Australian Government

Department of the
Prime Minister and Cabinet

Corporate Plan

2024–25

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Acknowledgement of Country

The Department of the Prime Minister and Cabinet acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to land, waters, skies and community. We pay our respects to their Elders past and present, and to their community leaders, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

About the artist

James Baban is an Aboriginal man born in Darwin (NT) and member of the Stolen Generation. His mother's country is Mutburra/ Tjingili (NT), his father's country is Limingan (NT) and his skin name is Janama.

About the artwork

Artist James Baban led the creation of PM&C Reconciliation Art with an all staff workshop. The artwork represents PM&C's ongoing reconciliation journey, with over 120 staff and Ngunnawal Elder Aunty Serena Williams contributing to the artwork during Reconciliation Week 2024. During the department's NAIDOC Week 2024 celebrations James Baban gifted this artwork to the department in a handing over ceremony to PM&C Secretary Glyn Davis.

The central circle represents PM&C and its staff. The 4 lines extending into the corners are the rivers traveling to the 4 corners of Australia – as one can travel up and down the rivers, it represents a journey – the dots contributed by PM&C staff along the rivers mark the banks of this journey. Each quadrant of the painting represents different communities across Australia; the circles in each quadrant are reflections of the conversations PM&C staff have throughout the country and that information feeding back into the centre. The u-shaped images are "bums in the sand" – PM&C talking to communities with a hands on approach providing feedback to PM&C in the centre. The circles are all connected, the rivers are wavy and meandering as nothing is straight, and all are connected.

The overall message of the artwork is collaboration, conversations and consultation with communities from across Australia. This information comes back into the centre to inform our policy, advice and our reconciliation journey at the centre of government. It emphasises that we are all connected in this journey.

Secretary's statement

Secretary of the Department of the Prime Minister and Cabinet
– Professor Glyn Davis AC

Our mission at the Department of the Prime Minister and Cabinet (PM&C) is to deliver for all Australians. Every day we work in service for the Australian people through our advice and support to the Australian Government. The excellence of our people, the culture we foster, and our unique position at the centre of government, ensure we continue to fulfil our purpose. Entering my third year as Secretary, I'm focused on the people, culture and capability of PM&C to underpin our stewardship role and responsibilities, to enable PM&C to continue to deliver in a dynamic environment.

To do this well, we must ask how our own workplace measures up. Do we reflect the diversity of the community we serve? What are we doing to support the team around us to perform at their best?

We are making progress toward these goals, as we must to improve the quality of the advice and support we provide to the Prime Minister and the Cabinet. We strive for an Australian Public Service (APS) that embeds diverse views, backgrounds, abilities and perspectives to enrich the work of the whole APS. We are committed to meeting the employment targets for colleagues who identify as Aboriginal and Torres Strait Islander people, who live with a disability, or are from a culturally or linguistically diverse background. PM&C's Inclusion and Diversity Strategy 2023–26 and upcoming Reconciliation Action Plan 2024–27 outlines how the department will draw on the diverse voices, skills and experience of our people to support a culture of inclusion and advance reconciliation.

Key to implementing stewardship is fostering a culture that adapts to our changing environment across the APS. At PM&C, we have the opportunity to make a positive impact every day. Nonetheless, these opportunities come with challenges, including budget pressures and time constraints. This is especially felt at PM&C where resources are tight, yet the scope of our work and complexity of policy issues continue to grow.

Importantly, the PM&C executive recognises these pressures as we manage the department's operations and our roles and responsibilities within the APS. PM&C is a team strengthened by our comradery and care for one another. We embrace stewardship by sharing our experiences, knowledge and support to build each other up and adapt to policy challenges. By doing so, we facilitate a work environment that empowers everyone to thrive and serve the public.

Looking outward, the ASEAN–Australia Special Summit, held in Melbourne in March 2024, was a vivid demonstration of public service responsiveness, as teams from across the department and public service worked long but fruitful hours to deliver the government's ambitious international agenda. As the Prime Minister remarked in thanking the ASEAN–Australia Special Summit Taskforce:

> 'Public service is an honourable profession and this summit shows what you can achieve.'

There will be much more to achieve in the year ahead. As ever, the annual Budget sets the agenda for initiatives in which PM&C will play a key role in implementing the government's national and international priorities.

The Future Made in Australia agenda aims to strengthen Australia's economic resilience and security by capturing the opportunities of the net zero economy, attracting investment in new industries, and paving the way for Australia to become a renewable energy superpower. PM&C played an important role in coordinating contributions to this policy challenge.

Working for Women: A Strategy for Gender Equality is a major whole-of-government strategy which outlines the government's vision for gender equality and details how we all have a role to play to achieve its outcomes. The Office for Women within PM&C will continue to steward the implementation of the strategy.

PM&C will advise on the government's plan to benefit Australian families and communities, while collaborating with states and territories through National Cabinet. Again, the government's initiatives and programs – on matters of health and housing, gender equality and violence against women, and Closing the Gap to improve life outcomes for Aboriginal and Torres Strait Islander people – will draw on resources and expertise right across PM&C.

Stewardship underpins the way we will implement these priorities. We will apply lessons from the past to tackle future tests. The judgement, excellence and collaboration of our people enables PM&C's focus on delivering for all Australians.

Our achievements to date are a testament to the team commitment and ethos that guide PM&C. With confidence in the dedication and resilience of PM&C colleagues, and the department's ongoing ethos to serve the Australian people with integrity and purpose, I look forward to rising to future challenges.

Statement of preparation

I, as the accountable authority of the Department of the Prime Minister and Cabinet, present the Corporate Plan 2024–25, which covers the 4 year period from 2024–25 to 2027–28, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Professor Glyn Davis AC
Secretary
29 August 2024

Corporate plan on a page 2024–25

Our purpose (Corporate Plan 2024–25)

To support the Prime Minister, the Cabinet, and our portfolio ministers to improve the lives of all Australians, including through coordination of government activities and effective advice.

Our outcome statement (Portfolio Budget Statements (PBS) 2024–25)

Provide high-quality policy advice and support to the Prime Minister, the Cabinet, and portfolio ministers including through coordination of government activities, policy development and program delivery.

Our programs (PBS 2024–25)

1.1: Prime Minister and Cabinet

Our key activities

Key activity 1:
Provide informed, impactful and timely advice

Key activity 2:
Support government priorities through whole-of-government leadership and coordination

Key activity 3:
Enable government decision-making, including through Cabinet operations

Our performance measures*

1.1 Percentage of key stakeholders that are satisfied with PM&C's advice.

1.2 Percentage of ministerial briefs provided within agreed timeframes.

1.3 Percentage of incoming ministerial correspondence triaged and assigned for appropriate action within 5 working days.

2.1 Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities.

2.2 Percentage of key stakeholders satisfied with the coordination and support provided for international engagements.

2.3 PM&C's coordination and reporting arrangements are effective in driving successful implementation of the government's Working for Women: A Strategy for Gender Equality.

2.4 PM&C effectively supports Commonwealth-State relations.

2.5 PM&C effectively supports Secretaries Board meetings.

2.6 Annual review of the Australian Government Crisis Management Framework is undertaken in consultation with Australian Government agencies to ensure it remains fit-for-purpose.

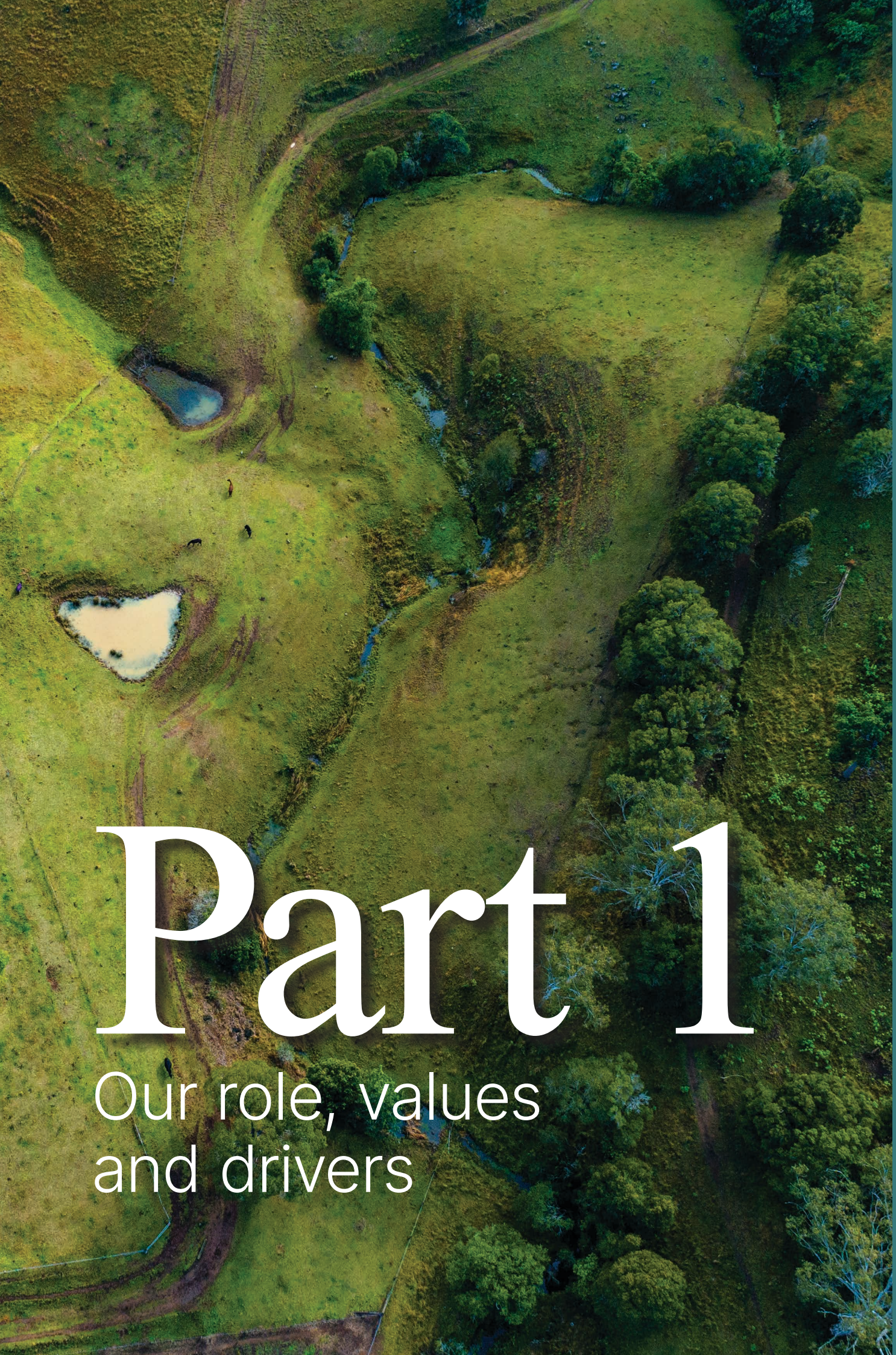
3.1 Percentage of key stakeholders satisfied with PM&C's support to the Cabinet and its committees.

3.2 PM&C provides effective secretariat support to the Cabinet and its committees.

Reporting on our progress in achieving our purpose

Department of the Prime Minister and Cabinet Annual Report 2024–25 (non-financial performance)

*As noted in PM&C's Portfolio Budget Statements 2024–25, the department's performance measures have been reviewed, with the measures for 2024–25 outlined above. An explanation of the changes can be found at Appendix A.



Part 1

Our role, values and drivers

This section sets out our role in the APS, our core work and values in fulfilling that role, and the key activities we undertake to achieve our purpose.

Our role

PM&C plays a central role within the APS in our support to the government. We support the Prime Minister, the Cabinet, and portfolio ministers to improve the lives of all Australians, including through coordination of government activities and effective advice.

As the lead department for the APS, we take a whole-of-government and whole-of-nation approach, working with stakeholders to improve the lives of all Australians, advance Australia's interests, and keep our country safe and prosperous.

Our core work and values

At PM&C we recognise the unique position we hold at the centre of government.

- We serve the Prime Minister, who is invested in all areas of policy and delivery as the leader of the Australian Government.
- We support the Cabinet as the focal point of government decision-making.
- We assist our Secretary, who (working in collaboration with the APS Commissioner) has a stewardship role as the head of the APS.
- We support the Minister for Women and Assistant Minister for Women to advance the government's commitment to achieve gender equality and improve the lives of people in Australia.

In fulfilling our role, we deliver influential and impartial advice based on professional judgement, excellence and collaboration, and by focusing on the big picture.

PM&C's values and behaviours guide the way we work:

- influence what matters
- promote a whole-of-government and whole-of-nation perspective
- support good government
- lead through partnership.

What drives our performance

Our people

Our people are central to our success. We aim to have the right mix of people, with diverse skills, capability and life experience, to support the government to deliver for the Australian people in an increasingly complex and uncertain environment.

Culture

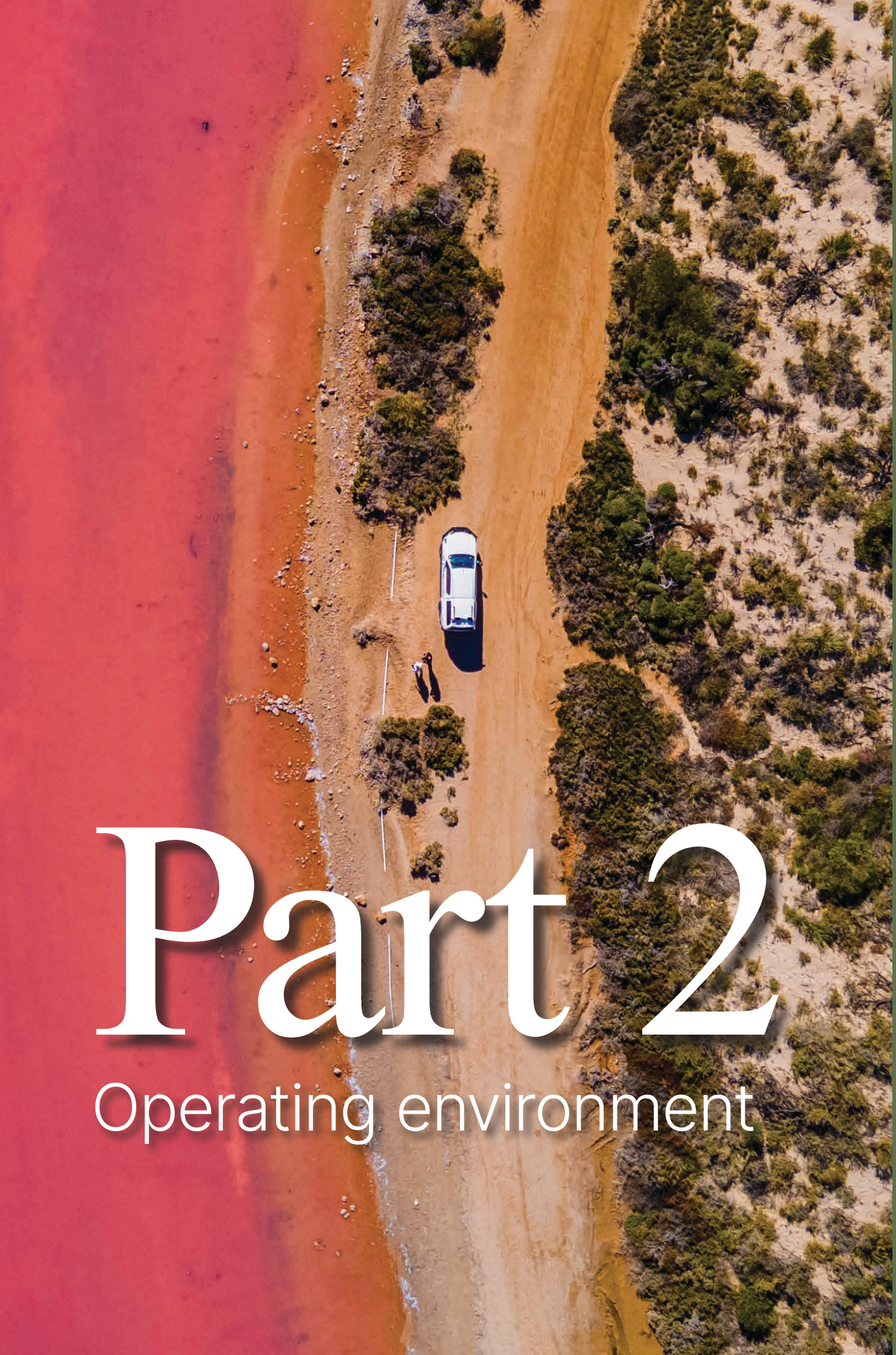
We actively promote a culture that promotes integrity, with an emphasis on ethical leadership and fostering psychological safety in our workplace. This includes seeking diverse perspectives on potential barriers to achieve this culture.

Risk management

We proactively engage with and manage risk in a way that enables us to be accountable in a complex and dynamic environment.

Information and communication

Our information and communications capability supports internal and external collaboration in a fast-paced and flexible work environment, enabling us to support government priorities.



Part 2

Operating environment

This section sets out the nature of PM&C's operating environment over the 4-year period of this corporate plan. It outlines how factors and changes in the environment may affect and influence the focus of the department's work and key priorities. Understanding, adapting and responding to changes in our operating environment, including the strategic priorities of the Australian Government, is critical to delivering on our purpose.

Serving Australia's Prime Minister

The Prime Minister has set out a clear agenda, outlining his expectations for the department – that we ensure the government's priorities are delivered to the highest standards, and in the timeframes required, on behalf of the Australian people. It is the role of PM&C to ensure we support the Prime Minister in delivering on those commitments. The department plays a critical role to coordinate work across the APS, ensuring a joined-up approach to policymaking and program delivery.

Australia's economic and fiscal outlook

While there remains considerable uncertainty around the outlook, the Australian economy is well placed to navigate the economic challenges ahead. Domestically, inflation has moderated substantially from its peak in 2022, the unemployment rate remains near historical lows, annual real wages are growing and business investment, though moderating recently, has been strong. However, the combination of elevated inflation and high interest rates has resulted in lower growth over the past year and flatter household consumption. Although the labour market has proven highly resilient, there are signs that labour market conditions are softening and will continue to ease over 2024–25.

Looking forward, the government's cost-of-living relief measures announced in the 2024–25 Budget are expected to support real household disposable incomes and a recovery in household consumption. The improvement in household consumption is expected to be complemented by an elevated level of business investment and a gradual pick-up in dwelling investment as cost pressures ease and asset returns improve.

Key risks include weak household consumption, particularly if households, facing budget constraints, instead seek to replenish savings or if employment growth is slower than forecast. Inflation could also be more persistent than expected.

There are also global factors that pose downside risks to the outlook, including global growth which is expected to remain subdued over the next few years as the effects of high inflation, restrictive macroeconomic policies, geopolitical tensions, and challenges in the Chinese economy weigh on the outlook. While developments such as the global transformation to net zero and rapid shifts in the geostrategic landscape are creating challenges, they also present opportunities for Australia's economic prosperity and security.

The department supports the government to deal with these economic challenges and position the Australian economy to capitalise on the opportunities. PM&C will continue to support the development of policies to provide cost-of-living relief to all Australians and facilitate the transition to a net zero economy.

The department also continues to support the government's objective of responsible fiscal management. The government's economic and fiscal strategy aims to make the economy more resilient and put the budget on a more sustainable footing. In the short term, efforts are underway to keep pressure off inflation while continuing to provide targeted cost-of-living relief to those most in need. Over the medium to longer term, the strategy will be supported by reducing gross debt as a share of the economy, returning tax upgrades to the Budget, and supporting sustainable economic growth and responsible use of public finances.

In addition, the Australian economy continues to witness a range of broader structural shifts, with significant forces expected to reshape Australia's economy in coming decades. These forces include an aging population, rising demand for care and support services, climate change and the net zero transformation, technological and digital transformation, and continued geopolitical risk and fragmentation. PM&C will continue to work to support the government in navigating the complex policy challenges ahead.

Social context

PM&C supports the government to deliver its domestic reform agenda to benefit Australian families and communities, including through collaboration with states and territories through National Cabinet.

Health has been National Cabinet's first priority issue over the previous 12 months, with agreement reached on key reforms to strengthen our health system. Work in the area of health has also focused on further strengthening Medicare and increasing access to more affordable services, reducing the costs of medicines and vaccines, and strengthening Australia's mental health and suicide prevention system.

National Cabinet has also been focused on securing the future of the National Disability Insurance Scheme (NDIS). In December 2023, there was agreement to implement NDIS legislation and rule changes, adjust state and territory NDIS contribution escalation rates, and jointly design foundational supports to support people with disability outside the NDIS. Over the year ahead, the department will work to consolidate and deliver key decisions of National Cabinet, including practical measures to deliver secure and affordable housing to Australians, and building on efforts underway under the *National Plan to End Violence against Women and Children 2022–2032*.

In 2024–25, the department will continue its focus on working in genuine partnership to improve life outcomes for Aboriginal and Torres Strait Islander people. The department is committed to meeting its obligations under the National Agreement on Closing the Gap and working across the APS to embed the 4 priority reforms into ways of working.

Reforming Australia's migration system and bringing migration back to sustainable levels are high priorities for the Australian Government. PM&C will continue to support the government in delivering on its Migration Strategy announced in 2023, with a focus on meeting skills shortages, preventing migrant worker exploitation, better planning for sustainable migration and improving the system by being fast, efficient and fair.

In 2024–25, we will continue to support the Australian Government's efforts to strengthen social cohesion, which includes dedicated programs and recent Budget measures targeting discrimination and hate, strengthening community engagement, countering harmful and divisive information, building resilience and analysing social cohesion indicators.

Ongoing reform to the higher education and vocational education and training (VET) sectors is also a priority. We will continue to support the government to deliver a new 5-year National Skills Agreement with the states and territories to strengthen the VET sector and help ensure Australia has the skilled workforce it needs, as well as partnering with states and territories to deliver 500,000 Fee Free TAFE and VET places across Australia over 2023–26.

Building on the government's initial response to the findings of the Universities Accord, we will continue to focus on additional funding for Regional University Study Hubs and new Suburban University Study Hubs, expanding demand driven funding to all eligible Aboriginal and Torres Strait Islander students, indexation relief for student HELP debts, Commonwealth Prac Payments for mandatory course placements, expanded funding for enabling courses, and a commitment to establish an Australian Tertiary Education Commission and new funding arrangements for managed growth and needs-based funding.

We will continue to support reforms that build on existing foundations and connections across the aged care system, ensuring services of the future are sustainable and equitable and continue to improve the quality of life for older Australians.

We will also continue to focus on commitments that have been made to support Australian athletes and national sporting organisations, including investing in the Australian Institute of Sport to ensure a modern and fit-for-purpose national facility in the lead up to the 2032 Brisbane Olympic and Paralympic Games.

In September 2023, the government announced an independent inquiry to review the Australian Government's response to the COVID-19 pandemic and make recommendations to improve response measures in the event of future pandemics. The inquiry is being conducted by an independent panel, supported by a taskforce based within the department, and will provide a final report to government by 30 September 2024.

In 2023–24, PM&C stood up Australian Government Consulting (AGC), an in-house consulting service for the APS. In the year ahead, AGC will continue to deliver strategy and organisational transformation projects that would otherwise have been outsourced, and will build on the release of the Consultancy Playbook to support APS agencies to get better value when engaging external consultants. AGC is an APS-wide capability, and is supported by an advisory group of senior officials from across the APS.

Office for Women

The Office for Women is the central gender equality institution within the APS, with all Australian Government portfolios responsible for developing high-quality gender analysis and achieving gender equality outcomes.

The release of *Working for Women: A Strategy for Gender Equality* provides a focus for the Australian Government's work on gender equality over the next 10 years. It outlines the government's vision for an Australia where people are safe, treated with respect, have choices, and have access to resources and equal outcomes, no matter their gender. The strategy sets out a path towards this vision for gender equality, with a focus on gender-based violence; unpaid and paid care; economic equality and security; health; and leadership, representation and decision-making.

Working for Women is a whole-of-government strategy that supports consideration of gender impact across government's policy priorities. Gender responsive budgeting is a key tool for implementing the strategy, ensuring that gender analysis is at the centre of government decision-making and investment.

Parliamentary workplace reforms

PM&C, through the Jenkins Report Implementation Team, is supporting the government's commitment to work across the parliament to implement the Australian Human Rights Commission's *Set the Standard: Report on the Independent Review into Commonwealth Parliamentary Workplaces*. Following commencement of the statutory Parliamentary Workplace Support Service on 1 October 2023, we are supporting the government to establish the Independent Parliamentary Standards Commission (the IPSC). This includes supporting the Minister for Finance, Senator the Hon Katy Gallagher, to engage with the Parliamentary Leadership Taskforce (which has cross-party parliamentarian membership to oversee implementation of the report) and a parliamentary staff consultation group on draft legislation to establish the IPSC.

The global context and national security

Keeping Australians safe and our economy prosperous are key priorities for the government. As the Prime Minister has said, peace, prosperity and stability can never be taken for granted. Australia is therefore investing in strong and productive strategic partnerships across our region and globally. PM&C continues to support these partnerships, including bilaterally and multilaterally, through key forums like the East Asia Summit, the Pacific Islands Forum, the United Nations, the Quad, ASEAN, Asia-Pacific Economic Cooperation and the G20. PM&C's role is to support the Prime Minister and the Cabinet by driving and coordinating whole-of-government and whole-of-nation efforts to protect and advance Australia's national and global interests.

Australia's future security and prosperity will be defined by the strength and success of our engagement in the region we call home. This region, the Indo-Pacific, is facing geopolitical change and intensifying strategic competition. Australia's goal is to secure our interests through deterrence and reassurance, building resilience and keeping multilateral institutions effective to deliver for Australia and the needs of our region. The prosperity of the Indo-Pacific has always been driven by shared opportunity and the region's stability can only be secured through collective responsibility.

PM&C will support the new strategic conceptual approach to Australia's defence planning and strategy – National Defence – which takes a whole-of-nation approach to security. It will require a more active Australian statecraft working to support the maintenance of a regional balance of power, broader utilisation of Australia's national power and alignment of government policy. Our statecraft will be directed at both deepening diplomatic engagement and building stronger defence capabilities – to deter coercion and lower the risk of conflict. Australia's conventionally armed nuclear powered submarine acquisition and advanced capabilities collaboration under AUKUS will strengthen our capabilities through the most challenging times so far this century. This will enable AUKUS partners, in collaboration with like-minded countries, to better contribute to a sovereign and resilient Indo-Pacific and to deter aggression more effectively. All AUKUS partners are committed to ensuring the Indo Pacific remains a region where all countries – big or small – are able to act in their sovereign interests to shape their own future free from coercion.

The government remains committed to Australia's longstanding alliance with the United States. The Australian Government is committed to working with the United States Government and Congress to advance Australia's interests and to further strengthening the ties between our nations. The Australia – United States relationship is unprecedented in scale, scope and significance, reflecting more than 100 years of partnership. It is underpinned by an enduring foundation of trust and a long record of achievement, and continues to build to tackle emerging challenges – including by making climate change cooperation the third pillar of our alliance.

Increasing geostrategic competition is challenging multilateral cooperation and global economic and financial architecture. PM&C will drive integration of domestic, international, economic and strategic policy to shape Australia's international economic engagement so it supports economic prosperity and resilience at home and throughout our region.

Maintaining Australia's constructive engagement with advanced and emerging economies will help bolster support for multilateralism and the international rules-based order, which are central to achieving this objective.

Domestic security and economic prosperity are mutually reinforcing and remain the foundations of Australia's success. Strengthening Australia's social cohesion will be central to the health of our democracy and to addressing the persistent threats posed by extremism, terrorism and foreign interference. The department supports coherent and well-consulted advice to government to tackle a range of threats, including cyber, and to promote Australia's economic prosperity through the facilitation of trade, investment and travel.

The work of the National Intelligence Community (NIC) underpins Australia's national security objectives. The NIC is required to respond in complex and changing circumstances to protect Australia's security, prosperity and values. In 2024, the Independent Intelligence Review provided advice to government to ensure that our intelligence agencies remain ready to fulfil this mandate, and are aligned to Australia's national security priorities. PM&C will support the government's consideration of the findings of the review, and work with the NIC to implement the government's response.

Action to address climate change

Climate change is an environmental, economic, social and national security issue, and the department will support the government in delivering a comprehensive plan on climate change. In recent years, Australians have experienced unprecedented bushfires and floods, as well as the effects of the COVID-19 pandemic. PM&C continues to support the Prime Minister and the government in responding to crises and critical issues, and in promoting whole-of-government coordination to emergency management and national resilience.

Australia is experiencing the impacts of climate change variably across the country – and the climate is projected to continue to change over the coming decades. The government is committed to taking action to reduce the long-term impacts of climate change by reducing emissions, and ensuring communities, business and the environment have the ability to adapt, respond to risks and become more resilient to climate impacts.

PM&C plays an important role coordinating action across the APS to capture the opportunities of the net zero transformation and support economy-wide emission reductions. In 2024–25, PM&C will continue to support the government to implement existing policy commitments, deliver the Net Zero Plan supported by 6 sectoral emission reduction plans, and set Australia's 2035 emissions reduction target as required under the Paris Agreement.

Net Zero Economy Authority

The Australian Government is establishing a new statutory authority to help manage the transition to a net zero economy, especially for communities, regions, industries and workers that may be significantly affected by the change.

Legislation to establish the Net Zero Economy Authority (the Authority) was introduced in Parliament in March 2024. Subject to the passage of the legislation, it is expected the Authority will commence sometime between 1 July 2024 and 1 January 2025. In the meantime, the Net Zero Economy Agency will progress work on the proposed functions.

The Net Zero Economy Authority Bill 2024 and the Net Zero Economy Authority (Transitional Provisions) Bill 2024 set out the objects, functions, governance arrangements and the transitional arrangements for the Authority. The Authority's functions are directed at promoting orderly and positive economic transformation as Australia transitions to a net zero economy, including consulting and cooperating with individuals, organisations and governments to support Australia's transition to a net zero economy; facilitating participation and investment in net zero transformation initiatives; and supporting workers in emissions-intensive industries to access new employment or improve their employment prospects.

The legislation also establishes the Energy Industry Jobs Plan. The Energy Industry Jobs Plan will deliver redeployment plans for workers impacted by the closure of gas- and coal-fired power stations, coordinated by the Authority. Redeployed workers will be supported to transition directly to new employment, reducing the risks of long-term unemployment, while also reducing the risk of closing power stations and dependent businesses losing staff who are necessary to safely operate facilities until closure.

The Authority will be led by a governing board, made up of a chair and up to 8 other members with varied expertise relevant to the net zero economic transformation. The board will be responsible and accountable for the Authority's strategy, governance and performance, including financial performance. The Chief Executive Officer will be responsible for day-to-day operations. The government has announced its intention to appoint the acting Chair of the Net Zero Economy Agency, Dr Iain Ross, as the inaugural Chair of the Authority.

All levels of government and the private sector will need to work in a more coordinated manner to realise the transformation to a net zero economy. The Authority will play an important role in achieving alignment by:

- seeking appropriate consideration of transformation implications for regions, communities, industries and workers in the design and delivery of relevant policies, programs and plans
- coordinating whole-of-government consideration of cross-cutting net zero economic transformation issues, opportunities and challenges
- collaborating with state and territory governments, communities and Aboriginal and Torres Strait Islander people.

Future Made in Australia

The government's Future Made in Australia agenda takes further steps to capture the opportunities of the net zero transformation, as well as to strengthen Australia's economic resilience and security. This agenda includes initiatives to attract investment in key industries, make Australia a renewable energy superpower, strengthen Australia's supply chain resilience, and give businesses, communities and individuals opportunities to benefit from the net zero transformation.

The government has committed to legislating its Future Made in Australia agenda, including a national interest framework to identify priority industries and ensure support is responsible and targeted. The government will also apply community benefit principles in relation to investments in priority industries. These principles will have a focus on investment in local communities, supply chains and skills, and the promotion of diverse workforces and secure jobs.

Collaboration and cooperation

Good advice and policy are informed by a diverse range of voices, views and perspectives, and are strengthened through collaboration with those individuals, organisations or sectors that could either be affected by the policy or decision, or could assist in helping to achieve a successful outcome.

Recognising that a significant proportion of the APS works with the states and territories on a range of policy, funding and regulatory issues, the department has established an APS Commonwealth–State Relations Community of Practice to share expertise and learnings, identify cross-cutting issues and grow networks. This holistic approach to knowledge sharing will benefit practitioners and work to ensure best practice in intergovernmental relations and negotiations.

PM&C is committed to Pillar 2 of the APS reform agenda: 'The APS puts people and business at the centre of policy and services'. Through Long-term Insights Briefings to support the Secretaries Board, the department engages in conversations with the Australian community, academia and civil society to strengthen policy development and planning in the APS. Insights collected are published and shared widely to inform future policies and decision-making.

The department will continue to work in genuine partnership with the community to solve problems and co-design the best solutions to improve the lives of all Australians.

To develop informed and impactful advice and effective policies, the department collaborates with a range of stakeholders, as set out in Figure 2.

Figure 2: PM&C stakeholders

Capability

Central to our capability is our people, our IT and risk environments, and our strong focus on integrity. The ongoing development of PM&C's capability ensures we can continue to achieve our purpose. Investments in capability also support the department to lead by example, and uphold public sector principles and values, while building sufficient flexibility and expertise to meet current and future needs.

People

PM&C employees seek to work collaboratively, in partnership with our many stakeholders, with an appreciation and understanding of the diverse Australian community that we serve. Healthy levels of curiosity and adaptability ready us to deliver on the current and emerging priorities of the Prime Minister and the government.

PM&C continues to support the implementation of priorities in the APS reform agenda, as well as anticipated changes in Commonwealth employment legislation, APS employment frameworks and strategies. PM&C is driving efforts to boost capability through its work on policy futures.

The PM&C Enterprise Agreement 2024–2027 will operate over the current year and first 2 forward years of this corporate plan, offering competitive and flexible employment conditions to attract a diverse and talented workforce. Work will continue, in consultation with staff and their representatives, to ensure that all aspects of the new enterprise agreement and APS common conditions are implemented and PM&C's internal employment policies are fit-for-purpose and understood.

PM&C will launch a new Reconciliation Action Plan (aligned with Closing the Gap: Priority Reform 3 Transforming Government Organisations) to enliven commitment to the vision of a reconciled Australia. Under the plan, we will view our work through the lens of Aboriginal and Torres Strait Islander people, valuing and respecting their knowledge, understandings and experiences as the custodians of the oldest living culture in the world.

The department will continue to deliver the PM&C Inclusion and Diversity Strategy and Action Plan 2023–26, to foster a workplace that is supportive, respectful, safe and inclusive – so everyone can thrive. Ongoing efforts will continue to ensure that staff can access a range of wellbeing supports, reasonable adjustments and channels to safely raise matters so they can thrive at work both psychologically and physically.

Investing in and growing critical skills and capabilities in areas such as cultural capability, policy, economics, communication, consulting, project and change management, gender analysis, and digital and data literacy continues to be high priority, aligned closely to the important work of the APS Academy.

Developing good leaders through ongoing management and leadership training offerings underpins a capable workforce. Our leaders are responsible for building high levels of engagement, and productive and healthy teams, so that we can collectively deliver high-quality outcomes.

Strategic Commissioning Framework

In October 2023, the Australian Public Service Commission published the APS Strategic Commissioning Framework. Under the framework, all agencies must prioritise APS employment and capability, and reduce their reliance on the external workforce by moving away from outsourcing work that is the core role of the APS or the agency. Targets to achieve these priorities must be published in APS agencies' corporate plans. Progress against these targets must be published in future annual reports.

In 2024–25, PM&C will seek to reduce outsourcing of core work in line with the framework. Our target for 2024–25 focuses on reduced outsourcing of information and communications technology (ICT) and digital solutions staff providing direct support for the CabNet+ information system, with an expected reduction of up to $580,000 in 2024–25 in outsourcing expenditure.

PM&C will make appropriate changes to policies and processes to comply with the framework and ensure that core APS and PM&C work is conducted by APS employees.

Integrity

PM&C employees occupy a unique and influential position at the centre of the APS. It is important we lead by example, upholding the APS Values and operating with the highest standards of integrity. We recognise that integrity is fundamental to everything we do, including maintaining the confidence and trust of our ministers, staff and the Australian public.

Following the release of the APS Integrity Taskforce's report, 'Louder Than Words: An APS Integrity Action Plan', PM&C is committed to actioning the report's recommendations and continuing to enhance systems and processes that support our people to do the right thing.

PM&C continues to build on the work already underway to support our pro-integrity culture, committing to:

- understanding existing risks
- identifying new and emerging risks
- maintaining policies, processes and systems to support and guide officials in ethical behaviour and decision-making
- ensuring and enhancing a safe environment where officials can openly discuss integrity concerns and feel empowered to call out behaviours that do not support the APS Values and Code of Conduct.

PM&C has mechanisms in place to escalate integrity concerns and inappropriate conduct to relevant internal areas for assessment and action, and – where required – to refer concerns to external authorities. All PM&C workers are required to complete mandatory integrity training annually.

PM&C actively collaborates with external authorities such as the National Anti-Corruption Commission, the Commonwealth Ombudsman and the Australian Federal Police on investigation, and, where necessary, sanctions and prosecutions.

Information and communication technology

PM&C strives to be a strategic and trusted adviser on digital and ICT services, to deliver reliable ICT services to the Prime Minister, the Cabinet, portfolio ministers and the department, as well as to agencies using our shared service and managed services.

The ICT services and systems PM&C delivers are complex and require an understanding of future challenges and solutions, to ensure we have the technology and business services needed to deliver on government priorities. Our operating environment is fast-paced and requires us to be highly flexible in responding quickly to changing demands, ensuring ICT capability remains fit-for-purpose and addresses information technology requirements.

The cyber threat landscape is also continuously evolving, presenting increased risk to Australian Government systems and requiring a greater demand for resources, knowledge and hardened security. Strengthening PM&C's cybersecurity resilience capability will enable us to be more responsive to cyber threats, and will maintain confidence in PM&C as a trusted provider of ICT services. PM&C will continue to work closely with and draw advice from lead agencies in this space.

By standardising core services, and taking an enterprise approach to new technologies, we can meet business needs and deliver technology and information solutions that are future-proof, flexible and secure, while continuing to maximise value.

Risk management

PM&C operates in a dynamic and fast-paced environment. There is inherent risk in everything we do and it is not possible, or necessarily desirable, to eliminate all risks. We strive to achieve the right balance between engaging with risk to promote efficiency and innovation within our business practices, while delivering on government priorities, being accountable and upholding integrity.

Risk oversight and management

The Executive Board determines PM&C's risk appetite and tolerance to provide guidance to staff on the level of acceptable risk for the nature of our business. The executive encourages PM&C employees and teams to appropriately balance positive risk engagement, which promotes innovation and efficiency, with risk control and mitigation to uphold trust in public service institutions.

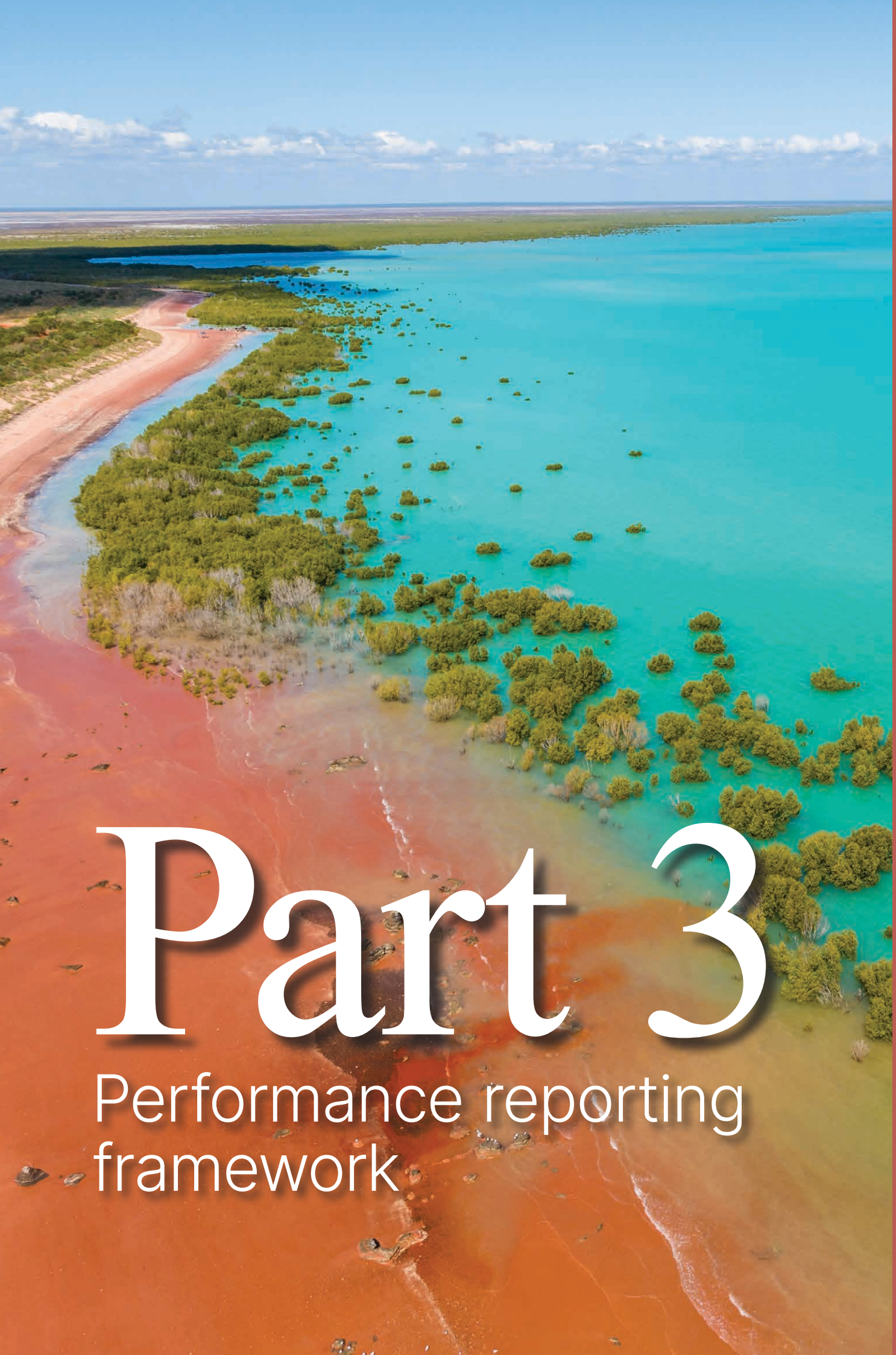
PM&C leaders and governance committees play an important role in overseeing key risks, matters of strategic and operational importance, and the achievement of objectives.

During 2024–25, we will continue to mature and promote effective risk management practice by ensuring our risk management policy and framework and supporting tools are fit-for-purpose and support effective decision-making.

We will continue to ensure that we manage our 6 enterprise risks (Table 1) in accordance with relevant policies and guidance, and that we remain aware of emerging risks, including climate risk and shared risk. Through education and consultation, PM&C strives to understand how these risks intersect with the work we are responsible for, and identify how these risks can be managed and reported on to meet legislated requirements.

Table 1 - PM&C enterprise risks 2024–25

Enterprise risk	Management of the risk
Enterprise risk 1 We are not influential and fail to lead, collaborate and anticipate policy direction. **Enterprise risk 2** We are not able to effectively support government operations.	PM&C effectively uses mechanisms such as the Secretaries Board and Chief Operating Officers Committee. We also maintain a highly visible and proactive presence with APS agencies. PM&C has detailed plans, business processes and clearance protocols to ensure we maintain productive relationships with ministers' offices and stakeholders in APS agencies. We routinely monitor our compliance and quality, and use our annual stakeholder surveys to identify any areas for improvement.
Enterprise risk 3 We do not provide an environment that cultivates a positive culture or behaviours to support the safety and wellbeing of our people or continued high level of integrity, accountability and compliance.	PM&C continues to invest in the wellbeing of our staff, with initiatives that cover physical health, diversity, environmental hazards, mental health and personal development. Encouraging APS Employee Census results indicate our efforts have been effective, and we have ongoing plans to maintain positive wellbeing results. PM&C is committed to promoting integrity across the department. We provide multiple reporting channels that allow for the referral of wellbeing, compliance and integrity matters to dedicated areas for support and necessary action.
Enterprise risk 4 We do not have the capability or capacity to deliver and meet emerging priorities.	PM&C is progressing with major projects to improve capacity by building capability in our people. These projects will address workforce management and planning, organisational psychology and management capability.
Enterprise risk 5 We do not have effective, efficient and fit-for-purpose IT systems and services.	PM&C has ongoing investments in capital and people, including hardware redundancy and testing for failover and recovery systems, and cross-skilling programs. The forward capital plan ensures planned upgrades and hardware replenishment are measured and appropriate for our current and anticipated needs.
Enterprise risk 6 We fail to protect our information, personnel and physical environment and assets.	Security and reliability are core considerations for the department and PM&C maintains a defensive, in-depth stance that meets industry standards on IT security, and conducts regular pressure and penetration testing. PM&C continues to improve security measures with enhancements to authentication and access protocols for secure networks and document systems. PM&C ensures that its processes and systems are fit-for-purpose and remain in step with relevant security requirements.



Part 3

Performance reporting framework

PM&C's performance reporting framework sets out what we intend to achieve over the 4-year period covered by this corporate plan (2024–25 to 2027–28), and reflects a range of qualitative and quantitative measures to demonstrate how we will deliver on our purpose.

Our key activities

We achieve our purpose through 3 key activities that reflect the way we work and the role PM&C plays in supporting the government.

- Provide informed, impactful and timely advice.
- Support government priorities through whole-of-government leadership and coordination.
- Enable government decision-making, including Cabinet operations.

Our approach to measuring performance

Our performance reporting framework provides detail on how we measure progress in achieving our purpose by identifying:

- performance measures that reflect the outcomes our key activities are intended to achieve
- targets for each performance measure to assess achievements over time
- methodologies and data sources to monitor results and track our overall progress.

PM&C is committed to producing accurate, accountable and transparent performance reporting. We continue to look for opportunities to develop and mature our performance reporting framework, and to strengthen how we present our performance information to the parliament and the public.

As part of this continuous improvement process, we have focused on refining our key activities for 2024–25, identifying 3 key activities that better reflect PM&C's core functions. As a consequence, we have updated the performance measures and targets covered by this corporate plan (see Appendix A: Summary of changes to performance measures).

Our performance measures

PM&C uses a combination of qualitative and quantitative performance information – as well as proxy measures where appropriate[2] – to assess and report on our achievements.

[2] See Note 1: Assessment of performance measures and targets for an explanation of why we use proxy measures.

Key Activity 1: Provide informed, impactful and timely advice

The department supports the Prime Minister in their leadership roles – leader of the Australian Government, chair of the Cabinet and chair of National Cabinet. Our primary function is to provide the Prime Minister, the Cabinet, and our portfolio ministers with advice to support their role as decision-makers.

PM&C plays a key role in supporting informed decision-making by ensuring the Prime Minister, the Cabinet and portfolio ministers are provided with advice that is informed, takes a whole-of-government and whole-of-nation perspective, and incorporates the views of a diverse range of stakeholders. We evaluate this activity through a series of measures designed to assess the effectiveness[3] and timeliness of our advice.

Measure 1.1: Percentage of key stakeholders that are satisfied with PM&C's advice

Target(s)	2024–25	2025–26	2026–27	2027–28
	77%	78%	79%	80%
Why do we measure this?	Maintaining stakeholder satisfaction with the effectiveness, timeliness and responsiveness of our advice, is key to achieving our purpose and is an important way to measure our success.			
How will this measure be assessed?	We will use the department's annual stakeholder survey. See Note 1: Assessment of performance measures and targets.			
Type of measure	Quantitative and qualitative			
What will be measured?	Effectiveness; timeliness (as a proxy for efficiency)			
Data source	Responses to stakeholder surveys, conducted by an independent provider. Further information can be found in Note 2: Annual stakeholder survey.			

[3] Assessment of 'effectiveness' for this key activity includes whether our advice is informed and impactful.

Measure 1.2: Percentage of ministerial briefs provided within agreed timeframes

Target(s)	2024–25	2025–26	2026–27	2027–28
	80%	80%	80%	80%
Why do we measure this?	Providing timely advice is an important part of our role in supporting the Prime Minister and our portfolio ministers, and key to achieving our purpose.			
How will this measure be assessed?	The number of ministerial briefs recorded in the Parliamentary Document Management System (PDMS) that were minister-initiated for the reporting period that are provided within agreed timeframes, divided by the total number of minister-initiated briefs for the reporting period, multiplied by 100.			
Type of measure	Quantitative			
What will be measured?	Output; timeliness (as a proxy for efficiency)			
Data source	PDMS			

Measure 1.3: Percentage of incoming ministerial correspondence triaged and assigned for appropriate action within 5 working days

Target(s)	2024–25	2025–26	2026–27	2027–28
	95%	95%	95%	95%
Why do we measure this?	Ministerial correspondence includes correspondence to the Prime Minister, from heads of government and heads of state, members of parliament, organisations or members of the public. Managing this correspondence is one of the primary ways we support the Prime Minister to engage with stakeholders and the Australian community. It is important that we triage all correspondence, consider response options, and assign correspondence for appropriate action as efficiently as possible.			
How will this measure be assessed?	Number of items of incoming ministerial correspondence triaged and assigned in 5 working days or less, divided by the total number of items of incoming ministerial correspondence received, multiplied by 100.			
Type of measure	Quantitative			
What will be measured?	Output; timeliness (as a proxy for efficiency)			
Data source	PDMS			

Key Activity 2: Support government priorities through whole-of-government leadership and coordination

PM&C plays a key leadership role in ensuring the APS delivers on the Prime Minister's and the government's priorities. We play an important role in driving a whole-of-government and whole-of-nation approach, at both a national and international level.

In support of the Prime Minister's responsibilities for delivery of government priorities, PM&C uses a range of mechanisms to help APS agencies to succeed and ensure government policies, programs and decisions are successfully implemented. We evaluate this activity through a series of measures designed to assess the effectiveness and timeliness of our coordination and support for these mechanisms.

Measure 2.1: Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities

Target(s)	2024–25	2025–26	2026–27	2027–28
	77%	78%	79%	80%
Why do we measure this?	Maintaining the satisfaction of stakeholders with the coordination and support provided by PM&C in the delivery of government priorities is key to achieving our purpose and is an important way to measure our success.			
How will this measure be assessed?	We will use the department's annual stakeholder survey. See Note 1: Assessment of performance measures and targets.			
Type of measure	Quantitative and qualitative			
What will be measured?	Effectiveness; timeliness (as a proxy for efficiency)			
Data source	Responses to stakeholder surveys, conducted by an independent provider. Further information can be found in Note 2: Annual stakeholder survey.			

Measure 2.2: Percentage of key stakeholders satisfied with the coordination and support provided for international engagements

Target(s)	2024–25	2025–26	2026–27	2027–28
	77%	78%	79%	80%
Why do we measure this?	Maintaining the satisfaction of stakeholders with the coordination and support provided by PM&C for international engagements is key to achieving our purpose and is an important way to measure our success.			
How will this measure be assessed?	We will use the department's annual stakeholder survey. See Note 1: Assessment of performance measures and targets.			
Type of measure	Quantitative and qualitative			
What will be measured?	Effectiveness; timeliness (as a proxy for efficiency)			
Data source	Responses to stakeholder surveys, conducted by an independent provider. Further information can be found in Note 2: Annual stakeholder survey.			

Measure 2.3: PM&C's coordination and reporting arrangements are effective in driving successful implementation of the government's *Working for Women: A Strategy for Gender Equality*

Target(s)	2024–25	2025–26	2026–27	2027–28
	Publication of baseline data report.	Delivery in accordance with the Strategy's reporting framework.	Delivery in accordance with the Strategy's reporting framework.	Delivery in accordance with the Strategy's reporting framework.
Why do we measure this?	The Office for Women has responsibility for leading action on the Australian Government's commitment to advancing gender equality as a national priority. The strategy sets out a path to make progress towards gender equality over the next 10 years, with reviews to occur at the mid-point (year 5) and end-point (year 10).			
How will this measure be assessed?	Achievement against this measure will be assessed by reference to the strategy's reporting framework, including: • publication of the annual Status of Women Report Card • contribution to the Women's Budget Statement • delivery of the strategy's baseline data report in year 1 (2024–25).			
Type of measure	Quantitative			
What will be measured?	Output and effectiveness			
Data source	Departmental records			

Measure 2.4: PM&C effectively supports Commonwealth-State relations

Target(s)	2024–25	2025–26	2026–27	2027–28
	77%	78%	79%	80%
Why do we measure this?	Productive relationships between state, territory and Commonwealth governments is key to promoting policy reforms that are of national significance, and to ensuring government policies, programs and decisions are successfully aligned and implemented.			
How will this measure be assessed?	We will use the department's annual stakeholder survey to measure support provided by PM&C for Commonwealth-State relations. See Note 1: Assessment of performance measures and targets.			
Type of measure	Quantitative and qualitative			
What will be measured?	Effectiveness			
Data source	Responses to stakeholder surveys, conducted by an independent provider. Further information can be found in Note 2: Annual stakeholder survey.			

Measure 2.5: PM&C effectively supports Secretaries Board meetings

Target(s)	2024–25	2025–26	2026–27	2027–28
	To be baselined in year 1	TBA	TBA	TBA
Why do we measure this?	In accordance with its legislated functions, the Secretaries Board provides leadership to the APS as an integrated organisation with a shared vision and purpose. As head of the APS, the Secretary of PM&C is the Chair of the Secretaries Board. The department provides secretariat support for this function as set out in the Secretaries Board Terms of Reference.			
How will this measure be assessed?	Effective secretariat support is outlined in the Secretaries Board Terms of Reference and includes: • The forward work plan and action register for Secretaries Board meetings are maintained. • Meeting papers are distributed on a timely basis to support Secretaries Board meetings. • Percentage of Secretaries Board communiqués published on time: Number of post-meeting communiqués published on PM&C's website within 3 business days following each meeting, divided by the number of meetings held during the reporting period, multiplied by 100.			
Type of measure	Quantitative			
What will be measured?	Output and effectiveness			
Data source	Departmental records			

Measure 2.6: Annual review of the Australian Government Crisis Management Framework is undertaken in consultation with Australian Government agencies to ensure it remains fit-for-purpose

Target(s)	2024–25	2025–26	2026–27	2027–28
	Annual updates released on time			
Why do we measure this?	The Australian Government Crisis Management Framework (AGCMF) outlines the Australian Government's approach to preparing for, responding to, and recovering from crises. The AGCMF provides ministers and senior officials with guidance on their respective roles and responsibilities.			
How will this measure be assessed?	Annual review of the AGCMF is conducted and released by October each year, or as otherwise required under the AGCMF. This result may be supplemented by analysis of crisis response actions undertaken in the reporting period, where applicable.			
Type of measure	Quantitative			
What will be measured?	Output			
Data source	Departmental records			

Key Activity 3: Enable government decision-making, including Cabinet operations

PM&C is responsible for a range of Australian Government programs, frameworks and services, including various activities that support the efficient running of government. We support the executive branch of government, the Cabinet and its committees in their role as decision-makers.

We evaluate this activity through measures designed to assess the effectiveness and timeliness of that support.

Measure 3.1: Percentage of key stakeholders satisfied with PM&C's support to the Cabinet and its committees

Target(s)	2024–25	2025–26	2026–27	2027–28
	77%	78%	79%	80%
Why do we measure this?	Maintaining the satisfaction of stakeholders with PM&C's support to the Cabinet and its committees is key to achieving our purpose and is an important way to measure our success.			
How will this measure be assessed?	We will use the department's annual stakeholder survey. See Note 1: Assessment of performance measures and targets.			
Type of measure	Quantitative and qualitative			
What will be measured?	Effectiveness; timeliness (as a proxy for efficiency)			
Data source	Responses to stakeholder surveys, conducted by an independent provider. Further information can be found in Note 2: Annual stakeholder survey.			

Measure 3.2: PM&C provides effective support to the Cabinet and its committees

Target(s)	2024–25	2025–26	2026–27	2027–28
	Effective secretariat support is provided.			
Why do we measure this?	PM&C's support to the Cabinet and its committees is key to achieving our purpose and is an important way to measure our success.			
How will this measure be assessed?	This measure will be assessed by delivery of secretariat support provided by PM&C, including logistical support for the conduct of Cabinet meetings and management of Cabinet records as set out in the Cabinet Handbook.			
Type of measure	Quantitative			
What will be measured?	Output and effectiveness			
Data source	Departmental records			

Appendixes

The following appendixes provide further information about our performance framework.

Appendix A: Summary of changes to performance measures 32

Appendix B: Notes on performance assessment, methodologies and data sources 33

Appendix C: Corporate plan requirements 36

Appendix A: Summary of changes to performance measures

In this corporate plan, PM&C identifies 11 performance measures for the reporting periods 2024–25 to 2027–28, compared to 17 performance measures in 2023–24.

- Six measures are unchanged or only marginally changed from 2023–24 to improve the clarity of the performance information.
- Six new performance measures have been added to provide a more robust indicator of performance.
- Seven performance measures have been removed since 2023–24 as they are no longer applicable.

The following changes have been made to the structure of our performance measures.

- Renumbering of key activities and measures reflects the evolution of PM&C's key activities from 5 in 2023–24 to 3 in 2024–25.
- Similar measures have been combined, reflecting the changes to PM&C's key activities.

We continue to refine the presentation of our performance measures, including the relevant data sources and methodologies. Any enhancements to methodologies as published in this corporate plan will be reported in the annual performance statements in PM&C's Annual Report 2024–25.

Appendix B: Notes on performance assessment, methodologies and data sources

Note 1: Assessment of performance measures and targets

Measures

To assess how we fulfil our purpose and measure achievement, we use a mix of output, effectiveness and efficiency measures, including qualitative and quantitative methodologies and proxy measures.

All performance measures are weighted equally unless otherwise stated.

Composite measures

Where a performance measure relies on more than one element – including more than one target – we will determine whether we have achieved the performance measure by reference to the number of elements met, as follows:

- equal to or greater than 75% of elements met equates to the performance measure being **achieved**
- from 51 to 74% (inclusive) of elements met equates to the performance measure being **partially achieved**
- less than 51% of elements met equates to the performance measure **not being achieved**.

More information about how we assess our targets is below.

Proxy measures

PM&C uses a combination of qualitative performance information and proxy measures to assess and report on achievements against some key activities.

Efficiency is generally measured as the price of producing a unit of output, expressed as a ratio of inputs to outputs. Measuring efficiency can be difficult for entities like PM&C where a large part of our work involves the development and provision of advice to government.

Where it is not practicable to identify appropriate efficiency measures, we use 'timeliness' as a proxy – that is, an indirect performance measure that is strongly correlated with efficiency. These measures are identified as proxy measures in the performance framework, where applicable.

We will continue to review these measures, and identify suitable efficiency measures when possible.

Targets

Targets against individual performance measures are identified where practicable. Over a year, targets can be affected by a variety of influences. We evaluate their achievement as follows:

- equal to or greater than 75% of the target achieved equates to the performance measure being **achieved**
- from 51 to 74% (inclusive) of the target achieved equates to the performance measure being **partially achieved**
- less than 51% of the target achieved equates to the performance measure **not being achieved.**

Note 2: Annual stakeholder survey

Rationale for conducting surveys

Partnering with other government agencies, non-government organisations, industry, business, community groups and other stakeholders domestically and internationally, is an important part of what we do and is key to our success. We also work closely with ministers and ministerial offices to provide support and advice.

To continuously improve our approach to engagement, we use annual stakeholder surveys to help us evaluate our performance across key activities. The surveys provide insights about stakeholder opinions on our effectiveness in achieving objectives and how efficiently we conduct our business.

Methodology

We use an annual survey to seek views from key stakeholders on our effectiveness, timeliness and responsiveness (as a proxy for efficiency). The survey is conducted by an independent provider. Survey instruments are co-designed with PM&C to reflect requirements for the applicable performance measures and to reflect best practice.

Results of each survey are aggregated to produce the final performance rating, and respondents can choose to remain anonymous (that is, identified responses are not provided to the department as part of the performance results). A response rate of 20% or higher will be considered adequate for the provision and reporting of valid and reliable performance information. This approach ensures that responses are representative of our stakeholders and that results are objective, independent and unbiased.

The stakeholder groups for the survey are as follows:

- ministers – the Prime Minister, Assistant Minister to the Prime Minister, Minister for Women and Minister for the Australian Public Service, and the Cabinet Secretary
- ministerial stakeholders – key ministerial office staff
- non-ministerial stakeholders – key external stakeholders not in the above categories (for example, officials from other government departments or agencies).

Our ministers – or their delegate(s) – are surveyed through one-on-one interviews conducted by a senior member of the department and/or a senior representative of the survey provider. Given the relative importance of the Prime Minister's feedback on our performance, the survey ratings of the Prime Minister or their delegate will be weighted to account for 50% of the aggregate performance metrics derived from the ministers' survey.

The ministerial stakeholder survey is sent to key (high level) stakeholders in our ministers' offices. The survey is conducted online, with stakeholders sent a unique link to provide their responses.

The non-ministerial stakeholder survey is sent to key stakeholders. Survey recipients are identified by PM&C business areas based on criteria designed to identify stakeholders who are in a position to provide informed feedback about the department's performance during the relevant period. The non-ministerial survey is conducted online, with stakeholders sent a unique link to provide their responses.

Follow up interviews may be conducted with non-ministerial stakeholders who respond to the survey and indicate they are agreeable to being interviewed. These interviews are designed to obtain more detailed qualitative information to provide additional context for the survey results and more clearly identify opportunities for improvement. Participants for follow up interviews are selected by the survey provider.

Further information on the survey methodology will be included with the survey results in the annual performance statements in PM&C's Annual Report 2024–25.

Data management/Data Source

Information is stored in the survey provider's secured survey platform and is provided to the department as a report. Free-text comments are also provided as an aggregated dataset. This enables additional analysis to be performed if required, while not compromising the integrity of the data.

Appendix C: Corporate plan requirements

Subsection 35(2) of the *Public Governance, Performance and Accountability Act 2013* specifies that a Commonwealth entity's corporate plan must comply with prescribed requirements.

Subsection 16E(2) of the Public Governance, Performance and Accountability Rule 2014 sets out the matters that must be included in a corporate plan.

Table C1 lists the 5 required topics that must be included in a corporate plan, and provides page references for where these items first appear in the PM&C Corporate Plan 2024–25.

Table C1: PGPA rule requirements for corporate plans

Requirements	Page
Introduction	2
Statement of Preparation	3
Reporting period for which the plan is prepared	3
Reporting periods covered by the plan	3
Purposes	4
Key activities	4
Operating context	8
Environment	8
Capability	18
Risk oversight and management, including key risks and management	20
Cooperation	16
Performance	22
Performance measures	23
Targets for each performance measure (where appropriate)	24

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