1.3	Payroll administration – Proportion of pay slips for employees, serving board and committee members paid correctly, following delegate approval and on time (target: 100%).
	4.1.4	HUB usage – Proportion of planned days clients can manage their services, data, and ledger maintenance activities through HUB (ERP) system (target: 100%).
	4.1.5	The average resolution time of client requests (target: <10 days).
Methodology	4.1.1 – the proportion of accounts payable invoices processed correctly in line with Australian government policy. 4.1.2 – the proportion of accounts receivable documents and debts administered correctly in line with client AAls and Australian government policy. 4.1.3 – the proportion of payslips processed correctly. 4.1.4 – measured through uptime statistics, demonstrating the HUB (ERP) system is available, excluding scheduled outages. 4.1.5 – resolution time is measured using the timeframe for closing a ticket.	
Data sources	Departmental records, including volumetric data from the enterprise resource planning system.	
Source(s)	2024–25 Portfolio Budget Statements, Outcome 2, Program 2.7, p.53 2024–25 Corporate Plan, p.41	

Performance targets	2023–24 result	2024–25 result
4.1.1 – Accounts payable – Proportion of correctly submitted invoices are processed in line with Australian government policy (target: 100%).	Not achieved (100%) ⁶¹	Achieved (100%)
4.1.2 – Accounts receivable – Proportion of financial documents processed, and debts administered in line with client Accountable Authority Instructions (AAIs) and Australian government policy (target: 100%).	Not achieved (100%) ⁶²	Achieved (100%)
4.1.3 – Payroll administration – Proportion of pay slips for employees, serving board and committee members paid correctly, following delegate approval and on time (target: 100%).	Not achieved (99.8%) ⁶³	Partially achieved (99.9%)
4.1.4 – HUB usage – Proportion of planned days clients can manage their services, data, and ledger maintenance activities through HUB (ERP) system (target: 100%).	Not achieved (99.9%) ⁶⁴	Partially achieved (99.4%)
4.1.5 – The average resolution time of client requests (target: <10 days).	Not achieved (4.12 days) ⁶⁵	Achieved (3.67 days)

Note: percentages are rounded to the nearest decimal point.

Analysis

The Service Delivery Office (SDO) is a shared services provider that focuses on delivering quality and valued corporate services to government in the areas of human resources, financial operations and the support of the Enterprise Resource Planning (ERP) system to enable client entities to focus on their core business.

The SDO provides shared services to 16 client entities, including Finance. For 2024–25 performance is measured against the service level agreements with our client entities, and we focus on providing timely and quality corporate services.

For 2024–25, the table above summarises performance against the service level agreements with client entities. These targets reflect our commitment to providing quality and timely service to clients. Targets 4.1.1, 4.1.2, and 4.1.5 were achieved, and we partially achieved targets 4.1.3 (payroll administration) and 4.1.4 (HUB ERP system).

61 In 2023–24, this was reported as a single composite target (4.1.1 – service level agreements with client entities, including measurement of efficiency and effectiveness of services, are met).

62 Ibid.

63 Ibid.

64 Ibid.

65 Ibid.

In 2024–25, we:

- processed 257,939 payslips. Administration errors resulted in corrections being required either through advance or recall with 280 instances. Some of the factors that contributed to this included the complexity of enterprise agreement provisions, human error and increase in demand across client entities.
- had 9 unplanned outages of the HUB (ERP) system which resulted in the target being partially achieved
- resolved 122,822 tickets, with an average resolution time of 3.67 days.

Disclosures

This measure is designed to assess the performance of the services performed by the SDO, and not the performance of client agencies.

Measure 4.2 – ICT systems and services

ICT systems are delivered effectively to Commonwealth entities and companies.

Targets	4.2.1	ICT systems ⁶⁶ are available 99% of the time, excluding scheduled outages.
	4.2.2	Meet or exceed a customer satisfaction (CSAT) target of 85% for closed or resolved service requests or tickets ⁶⁷ .
Methodology	4.2.1	– measured through uptime statistics, demonstrating the platforms are available, excluding scheduled outages.
	4.2.2	– a survey is issued to service desk users when their support request or service ticket is resolved and closed. Users can select from a 5-point scale and optionally provide qualitative feedback.
Data sources	Uptime statistics, and customer survey administered and managed using GovCMS service desk tool, FreshDesk.	
Source(s)	2024–25 Portfolio Budget Statements, Outcome 2, Program 2.6, p.51 2024–25 Corporate Plan, p.52	

Performance targets	2023–24 result	2024–25 result
4.2.1 – ICT systems are available 99% of the time, excluding scheduled outages.	Not applicable ⁶⁸	Achieved
– GovDNA		100%
– GovCMS		99.9%
– GovTEAMS OFFICIAL		99.9%
– GovLINK		100%
– PDMS		99.8%
– MCN		100%

66 The following systems are measured under this target: GovDNA, GovLINK redundant sites, GovCMS, MCN (National Telepresence Service), GovTEAMS OFFICIAL and Parliamentary Document Management System (PDMS).

67 In 2024–25 this target measures the GovCMS program only.

68 This performance target has varied from the target reported in the 2023–24 performance cycle. The result is not directly transferable for the previous reporting period.

Performance targets	2023–24 result	2024–25 result
4.2.2 – Meet or exceed a customer satisfaction (CSAT) target of 85% for closed or resolved service requests or tickets.	Achieved	Achieved
– satisfaction with the GovCMS platform.	95.2%	85%
– the quality of service provided by the contracted service provider.	98.3%	97%

Note: percentages are rounded to the nearest decimal point.

Analysis

We deliver government technology services that enable Commonwealth entities and companies to provide public services. We recognise the significance of our enabling role in this – without such whole-of-government ICT services, the public sector is limited in what it can accomplish for Australian communities.

These services register, create, manage, and protect digital services and assets (GovCMS and GovDNA), provide secure data networks and communications services (MCN (National Telepresence Service) and GovLINK), a single platform for government and stakeholder collaboration (GovTEAMS), and a workflow for parliamentary records management (Parliamentary Document Management System).

We strive to maintain the technical capabilities, stakeholder relationships, and commitment to quality that consistently keeps these services available at least 99 per cent of the time, excluding scheduled outages.

In 2024–25, we achieved a target service availability result of 99 per cent or greater for the following systems – GovDNA, GovLINK, GovCMS, MCN, GovTEAMS OFFICIAL and Parliamentary Document Management System.

The customer satisfaction score for the GovCMS system is comprised of 2 parts – an indicator of satisfaction with the GovCMS platform and the quality of service provided by the contracted service provider. In 2024–25, the overall customer satisfaction score was 85.8 per cent. The decline in the customer satisfaction score was primarily influenced by several minor platform issues in quarter 3, that while not resulting in an outage, did inconvenience customers and was reflected in the feedback provided.

To provide us with additional information on GovCMS system, we are conducting a broader feedback collection process with all agencies that interact with the system, rather than those who interact with the service desk. This will provide us with additional information on stakeholder perspectives on GovCMS.

Our service availability and customer satisfaction results for 2024–25 is an indicator of the strong, constructive relationships with our customers and our third-party providers. We continue to build on the similarly high performance of previous years. Reflected in this experience is an increasingly thorough approach to monitoring and quality controls, analysis of our service providers reporting, and refining of our development, deployment, testing, and customer service processes.

Disclosures

Assessment of performance for target 4.2.1 relies on data provided to us by third parties. We conduct a range of quality assurance reviews of data, including the use of independent monitoring tools to track system availability, regular reporting based on secure data sources, and structured governance processes to support proactive oversight. Real-time checks help detect connectivity issues early, while monthly reviews and formal approvals ensure data accuracy. Where outages occur, multi-layered verification methods – such as system logs, timestamped communications, and peer-reviewed procedures – are used to confirm and report service impacts reliably.

Availability of statistics limited to the outages that the whole-of-government teams are accountable for. These do not include outages that were a result of an individual agency's configuration, network maintenance or network outages, nor does it include user error or downtime from dependent systems.

Key activity 5 – Data and digital strategy

Support wider availability and use of government data and promote digital transformation.

Measure 5.1 – Office of the National Data Commissioner

Office of the National Data Commissioner (ONDC) activities facilitate the wider sharing of Government data.

Target	5.1.1	The number of new data sharing requests on Dataplace that lead to sharing increases by 30% on the previous year ⁶⁹ .	
Methodology	Count of requests for data that lead to data sharing in Dataplace.		
Data sources	Dataplace, a digital platform to manage data requests.		
Source(s)	2024–25 Portfolio Budget Statements, Outcome 2, Program 2.2, p.45 2024–25 Corporate Plan, p.45		
Performance targets		2023–24 result	2024–25 result
5.1.1 – The number of new data sharing requests on Dataplace that lead to sharing increases by 30% on the previous year.		Achieved (11) ⁷⁰	Achieved (14)

Analysis

The Office of the National Data Commissioner (ONDC) within Finance has moved into its growth phase to operationalise and regulate the DATA Scheme and progress the objectives of the *Data Availability and Transparency Act 2022* (DAT Act). The ONDC has supported the National Data Commissioner to focus on growth and consolidation of activities under the Scheme through a facilitative approach.

This has seen the creation of a trusted data sharing community of accredited users, data custodians, and accredited data service providers, with 10 additional accredited users and 2 additional accredited data service providers accredited in 2024–25. A further 3 data service providers had their accreditation renewed in 2024–25.

69 For clarity, the target measures a 30 per cent increase on the previous years’ target of 10.

70 The 2023–24 performance result for target 5.1.1 was reported as 12 new data sharing requests that led to sharing. The correct number was 11.

Data sharing activity has grown. The ONDC provides a concierge service to all entities, including accredited users and data custodians which has supported 14 shares in the 2024–25 financial year, compared to 11 during 2023–24. ONDC has established a dedicated team that supports data users to access Australian Government data under the DATA Scheme and other sharing pathways. The team assists data users to develop and submit data sharing requests using Dataplace and engages Commonwealth data custodians to progress requests towards a positive sharing outcome within the National Data Commissioner’s recommended timeframes.

The ONDC has also invested in better user experiences and continuous improvement. The ONDC stood up a DATA Scheme Working Group and has implemented 5 priority actions from the group in the financial year.

A review of the DAT Act was initiated in 2024–25, and due to report in 2025–26. The National Data Commissioner provided 2 public submissions to this review, which are available on the ONDC website⁷¹. The National Data Commissioner’s 2024–25 Annual Report contains further information, which is due for publication around the time of this annual report and can be access on the [ONDC’s website](#)⁷².

Disclosures

This measure includes all requests made via Dataplace, that led to an agreement to share data. Two agreement types of data sharing are captured:

- agreements that meet the requirements of the DAT Act and
- agreements that use alternative mechanisms (general or project summary).

Data sharing under the DATA Scheme can only occur following registration of a DATA Scheme data sharing agreement. General data sharing may be facilitated by a variety of mechanisms – including providing access which may be through a Public Interest Certificate, authorisation, license, agreement or to publicly available open data. The evidence used is confirmation in Dataplace of the agreement type that a data custodian will use to provision access to the data asset.

The ONDC has also reviewed all variations registered in 2024–25 to consider instances where agreements have been varied to authorise custodians to share additional assets. The total 14 data shares include 3 data sharing instances that were a result of data sharing agreement variations.

The 2023–24 performance result for target 5.1.1 was reported as 12 new data sharing requests that led to sharing. The correct number was 11.

⁷¹ <https://www.datacommissioner.gov.au/statutory-review>

⁷² <https://www.datacommissioner.gov.au/about-us/about-the-ondc/annual-reports>

Regulatory performance

The [National Data Commissioner's 2024–25 Annual Report](#)⁷³ provides information on the role of the National Data Commissioner and ONDC, including further detail on performance outcomes reconciled against the regulatory best practice principles – continuous improvement and building trust, risk based and data driven, and collaboration and engagement.

The National Data Commissioner's Statement of Intent outlines how the National Data Commissioner, supported by the ONDC, plans to operate in line with the Minister's Statement of Expectations and the principles of the regulator best practice. Both of these documents can be accessed on the [ONDC's website](#)⁷⁴.

⁷³ <https://www.datacommissioner.gov.au/about-us/about-the-ondc/annual-reports>

⁷⁴ <https://www.datacommissioner.gov.au/about-us/regulatory-approach-priorities>

Measure 5.2 – Digital ID

Finance supports the effective implementation of the Digital ID Program.

Target	5.2.1	Develop and implement rules and other legislative instruments needed to support the implementation of the <i>Digital ID Act 2024</i> .
Methodology	Measured through the delivery of the following outputs: <ul style="list-style-type: none">Digital ID (Accreditation) Rules and associated Data Standards required for commencement of the Act.Digital ID Rules and associated Data Standards required for commencement of the Act.Transitional Rules to transition Commonwealth, state, and territory entities participating in the existing Digital ID program to the new legislative scheme.Other legislative instruments required to support the operation of the Act, including appointment of the Digital ID Data Standards Chair.	
Data sources	Departmental records and correspondence documents, Federal Register of Legislation and Digital ID website.	
Source(s)	2024–25 Portfolio Budget Statements, Outcome 2, Program 2.1, p.42 2024–25 Corporate Plan, p.47	
Performance targets	2023–24 result	2024–25 result
5.2.1 – Develop and implement rules and other legislative instruments needed to support the implementation of the <i>Digital ID Act 2024</i> .	Achieved	Achieved

Analysis

In 2024–25, we played a lead role in supporting the Minister for Finance in establishing the Digital ID legislative framework, which comprises of the Digital ID Act and a range of rules and other legislative instruments needed to support the implementation of the Digital ID Act.

In total, 7 legislative instruments were made by the Minister for Finance to support the implementation of the Digital ID Act including transitional matters. These were registered, tabled in Parliament on 18 November 2024, and commenced on 30 November 2024 (except the instrument appointing the Digital ID Data Standards Chair which was registered on 19 December 2024).

Section 15B of the *Legislation Act 2003* provides that the Federal Register of Legislation is, for all purposes, taken to be a complete and accurate record of all registered Acts, legislative instruments and notifiable instruments. Accordingly, the publication of those instruments is evidence that they have been made into law.

The instruments were informed by multiple rounds of public consultation, including a 4-week process in mid-2024 involving over 30 consultation sessions, more than 250 organisations and 58 submissions. We published a report on the outcomes of this consultation process, which is [available online](#)⁷⁵.

Enhanced assurance was provided through:

- an independent Privacy Impact Assessment on 4 of the instruments which provide the ongoing elements of the Digital ID legislative framework which identified no significant privacy risks, and
- engaging external legal service providers who conducted an independent legal review of the draft Accreditation Rules, Accreditation Data Standards and the Digital ID Rules and accompanying explanatory statements.

Disclosures

This measure is designed to assess our role in supporting the implementation of the Digital ID program. Other entities have a role in the Digital ID Program, including the Australian Competition and Consumer Commission (ACCC), Office of the Australian Information Commissioner (OAIC), Office of the System Administrator, Services Australia, and the Australian Taxation Office.

⁷⁵ https://www.digitalidsystem.gov.au/sites/default/files/2024-11/consultation_outcomes_digital_id_and_accreditation_rules_and_the_accreditation_data_standards_2024.pdf

Key activity 6 – Ministerial and parliamentary services

Deliver ministerial and parliamentary services.

Measure 6.1 – Ministerial and parliamentary services

Finance provides quality and timely services to parliamentarians, their employees and others as required by the Australian Government.

Targets	6.1.1	100% of payroll payments are made accurately and on time.
	6.1.2	100% of expense payments are made accurately and on time.
	6.1.3	100% of projects to establish or relocate permanent offices are delivered in accordance with the prescribed standards.
	6.1.4	The COMCAR Automated Resource System (CARS) is available 99% of the time, excluding scheduled outages, and 99% of COMCAR reservations are completed without service failure.
	6.1.5	The Parliamentary Expenses Management System (PEMS) is available 99% of time, excluding scheduled outages.
Methodology	6.1.1 – accuracy and timeliness of payroll payments are calculated by totalling the number of ad-hoc payments that are made during a pay period. 6.1.2 – measured through an assessment of payments against the timeliness and accuracy criteria. 6.1.3 – assessment of project documentation demonstrated compliance with the prescribed standards is recorded and any discrepancies are noted. 6.1.4 – uptime statistics, demonstrating the platform is available, excluding scheduled outages and calculation of the percentage of COMCAR reservations completed without service failure. 6.1.5 – uptime statistics, demonstrating the platforms are available, excluding scheduled outages.	
Data sources	EMS, CARS, Chris21, PEMS.	
Source(s)	2024–25 Portfolio Budget Statements, Outcome 3, Program 3.1, p.61 2024–25 Corporate Plan, p.49	

Performance targets	2023–24 result	2024–25 result
6.1.1 – 100% of payroll payments are made accurately and on time.	Not applicable ⁷⁶	Partially achieved (99.9%)
6.1.2 – 100% of expense payments are made accurately and on time.	Not applicable ⁷⁷	Partially achieved (98.6%)
6.1.3 – 100% of projects to establish or relocate permanent offices are delivered in accordance with the prescribed standards.	Substantially achieved ⁷⁸ (100%)	Achieved (100%)
6.1.4		
– The COMCAR Automated Resource System (CARS) is available 99% of the time, excluding scheduled outages	Not applicable ⁷⁹	Achieved (99.7%)
– 99% of COMCAR reservations are completed without service failure ⁸⁰ .	Substantially achieved ⁸¹ (99.8%)	Achieved (99.7%)
6.1.5 – The Parliamentary Expenses Management System (PEMS) is available 99% of time, excluding scheduled outages.	Not applicable	Achieved (99.5%)

Note: percentages are rounded to the nearest decimal point.

Analysis

We provide parliamentarians, their employees and others as required by the Australian Government, with a range of facilities and services to assist them in undertaking their duties, including:

- human resource support (payroll processing, HR helpdesk and policy development) to parliamentarians and their staff employed under the *Members of Parliament (Staff) Act 1984* (MOP(S) Act)
- policy development and advice in relation to parliamentarians' work expenses and the delivery of services, including administration of office expenses, office accommodation, and support, and
- safe and secure transport services to Australian high office holders and visiting foreign dignitaries, and operational client technical support and project management for the Parliamentary Expenses Management System.

In 2024–25, we have achieved 3 of the 5 performance targets and partially achieved 2 of the 5 targets.

⁷⁶ This performance target has varied from the target reported in the 2023–24 performance cycle. The result is not directly transferable for the previous reporting period.

⁷⁷ Ibid.

⁷⁸ In 2023–24, this was measured as part of a single composite measure (6.1.1 – services meet client needs).

⁷⁹ New component of this target for 2024–25.

⁸⁰ In 2023–24, this target measured the percentage of COMCAR reservations completed without service failure.

⁸¹ In 2023–24, this was measured as part of a single composite measure (6.1.1 – services meet client needs).

6.1.1

In 2024–25, 99.9 per cent of payroll payments were made accurately and on time, resulting in an overall partially achieved result against our target of 100 per cent. Due to manual payroll processing, we use ad-hoc payments (i.e. payments made outside of the fortnightly pay cycle) as a proxy indicator of performance (see disclosures below for further information).

In addition to the business-as-usual payroll function, we successfully delivered payroll services to MOP(S) Act employees during additional high-volume events, including two Government reshuffles (July 2024 & January 2025), the Opposition reshuffle (January 2025) and the 2025 Federal Election (May 2025). This high result demonstrates our commitment to delivering timely and effective payroll services, including the management of large staffing changes to parliamentarians and their staff.

6.1.2

In 2024–25, we processed a total of 37,914 office expense payments that were made by parliamentarians or their offices in PEMS. Of the total expense payments made in the 2024–25 financial year, 98.6 per cent were made accurately and on time, partially achieving our target of 100 per cent.

Claims for parliamentary office expenses are generated by parliamentarians or their offices, administered by us, and publicly reported by the Independent Parliamentary Expenses Authority (IPEA). In addition to business-as-usual processing, we successfully managed a higher volume of expense payment requests during peak activity periods, including the end of financial year and the 2025 Federal Election. This increase reflects heightened operational demand across parliamentary offices during these times.

6.1.3

We manage the establishment of newly established or relocation of permanent electoral offices. These projects are designed and delivered to meet prescribed standards which are the *National construction code* (including accessibility), *Disability (Access to Premises – Buildings) Standards 2010* and minimum physical security requirements (see disclosures below). As part of ongoing support to electorate offices, the contracted property service provider conducts annual site inspections of all offices to review the overall state of each premises and identify any maintenance or improvement needs.

In 2024–25, we delivered 14 projects to establish or relocate parliamentarians' permanent offices. Of the 14 projects delivered, 100 per cent were delivered in accordance with the prescribed standards for the design, construction and delivery of class 5 commercial offices, including the national building and construction requirements (e.g. the National Construction Code and the *Disability (Access to Premises – Buildings) Standards 2010*) and minimum physical security requirements (such as CCTV). Together these requirements provide parliamentarians, their staff and members of the public with safe, secure and accessible electorate offices to allow them to conduct their parliamentary business.

In addition to our work delivering the electorate office fit-out projects, the results of the 2025 Federal Election saw 42 new parliamentarians elected. To support the transition of parliamentarians, we inspect all impacted electorate offices and prepare them for handover to the newly elected parliamentarian. As part of this process, we arrange for the signage to be updated, changes to keys, locks and access codes and reset hard drives for the CCTV. As we prepare to handover the office to the new parliamentarian, we conduct an onsite inspection with the new parliamentarian and specialist security contractor/provider. We also conduct a general walkthrough of the office space, identifying the locations of physical security features and demonstrate how these features operate.

In 2024–25, we initiated a comprehensive review of our underlying governance processes that support us in our management of electorate office fit-out projects. Building on this work, in 2025–26 we will:

- introduce checklists for project managers and internal staff that are aligned to our prescribed standards and minimum physical security requirements to strengthen evidence collection and documentation, and improve assurance through dual checks, and
- uplift procurement capability across the relevant branch to better support our staff, improve record keeping and strengthen consistency in applying and documenting key requirements.

As we implement these improvements, we recognise the need for ongoing review of our practices and processes to make sure they are effective and provide assurance on the underlying documentation that supports this performance target.

6.1.4

We regularly engaged with the COMCAR Automated Resource System provider and our ICT Division to identify and mitigate any system issues. This allowed the provider to proactively monitor the system and schedule system improvements as required and fostered a collaborative approach to administering the system. The COMCAR Automated Resource System allows us to monitor in real time the location of vehicles and estimated timings of trips, alerting us to any last-minute changes to bookings and flight arrivals.

6.1.5

We work closely with our technology partners to ensure the Parliamentary Expenses Management System is updated and maintained to reduce the risk of unplanned outages. We have worked closely to improve incident management processes to minimise the duration and impact on clients of any outages that do occur.

Disclosures

This measure is only designed to assess the services for which we are directly accountable. Other entities provide a range of services to parliamentarians including the parliamentary departments, Independent Parliamentary Expenses Authority (IPEA) and Parliamentary Workplace Support Service (PWSS).

6.1.1 – for this target we consider payroll processing errors made by Finance only. Payments outside of the relevant pay cycle due to causes outside of Finance's control (such as the late submission of employment forms) are excluded.

The methodology for target 6.1.1 was revised during the year to provide further context on the stages of the payroll cycle, and the review and assurance activities undertaken.

Limitations relating to methodology

- Assessment of performance for target 6.1.1 relies on data available to us noting a large component of payroll processing is manual. Payment data at individual record level is not available. This restrains the way we can assess performance.
- For 2024–25, accuracy and timeliness of payroll payments were measured using ad-hoc payments (as in payments made outside the fortnightly pay cycle) as an indicator of performance. Total number of payments made outside the fortnightly pay cycle that were identified as Finance payroll errors, was calculated as a percentage of the overall number of payments made within the reporting period. In 2025–26, we will pilot including overpayments data to provide additional information on our performance.

6.1.2 – expense payments are submitted by a parliamentarian or their office and are checked and verified by Finance. This target is designed to measure the timeliness and accuracy of the processing of expense claims only, reflecting our role in the administration of parliamentary expense payments. For the purposes of this target, a random sample is taken of payments made within the Parliamentary Expenses Management System.

6.1.3 – this target measures projects to establish or relocate permanent offices and excludes temporary relocation and office refurbishment projects.

The methodology that supports this target was updated during the year to provide further clarity on the definitions, process and quality assurance activities that allow us to assess our performance in delivering electoral office fit-out projects.

The Physical Security Guidelines are co-authored between Finance and the Department of Home Affairs and to ensure the efficacy of its contents it is tightly held and not shared in full. This ensures that the safety and security of parliamentarians and their staff. This sensitivity is reflected in the way we assess this target by measuring the minimum physical security requirements that are consistent for all projects.

Limitations relating to methodology

- Assessment of performance for target 6.1.3 relies on project documentation that varies across jurisdictions. In some cases, the available records are limited, making it difficult to support consistent assessment.
- For 2024–25, the assessment of the number of projects delivered during the period that meet the prescribed standards is based on limited documentation available at the time of reporting. From 2025–26, we will continue to implement improvements from the review underway to improve the quality of underlying evidence to assess our performance.

6.1.4 – trips that COMCAR is unable to service due to the short notice and those which COMCAR has no oversight of (such as trips delivered by Parliamentary Transport Offices) are excluded.

6.1.5 – assessment of this target relies on data provided to us by third parties. We conduct quality assurance and acceptance reviews of quarterly reports from the supplier, including supplier-provided outage data and traceable duration calculations. Each outage is cross-checked against internal records, with discrepancies investigated to ensure accuracy, transparency, and consistency in reported system availability.

Note 1: 2025 Finance stakeholder survey methodology

In 2025, we conducted our first stakeholder survey to assess the quality and timeliness of our advice and support across 3 of our key activities (KA) (KA1 – Budget and financial, KA2 – resource management frameworks, and KA3 – commercial interests). This note provides an overview of the methodology used for stakeholder survey targets (1.4.1, 2.1.1 and 3.3.1).

ORIMA Research was engaged by us to develop and conduct the survey on our behalf. The survey was conducted in accordance with the international quality standard ISO 20252, the international information security standard ISO 27001, as well as the Australian Privacy Principles contained in the *Privacy Act 1988* (Cth). ORIMA Research also adhered to the *Privacy (Market and Social Research) Code 2021* administered by the Australian Data and Insights Association.

ORIMA provided a comprehensive results report analysing the quantitative and qualitative data collected, from which we have drawn our assessment of performance for the targets from.

Who we surveyed

The survey was designed to provide us information on stakeholder perceptions of our advice and support and identify areas of continuous improvement. The survey sought feedback from senior officers from Commonwealth entities and/or companies who were able to provide an informed assessment of our performance, as defined by the stakeholder selection rules:

- Senior officers (Executive Level 2/equivalent and above) from Commonwealth entities and companies who have dealt with Finance in a substantial way in 2024–25. Dealing in a 'substantial way' was defined as:
 - dealing with Finance in relation to at least 3 different matters in 2024–25 (e.g. obtained advice or support, participated in education or training, consulted on program or service delivery), or
 - dealing with Finance via multiple interactions (e.g. emails, meetings, telephone conversations) over a cumulative period (not necessarily continuous) of at least 4 weeks in 2024–25.

An attempted census approach was used for sampling for the online survey. Divisions developed their stakeholder population lists by using the stakeholder selection rules to identify their external stakeholders from Commonwealth entities and companies based on their interactions throughout the 2024–25 reporting period. In considering the breadth and frequency of interactions throughout the year, some divisions provided limited stakeholder lists (i.e. their stakeholder lists may not have contained all stakeholders that met the stakeholder selection rules above). The approach and rationale for including stakeholders on the final stakeholder population lists included considerations of what was reasonably practicable with resources available and identifying senior executives as a key audience with a likely broadened understanding of Finance's operating environment.

In April to May 2025, 1,532 stakeholders were sent a survey invitation and 463 responded for all key activities, representing a 30 per cent response rate.

How the survey was conducted

The research involved data collection through an online survey. Survey fieldwork was conducted between 28 April and 23 May 2025. ORIMA emailed potential survey participants an invitation and a secure unique link to access the survey. To encourage open feedback, invitees could provide their responses on an anonymous basis (i.e. without their individual survey response being provided to us).

Measuring performance

The survey questionnaire contained groups of questions addressing perceptions of effectiveness and timeliness to assess performance targets specified in our 2024–25 Corporate Plan. Composite index measures (i.e. a measure containing multiple parts that contribute to an overall index score) were constructed for each metric. Each reported index for effectiveness and timeliness is the average of individual question indices for questions that address each.

The aggregate indices have the following properties:

- index scores of 0–49 indicate that, on average, respondents have provided an unfavourable assessment (e.g. 'disagree' or 'strongly disagree' with a positive statement) of Finance's performance
- an index score of 50 indicates that, on average, respondents have provided a neutral assessment (e.g. 'neither agree nor disagree' with a statement)
- index scores of 51–100 indicate that, on average, respondents have provided a favourable assessment
- the higher the index score, the more positive the average respondent's perception of Finance's performance
- if all respondents provided the most positive rating possible to all of the questions covering an area of performance, the index score would be 100, and
- if all respondents provided the least positive rating possible to all of the questions covering an area of performance, the index score would be 0.

Measuring effectiveness and timeliness

The survey included questions to measure our effectiveness and timeliness of our advice and support in the 2024–25 financial year.

The following statements were used to measure effectiveness:

- Finance advice was communicated clearly and concisely
- Finance based its advice on sound evidence
- Finance advice outlined risks, sensitivities, opportunities, and mitigations where applicable
- Finance advice considered the views of all relevant stakeholders
- Finance advice was tailored to my needs
- Finance added value in informing decision making.

The following statement was used to measure timeliness:

- Finance provided timely advice (i.e. at an appropriate time).

Approach for future years

We are reviewing the approach to the stakeholder survey, including the feedback we received to identify improvements for the 2026 Stakeholder survey. The 2024–25 survey results will be used as a baseline for our targets in 2025–26 and beyond.

For 2025–26, the Finance advice performance measure performance measure has been mapped to our purpose statement as a single measure and replaces it as 3 separate measures mapped to key activities 1, 2 and 3 in 2024–25. This allows for the scope of the measure to be broadened to assess more activities across the department and simplifies presentation of results in the annual performance statements.

The previous ministerial advice targets have been separated into 2 targets for each minister. This change enables divisions to be mapped to individual targets according to the advice they provide to our ministers.