

# National Security and Intelligence Review Agency Secretariat's 2024-25 Departmental results report

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## At a glance

This departmental results report details NSIRA Secretariat's actual accomplishments against the plans, priorities and expected results outlined in its [2024–25 Departmental Plan](#).

[Vision, mission, raison d'être and operating context](#)

## Key priorities

NSIRA Secretariat identified the following key priorities for 2024-25:

- Complete all mandatory reviews such as those required under the *Avoiding Complicity in Mistreatment by Foreign Entities Act*, the review of threat reduction measures, and any newly issued or significantly amended ministerial directions.
- Maintain a consistent and thorough review process for the Canadian Security Intelligence Service (CSIS) and the Communications Security Establishment (CSE). This will ensure ongoing scrutiny of their activities for reasonableness, necessity and compliance with the law.
- Meet or exceed NSIRA's established service standards for the timely, fair, and transparent investigation of complaints. Continuously refine investigative processes to enhance responsiveness and procedural clarity.

- Provide detailed and timely reporting on disclosures under the *Security of Canada Information Disclosure Act* (SCIDA). This supports accountability, transparency, and the appropriate sharing of information within the federal security and intelligence community.
- Successfully transition into NSIRA’s purpose-built facilities, ensuring secure and efficient operations, as well as improved management of classified information in alignment with Government of Canada security standards.
- Enhance collaboration with domestic and international review bodies and Agents of Parliament through partnerships, joint activities, and knowledge sharing to strengthen NSIRA’s global review and investigation functions.

### Highlights for NSIRA Secretariat in 2024-25

- Total actual spending (including internal services): \$18,839,589
- Total full-time equivalent staff (including internal services): 87

For complete information on NSIRA Secretariat’s total spending and human resources, read the [Spending and human resources section](#) of its full departmental results report.

### Summary of results

The following provides a summary of the results the department achieved in 2024-25 under its main areas of activity, called “core responsibilities.”

Core responsibility 1: National Security and Intelligence Reviews and Complaints Investigations

Actual spending: \$10,856,293

Actual full-time equivalent staff: 58

Ministers and Canadians are informed about the lawfulness, reasonableness, and necessity of national security and intelligence activities undertaken by the Government of Canada institutions.

In the 2024–25 fiscal year, the NSIRA Secretariat supported NSIRA’s mandate by completing all legislated reviews. These included reviews of Governor in Council directions under the *Avoiding Complicity in Mistreatment by Foreign Entities Act*, a focused examination of a CSIS threat reduction measure, and reviews of new or significantly amended ministerial directions. NSIRA also reported on disclosures under the *Security of Canada Information Disclosure Act*.

The NSIRA Secretariat supported NSIRA in completing of 8 (eight) national security and intelligence reviews over the 2024-25 fiscal year. A total of 13 (thirteen) Government of Canada organizations were subject to review and 7 (seven) Ministers received one or more of the NSIRA reports approved by members in the same fiscal year.

Results achieved:

- 6 section 34 ministerial reports
- 3 section 35 non-compliance reports
- 1 section 39 report on disclosures under the *Security of Canada Information Disclosure Act*

For more information on how Ministers and Canadians are informed about the lawfulness, reasonableness, and necessity of national security and intelligence activities conducted by the Government of Canada institutions, refer to the [‘Results – what we achieved’](#) section of the departmental results report.

National security related complaints are independently investigated in a timely manner

The NSIRA Secretariat achieved a 100% success rate in meeting the service standards developed in the previous year.. The Secretariat enhanced its investigative methods to improve speed, fairness, and transparency, resolving numerous formal investigations and informal complaints. This effort strengthened NSIRA’s role in providing accessible and impartial remedies for individuals. NSIRA’s efficiency improved by completing five formal investigations and resolving twelve complaints informally.

For more information on the NSIRA Secretariat’s National Security and Intelligence Reviews and Complaints Investigations read the [‘Results – what we achieved’](#) section of its departmental results report.

## From the Executive Director

I am pleased to present the Departmental Results Report for the National Security and Intelligence Review Agency (NSIRA) Secretariat for the fiscal year 2024-25. This year, the Secretariat met its objectives by supporting NSIRA in conducting thorough and meaningful reviews, while maintaining the timeliness of complaint investigations. We have built on our past achievements, significantly increasing our capacity and expertise across all areas of our operations.

In 2024-25, the NSIRA Secretariat conducted numerous national security and intelligence reviews, producing high-quality expert reports. These included ministerial reports, compliance reports, and annual reports for tabling in Parliament. The reviews covered various Government of Canada agencies and were shared with senior government officials.

Our outreach and collaboration initiatives have strengthened NSIRA’s domestic and international partnerships, reinforcing relationships with Canadian review bodies, Agents of Parliament, and various international counterparts. The Secretariat was pivotal in hosting several key partners and facilitating the exchange of best practices. This year, we also deepened our connections with European partners and participated in international oversight and review activities.

Concerning complaint investigations, the NSIRA Secretariat has continued to support the agency in enhancing our investigative processes, prioritizing timeliness, efficiency, and transparency. This focus has allowed us to ensure investigations are conducted fairly and promptly, leading to increased

efficiency and resulting in numerous formal investigations and informal resolutions. The ongoing implementation of our service standards for investigative processes has proven to be highly successful.

Operationally, the NSIRA Secretariat reached a significant milestone by successfully moving into a purpose-built facility. This transition has enhanced NSIRA's security and capacity, enabling more effective operations and the management of classified information in accordance with Government of Canada standards. The move ensured continuity of operations while reinforcing NSIRA's resilience and modernization.

I would like to sincerely thank all NSIRA Secretariat employees for their steadfast dedication and commitment to our mission. Their efforts ensure that our work upholds the highest standards, and that Government of Canada security and intelligence activities are independently reviewed for legal compliance, reasonableness and necessity through expert scrutiny and assessment.

## Results – what we achieved

Core responsibilities and internal services

- [Core responsibility 1: National Security and Intelligence Reviews and Complaints Investigations](#)
- [Internal services](#)

**Core responsibility 1: National Security and Intelligence Reviews and Complaints Investigations**

In this section

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- [Quality of life impacts](#)
- [Progress on results](#)
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- [Key risks](#)
- [Resources required to achieve results](#)
- [Program inventory](#)

### Description

The National Security and Intelligence Review Agency reviews Government of Canada national security and intelligence activities to assess whether they are lawful, reasonable and necessary. It investigates complaints from members of the public regarding activities of CSIS, CSE or the national security activities of the RCMP, as well as certain other national security-related complaints. This independent scrutiny contributes to the strengthening of the framework of accountability for national security and intelligence activities undertaken by Government of Canada institutions and supports public confidence in this regard.

### Quality of life impacts

NSIRA Secretariat's core responsibility relates most closely to the indicator 'confidence in institutions', within the 'democracy and institutions' subdomain and under the overarching domain of 'good governance'.

Progress on results

This section details the department’s performance against its targets for each departmental result under Core responsibility 1: National Security and Intelligence Reviews and Complaints Investigations.

Table 1: Ministers and Canadians are informed whether national security and intelligence activities undertaken by Government of Canada institutions are lawful, reasonable and necessary

Table 1 shows the target, the date to achieve the target and the actual result for each indicator under Ministers and Canadians are informed whether national security and intelligence activities undertaken by Government of Canada institutions are lawful, reasonable and necessary in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Result
All mandatory reviews are completed on an annual basis	100% completion of mandatory reviews	December 2022	2022–23: 100% 2023–24: 100% 2024–25: 100%
Reviews of national security or intelligence activities of at least five departments or agencies are conducted each year	At least one national security or intelligence activity is reviewed in at least five departments or agencies annually	December 2022	2022–23: 100% 2023–24: 100% 2024–25: 100%
All Member-approved high priority national security or intelligence activities are reviewed over a three-year period	100% completion over three years; at least 33% completed each year	December 2022	2022–23: 33% 2023–24: 33% 2024–25: 33%

Table 2: National security-related complaints are independently investigated in a timely manner

Table 2 shows the target, the date to achieve the target and actual result for each indicator under National security-related complaints are independently investigated in a timely manner in the last three fiscal years.

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Percentage of investigations completed within NSIRA service standards	90% – 100%	March 2024	2022–23: N/A 2023–24: 100% 2024–25: 100%

Note: The NSIRA Secretariat was created on July 12, 2019. Actual results for 2022-23 are not available because the new Departmental Results Framework in the changeover from the Security Intelligence Review

Departmental Result Indicator	Target	Date to achieve target	Actual Results
Committee to the NSIRA Secretariat was being developed. This new framework is for measuring and reporting on results achieved starting in 2023-24.			

The [Results section of the Infographic for NSIRA Secretariat on GC Infobase page](#) provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for National Security and Intelligence Reviews and Complaints Investigations in 2024–25 compared with the planned results set out in NSIRA Secretariat’s departmental plan for the year.

Ministers and Canadians are informed whether national security and intelligence activities undertaken by Government of Canada institutions are lawful, reasonable and necessary

Results achieved

NSIRA Secretariat supported NSIRA in completing of 8 (eight) national security and intelligence reviews during the 2024-25 fiscal year. A total of 13 (thirteen) Government of Canada organizations were reviewed and 7 (seven) Ministers received one or more of the NSIRA reports that were approved by members during this fiscal year.

Results achieved

- 6 section 34 ministerial reports
- 3 section 35 non-compliance reports
- 1 section 39 report on disclosures under the *Security of Canada Information Disclosure Act*

Four of the eight reviews completed this year included multiple Government of Canada organizations by design. These four multi-organization reviews were:

- The annual review of disclosures under the Security of Canada Information Disclosure Act (SCIDA)
- The annual review of the implementation of directions issued under the Avoiding Complicity in Mistreatment by Foreign Entities Act (ACA)
- Review of Communications Security Establishment (CSE)’s Equities Management Framework
- Review of the Passenger Protect Program and *Secure Air Travel Act*

The department and agencies covered in these multi-organizational reviews were: Canada Border Services Agency (CBSA), Canada Revenue Agency (CRA), Communications Security Establishment (CSE), Canadian Security Intelligence Service (CSIS), Department of Fisheries and Oceans (DFO), Department of Justice Canada (JUS), Department of National Defence and the Canadian Armed Forces (DND/CAF), Financial Transactions and Reports Analysis Centre of Canada (FINTRAC), Global Affairs Canada (GAC), Immigration, Refugees and Citizenship Canada (IRCC), Public Safety Canada (PS), Royal Canadian Mounted Police (RCMP), and Transport Canada (TC).

Four of the eight reviews also focused on individual topics involving specific Government of Canada organization: CSE – one review; CSIS - one review; RCMP – one review; and CRA – one review.

During the reporting period, the Secretariat made significant progress in developing and implementing policies and procedures to support the NSIRA review mandate. This included creating more refined planning and analytic tools to facilitate the review process. Additionally, NSIRA Secretariat staff promoted transparency and accountability by working with CSE, CSIS, GAC, PCO, PS, RCMP, CBSA, DFO, DND/CAF, FINTRAC, CRA, TBS, IRCC and TC to release several reports through the Access to Information regime which were later published on the NSIRA website.

National security-related complaints are independently investigated in a timely manner

#### Results achieved

In the 2024-25 fiscal year, the NSIRA Secretariat continued to develop and refine the processes underpinning the fulfillment of its investigation mandate. The investigative process has emphasized increased timeliness, efficiency, and transparency to enhance the relevance of the process for complainants.

The volume of investigative activities remained high and included an increase in complaints against CSIS with respect to delays in security assessments related to immigration applications.

Over the past year, NSIRA Secretariat stabilized its investigative processes for complaints by implementing procedures that ensure the investigations are conducted fairly, timely and transparently. With the normalization of work environments following the easing of the COVID-19 pandemic restrictions, NSIRA investigations have become more efficient. NSIRA completed five formal investigations and issued final reports in those cases, while twelve complaint matters were resolved informally.

As of April 1, 2023, the NSIRA Secretariat implemented service standards for investigating complaints. These standards set internal time limits for key investigative steps for each type of complaint, under normal circumstances, while also specifying conditions under which those time limits do not apply. Developing these service standards includes tracking and collecting data to assess whether the NSIRA Secretariat is meeting its standards. In 2024-25, the Secretariat achieved 100% success rate in meeting these standards.

#### **Outreach and collaboration**

During 2024–25, outreach, engagement, and strategic collaboration remained central to the support offered by the Secretariat to NSIRA. Staff consistently connected with domestic review partners, such as the Secretariat of the National Security and Intelligence Committee of Parliamentarians (NSICOP) and the Civilian Review and Complaints Commission (CRCC). These

efforts focused on enhancing coordination and minimizing overlapping review activities, ultimately promoting more streamlined and effective review within the security and intelligence fields.

New collaborative ties were also formed with several Agents of Parliament, broadening NSIRA's network of accountability partners within Canada's governance system. NSIRA collaborated with the Lobbying Commissioner of Canada, Conflict of Interest and Ethics Commissioner of Canada, Auditor General of Canada, Information Commissioner of Canada, and Privacy Commissioner of Canada. During these meetings a host of discussions ensued that include strategic communications and engagement; optimizing the organizational structure; recruitment; advocating for reform of enabling legislation, and resources for Members as public office holders under the *Conflict of Interest Act*.

The agency continued its international efforts with main partners, such as the Five Eyes Intelligence Oversight and Review Council (FIORC), the United States, the United Kingdom, Australia, and New Zealand, to facilitate the sharing of best practices and operational knowledge.

The Secretariat Staff effectively facilitated NSIRA's involvement in the 2024 FIORC Conference in Canberra, Australia. Furthermore, NSIRA enhanced its connections with European oversight organizations through participation in the European Intelligence Oversight Conference and the Intelligence Oversight Working Group. This key platform unites European review and accountability agencies.

Public transparency was a central focus all year. The Secretariat facilitated the prompt development and publication of NSIRA's Public Annual Report, the primary way NSIRA communicates its activities to Canadians. It also issued more frequent unclassified backgrounders about NSIRA's reports, encouraging continuous public engagement and enhancing transparency.

#### Key risks

Effective review requires timely and complete responses to NSIRA's requests for information and access to departmental systems and information holdings that align with the requirements of each review. Mutual respect is also essential in this process. During the reviews completed in 2024-25, Government of Canada organizations met NSIRA's expectations for responsiveness most of the time. While these reviews demonstrated new or expanded direct access to four organizations systems and information, they also identified two areas where NSIRA did not achieve the required access to comprehensively, methodically, and efficiently deliver its mandate. In other cases where NSIRA's expectations for responsiveness were only partially met, the issues often related to the timeliness and quality of responses to requests for information. At times, these responsiveness and access issues contributed to delays in the progress of reviews.

A particular challenge for the Secretariat in fulfilling its core duties is the procedural variability in NSIRA’s quasi-judicial investigations. The independence of NSIRA members and the complexity of complaints can lead to unpredictable timelines and lengths of investigations. To address this, the Secretariat’s service standards are based on well-defined steps that can only be completed once the full evidentiary record—including both documents and oral testimony—is provided to NSIRA. By linking performance metrics to the availability of crucial information, the Secretariat ensures that changes in investigation duration do not compromise the integrity or accountability of its service.

Resources required to achieve results

Table 3: Snapshot of resources required for National Security and Intelligence Reviews and Complaints Investigations

Table 3 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Resource	Planned	Actual
Spending	\$18,575,110	\$18,839,589
Full-time equivalents	100	87

[The Finances section of the Infographic for NSIRA Secretariat on GC Infobase page](#) and the [People section of the Infographic for NSIRA Secretariat on GC Infobase page](#) provide complete financial and human resources information related to its program inventory.

Program inventory

National Security and Intelligence Reviews and Complaints Investigations is supported by the following programs:

- National security and intelligence activity reviews and complaints investigations

Additional information related to the program inventory for National Security and Intelligence Reviews and Complaints Investigations is available on the [Results page on GC InfoBase](#) .

Internal services

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- [Progress on results](#)
- [Resources required to achieve results](#)
- [Contracts awarded to Indigenous business](#)

Description

Internal services refer to the activities and resources that support a department in its work to meet its corporate obligations and deliver its programs. The 9 categories of internal services are:

- Management and Oversight Services
- Communications Services
- Human Resources Management

- Financial Management
- Information Management
- Information Technology
- Real Property
- Materiel
- Acquisitions

#### Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services.

During the reporting period, the NSIRA Secretariat focused on optimizing its resources by enhancing the effectiveness and efficiency of its operations. The administrative structures, tools, and processes were aligned to support achieving key priorities. Several new tools were introduced and integrated into the forecasting cycle to strengthen financial planning and oversight, improving budget managers' abilities to plan and forecast more accurately.

The Secretariat acknowledges the importance of being an inclusive, healthy, and flexible employer. The organization has implemented initiatives to foster a respectful, diverse, and adaptable work environment to support this commitment. These initiatives enhanced mental health and well-being support and flexible work arrangements. Additionally, the Secretariat continues to invest in training on unconscious bias, workplace civility and respect, and accessibility. Through these efforts, we strive to cultivate a workplace culture where all employees feel valued, supported, and empowered to contribute to the organization's mission.

In collaboration with PSPC, RCMP and CSE, the NSIRA Secretariat completed a two-year construction project, expanding its footprint with the addition of approx. 50 workstations with an occupancy date of August 2024. The facilities team will continue the work on the management action plan associated with the *Accessibility Canada Act*, specifically on the built environment.

For the 2024–25 fiscal year, the NSIRA Secretariat launched a renewal of its Information Management (IM) policy suite, which includes creating supporting procedures, standards, and directives. It is scheduled for completion in fiscal year 2025–26.

The Secretariat continued collaborating with Library and Archives Canada (LAC) to obtain its Disposition Authorization, essential for establishing proper lifecycle management for the Secretariat's records. This work is ongoing and anticipated to be completed in fall 2025.

As part of its digital modernization efforts, the Secretariat successfully completed the full implementation of GCdocs in fall 2024. Since then, the focus has shifted to optimizing its use through targeted training and engagement activities. Multiple sessions have been conducted for staff to enhance user proficiency and ensure compliance with information management best practices.

Resources required to achieve results

Table 4: Resources required to achieve results for internal services this year

Table 4 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

Resource	Planned	Actual
Spending	\$7,722,123	\$7,983,296
Full-time equivalents	31	29

[The Finances section of the Infographic for NSIRA Secretariat on GC Infobase](#) and the [People section of the Infographic for NSIRA Secretariat on GC Infobase](#) provide complete financial and human resources information related to its program inventory.

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

**NSIRA Secretariat results for 2024-25:**

Table 5: Total value of contracts awarded to Indigenous businesses<sup>1</sup>

As shown in Table 5, NSIRA Secretariat awarded 10 % of the total value of all contracts to Indigenous businesses for the fiscal year.

Contracting performance indicators	2024-25 Results
Total value of contracts awarded to Indigenous businesses <sup>2</sup> (A)	\$103,351
Total value of contracts awarded to Indigenous and non-Indigenous businesses <sup>3</sup> (B)	\$989,486
Value of exceptions approved by deputy head (C)	\$0
Proportion of contracts awarded to Indigenous businesses $[A / (B - C) \times 100]$	10 %

- <sup>1</sup>“Contract” is a binding agreement for the procurement of a good, service, or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than \$10,000.00.
- <sup>2</sup>For the purposes of the minimum 5% target, the data in this table reflects how Indigenous Services Canada (ISC) defines “Indigenous business” as either:
  - o owned and operated by Elders, band and tribal councils
  - o registered in the [Indigenous Business Directory](#)
  - o registered on a modern treaty beneficiary business list.

The calculation of the % amount includes \$88,366 awarded to subcontracts.

Contracting performance indicators	2024-25 Results

In its 2025–26 Departmental Plan, NSIRA secretariat estimated that it would award 5 % of the total value of its contracts to Indigenous businesses by the end of 2024–25. Actual results were 10% of all contracts were awarded to indigenous businesses – the highest percentage achieved to date, signifying the on-going commitment to this initiative.

## Spending and human resources

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- [Spending](#)
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### Spending

This section presents an overview of the department's actual and planned expenditures from 2022–23 to 2027–28.

### Refocusing Government Spending

While not officially part of this spending reduction exercise, to respect the spirit of this exercise, NSIRA Secretariat undertook the following measures in 2024-25.

- considering the need for contractors, and
- identifying work that can be done in-house or deferred, if required.

### Budgetary performance summary

Table 6: Actual three-year spending on core responsibilities and internal services (dollars)

Table 6 shows the money that NSIRA Secretariat spent in each of the past three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)
National Security and Intelligence Reviews and Complaints Investigations	\$10,740,188	\$12,408,984	<ul style="list-style-type: none"> <li>• 2022–23:\$7,765,271</li> <li>• 2023–24:\$9,110,398</li> <li>• 2024–25:\$10,856,293</li> </ul>
<b>Subtotal</b>	<b>\$10,740,188</b>	<b>\$12,408,984</b>	

Core responsibilities and internal services	2024–25 Main Estimates	2024–25 total authorities available for use	Actual spending over three years (authorities used)
Internal services	\$7,671,445	\$8,285,127	<ul style="list-style-type: none"> <li>• 2022–23:\$10,532,876</li> <li>• 2023–24:\$10,535,328</li> <li>• 2024–25:\$7,983,296</li> </ul>
<b>Total</b>	<b>\$18,411,633</b>	<b>\$20,694,110</b>	<ul style="list-style-type: none"> <li>• 2022-23 \$18,298,147</li> <li>• 2023-24 \$19,645,726</li> <li>• 2024-25 \$18,839,589</li> </ul>

Analysis of the past three years of spending

The spending increase in internal services in 2023–24 and 2024–25 reflects expenditures related to a construction project carried out during this two-year period. The increase over the three-year time period in National Security and Intelligence Reviews and Complaints Investigations is mostly a result of increasing numbers of FTEs and rising salary costs.

The [Finances section of the Infographic for NSIRA Secretariat on GC Infobase](#) offers more financial information from previous years.

Table 7: Planned three-year spending on core responsibilities and internal services (dollars)  
 Table 7 shows NSIRA secretariat’s planned spending for each of the next three years on its core responsibilities and on internal services.

Core responsibilities and internal services	2025–26 planned spending	2026–27 planned spending	2027–28 planned spending
National Security and Intelligence Reviews and Complaints Investigations	\$11,280,435	\$11,296,175	\$11,296,175
<b>Subtotal</b>	<b>\$11,280,435</b>	<b>\$11,296,175</b>	<b>\$11,296,175</b>
Internal services	\$8,164,617	\$8,176,009	\$8,176,009
<b>Total</b>	<b>\$19,445,052</b>	<b>\$19,472,184</b>	<b>\$19,472,184</b>

Analysis of the next three years of spending

Spending is expected to remain consistent over the next 3 years.

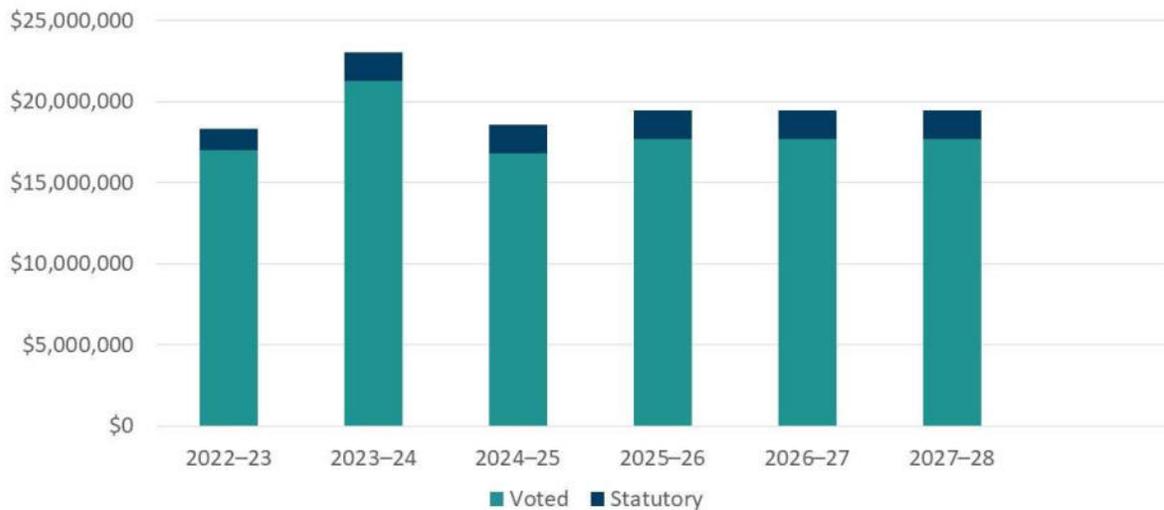
The Finances section [of the Infographic for NSIRA Secretariat](#) on GC Infobase offers more [detailed financial information related to future years](#).

### Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. Consult the [Government of Canada budgets and expenditures](#) for further information on funding authorities.

Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department's approved voted and statutory funding from 2022-23 to 2027-28.



Graph 1 includes the following information in a bar graph:

Fiscal year	Statutory	Voted	Total
2022-23	\$1,300,166	\$16,988,980	\$18,289,147
2023-24	\$1,755,229	\$21,253,996	\$23,009,225
2024-25	\$1,764,845	\$16,810,265	\$18,575,110
2025-26	\$1,748,047	\$17,697,005	\$19,445,052
2026-27	\$1,751,989	\$17,720,195	\$19,472,184
2027-28	\$1,751,989	\$17,720,195	\$19,472,184

Analysis of statutory and voted funding over a six-year period  
 Funding is expected to remain constant over the next 3 years.

Consult the [Public Accounts of Canada](#) for further information on NSIRA Secretariat’s departmental voted and statutory expenditures.

Financial statement highlights

Please see NSIRA Secretariat’s Financial Statements (Unaudited) for the Year Ended March 31, 2025.

Table 8: Condensed Statement of Operations (unaudited or audited) for the year ended March 31, 2025 (dollars)

Table 8 summarizes the expenses and revenues for 2024–25 which net to the cost of operations before government funding and transfers.

Financial information	2024–25 actual results	2024–25 planned results	Difference (actual results minus planned)
Total expenses	\$20,799	\$18,575	\$2,224
Total revenues	\$0	\$0	\$0
Net cost of operations before government funding and transfers	\$20,799	\$18,575	\$2,224

The 2024–25 planned results information is provided in NSIRA Secretariat’s [Future-Oriented Statement of Operations and Notes 2024–25](#).

Table 9: Condensed Statement of Operations (unaudited or audited) for 2023-24 and 2024-25 (dollars)

Table 9 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Financial information	2024–25 actual results	2023–24 actual results	Difference (2024-25 minus 2023-24)
Total expenses	\$20,799	\$18,223	\$2,576
Total revenues	\$0	\$0	\$0
Net cost of operations before government funding and transfers	\$20,799	\$18,223	\$2,576

Table 10 Condensed Statement of Financial Position (unaudited or audited) as at March 31, 2025 (dollars)

Table 10 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

Financial information	Actual fiscal year (2024–25)	Previous fiscal year (2023–24)	Difference (2024–25 minus 2023–24)
Total net liabilities	\$2,461	\$2,376	\$85
Total net financial assets	\$1,634	\$1,779	-\$145
Departmental net debt	\$827	\$597	\$230
Total non-financial assets	\$7,155	\$7,392	-\$237
Departmental net financial position	\$6,328	\$6,795	-\$467

## Human resources

This section presents an overview of the department’s actual and planned human resources from 2022–23 to 2027–28.

Table 11: Actual human resources for core responsibilities and internal services

Table 11 shows a summary in full-time equivalents of human resources for NSIRA Secretariat’s core responsibilities and for its internal services for the previous three fiscal years.

Core responsibilities and internal services	2022–23 actual full-time equivalents	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents
National Security and Intelligence Reviews and Complaints Investigations	53	51	58
<b>Subtotal</b>	<b>53</b>	<b>51</b>	<b>58</b>
Internal services	25	24	29
<b>Total</b>	<b>78</b>	<b>75</b>	<b>87</b>

Analysis of human resources for the last three years

Over the past three fiscal years, the human resources levels at the Secretariat have experienced modest fluctuations, followed by notable growth. In 2022–23, the organization reported 78 full-time equivalents (FTEs), which slightly decreased to 75 in 2023–24, primarily due to attrition and staffing delays. However, in 2024–25, the total FTEs rose to 87—signifying a significant increase that reflects a decline in employee turnover and successful recruitment to previously vacant positions. This increase in staffing has enhanced the Secretariat’s capacity to fulfill its mandate, both in its core responsibilities and in internal services, thereby reinforcing organizational stability and operational effectiveness.

Table 12: Human resources planning summary for core responsibilities and internal services

Table 12 shows the planned full-time equivalents for each of NSIRA Secretariat’s core responsibilities and for its internal services for the next three years. Human resources for the current fiscal year are forecast based on year to date.

Core responsibilities and internal services	2025–26 planned full-time equivalents	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents
National Security and Intelligence Reviews and Complaints Investigations	69	69	69
<b>Subtotal</b>	<b>69</b>	<b>69</b>	<b>69</b>
Internal services	31	31	31
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

FTE count to remain constant across the board

### Supplementary information tables

The following supplementary information tables are available on NSIRA Secretariat’s website:

- [Gender-based Analysis Plus](#)

NSIRA remains committed to integrating Gender-Based Analysis Plus (GBA Plus) into its governance and operations. In 2024-25 NSIRA advanced internal awareness through training and policy development to ensure equity, diversity, and inclusion considerations inform both its internal practices and its external functions. As part of these efforts, a fact sheet on Inclusive Recruitment was shared to support more equitable hiring practices, and work is underway to update the Pay Equity Plan. These efforts support NSIRA’s broader commitment to fair, evidence-based accountability in the national security and intelligence accountability landscape.

### Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#). This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

### Corporate information

Departmental profile

Appropriate minister(s): The Right Honourable Mark Carney, Prime Minister of Canada

Institutional head: Charles Fugère, Executive Director

Ministerial portfolio: Privy Council Office

Enabling instrument(s): [National Security and Intelligence Review Agency Act](#)

Year of incorporation / commencement: 2019

Departmental contact information

Mailing address:

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Website(s): <https://nsira-ossnr.gc.ca/>

## Definitions

### **appropriation** (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

### **budgetary expenditures** (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, departments or individuals; and payments to Crown corporations.

### **core responsibility** (responsabilité essentielle)

An enduring function or role of a department. The departmental results listed for a core responsibility reflect the outcomes that the department seeks to influence or achieve.

### **Departmental Plan** (plan ministériel)

A report that outlines the anticipated activities and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament in spring.

### **departmental priority** (priorité)

A plan, project or activity that a department focuses and reports on during a specific planning period. Priorities represent the most important things to be done or those to be addressed first to help achieve the desired departmental results.

### **departmental result** (résultat ministériel)

A high-level outcome related to the core responsibilities of a department.

### **departmental result indicator** (indicateur de résultat ministériel)

A quantitative or qualitative measure that assesses progress toward a departmental result.

### **departmental results framework** (cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

**Departmental Results Report** (rapport sur les résultats ministériels)

A report outlining a department's accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

**Full-time equivalent** (équivalent temps plein)

Measures the person years in a departmental budget. An employee's scheduled hours per week divided by the employer's hours for a full-time workweek calculates a full-time equivalent. For example, an employee who works 20 hours in a 40-hour standard workweek represents a 0.5 full-time equivalent.

**Gender-based Analysis Plus (GBA Plus)** (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool that helps to understand the ways diverse individuals experience policies, programs and other initiatives. Applying GBA Plus to policies, programs and other initiatives helps to identify the different needs of the people affected, the ways to be more responsive and inclusive, and the methods to anticipate and mitigate potential barriers to accessing or benefitting from the initiative. GBA Plus goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

**government priorities** (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Results Report, government priorities are the high-level themes outlining the government's agenda as announced in the [2021 Speech from the Throne](#).

**horizontal initiative** (initiative horizontale)

A program, project or other initiative where two or more federal departments receive funding to work collaboratively on a shared outcome usually linked to a government priority, and where the ministers involved agree to designate it as horizontal. Specific reporting requirements apply, including that the lead department must report on combined expenditures and results.

**Indigenous business** (entreprise autochtones)

For the purposes of a Departmental Result Report, this includes any entity that meets the Indigenous Services Canada's criteria of being owned and operated by Elders, band and tribal councils, registered in the [Indigenous Business Directory](#) or registered on a modern treaty beneficiary business list.

**non-budgetary expenditures** (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance** (rendement)

What a department did with its resources to achieve its results, how well those results compare to what the department intended to achieve, and how well lessons learned have been identified.

**performance indicator** (indicateur de rendement)

A qualitative or quantitative measure that assesses progress toward a departmental-level or program-level result, or the expected outputs or outcomes of a program, policy or initiative.

**plan** (plan)

The articulation of strategic choices, which provides information on how a department intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead to the expected result.

**planned spending** (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to the amounts presented in Main Estimates. Departments must determine their planned spending and be able to defend the financial numbers presented in their Departmental Plans and Departmental Results Reports.

**program** (programme)

An individual, group, or combination of services and activities managed together within a department and focused on a specific set of outputs, outcomes or service levels.

**program inventory** (répertoire des programmes)

A listing that identifies all the department's programs and the resources that contribute to delivering on the department's core responsibilities and achieving its results.

**result** (résultat)

An outcome or output related to the activities of a department, policy, program or initiative.

**statutory expenditures** (dépenses législatives)

Spending approved through legislation passed in Parliament, other than appropriation acts. The legislation sets out the purpose and the terms and conditions of the expenditures.

**target** (cible)

A quantitative or qualitative, measurable goal that a department, program or initiative plans to achieve within a specified time period.

**voted expenditures** (dépenses votées)

Spending approved annually through an appropriation act passed in Parliament. The vote also outlines the conditions that govern the spending.