



Australian Government

Department of the Prime Minister and Cabinet

Incoming Government Brief

The Honourable Anthony Albanese MP



PROTECTED

Chapter 5

PM&C Department and Portfolio



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Chapter 5 PM&C Department and Portfolio

Chapter 5 sets out PM&C's existing structure. We can make appropriate structural changes to match the structure of PM&C with the priorities of your Government if required. You may wish to discuss any early specific changes with the PM&C Secretary.

5.1 Overview of the Department

Our role

PM&C performs a unique role within the APS. Our primary role is to serve you, support the Cabinet and work with colleagues across the APS enterprise to deliver the Government's priorities and help improve the lives of all Australians. We take a whole-of-government and whole-of-nation perspective to tackle problems, identify opportunities and respond quickly when decisive action is necessary. This requires a thorough understanding of your priorities, working closely with our APS colleagues and helping them to succeed, engaging with a diverse range of stakeholders, listening to the Australian community and balancing what matters now with what will be important in the future.

The Secretary



Philip Gaetjens
Secretary

PM&C is led by the Secretary, the most senior public servant in the administration of the Australian Government, head of the APS (distinct from the APS Commissioner) and the Chief Policy Adviser to the Prime Minister.

Under current arrangements, the Secretary is also the Cabinet Note Taker, attends National Cabinet and chairs the First Secretaries Group (FSG) and the Secretaries Committee on National Security (SCNS).

The Secretary has statutory functions under the *Public Service Act 1999* regarding Secretary appointments. The Secretary also provides advice to the Prime Minister if requested on matters within the *Statement of Ministerial Standards*, including advice on potential conflicts of interests for ministers in relation to their personal interests.

Leadership

The Executive Board is the primary governance vehicle that drives PM&C's leadership, culture, capability and performance, and provides stewardship. The Executive Board comprises the Secretary and PM&C Group heads.

Figure 5.1: PM&C Organisational Chart

<div> Australian Government</div> <div>Department of the Prime Minister and Cabinet</div>		Secretary - Phil Gaetjens	
Domestic Policy Group			
Deputy Secretary (Economy, Industry and G20 Sherpa) Simon Duggan		Deputy Secretary (Social Policy) Alison Frame	
Industry, Infrastructure and Environment	Economic	Office for Women	Social Policy
FAS James Chisholm	FAS Natalie Horvat	FAS Kaylene Zakharoff	FAS Genevieve Quilty
Infrastructure, Transport, Agriculture and Regional	Office of Best Practice Regulation (OBPR)	Women's Economic Security	Education and Immigration
AS: Marianne Dolman	AS: Jason Lange	AS: Chantelle Stratford	AS: Megan Leahy / Susan Fitzgerald**
Industry, Innovation, Science and Communications	Taxation, Financial Sector and Employment	Safety and International	Social Services, Indigenous, Veteran Affairs and Disability
AS: Anthea Fell	AS: James O'Toole	AS: Hope Peisley	AS: Victoria Pullen
Energy and Climate Change	Fiscal Policy	Programs and Engagement	COVID-19 Health Priorities
AS: Roland Trease	AS: Gabriela Sermeno	AS: Clancie Hall*	AS: John Neil
Environment, Resilience and Resources	Economic Policy		Health
AS: Matthew Strapp*	AS: Shelby Schofield*	Intergovernmental Relations and Reform	AS: Russell de Burgh
	G20 Sous Sherpa	FAS Lee Steel	Mental Health and Suicide Prevention and Reform
	AS: Jaclyn Craig	Commonwealth-State Relations	AS: Kimberley McDonald
Digital Technologies Taskforce		AS: Lauren Le Cerf	
FAS Michelle Dowdell	Regulatory Reform Division	National Office for Child Safety	Policy Innovation and Projects
AS: Matt Sedgwick*	FAS Jason McDonald	AS: Rebekah Kilpatrick	FAS Shane Johnson*
Office of Supply Chain Resilience	AS: Anna Heaney	Vaccines Strategy Team	Policy Projects and Taskforce Office
FAS Kristin Tilley	AS: Paul Hubbard	AS: John Neil	AS: Cain Beckett
AS: Tim Wong*	AS: Jennifer Ranson*	Aged Care	Data and Digital
	Regulatory Policy	AS: Russell de Burgh	AS: Andrew Lalor
Clean Energy Supply Chain Taskforce	AS: Christie Renton*		Behavioural Economics Team of Australia (BETA)
FAS David Pullen*		COVID-19 Response Taskforce	Managing Director: Simon Gordon
AS: Luke Brown		AS: Rachel Lloyd	
AS: Sandra Roussel			Office of the National Data Commissioner
			National Data Commissioner Gayle Milnes
			AS: Susan Calvert
			AS: Kelly Wood*

Secretary - Phil Gaetjens		Chief of Staff Debbie Arnold	
		Executive Adviser Edwin Anderson	
		Executive Assistant Bev Sims PSM	
National Security and International Policy		Governance and APS Reform Group	COO Group
Deputy Secretary (National Security and International Policy Group) Michelle Chan	Deputy Secretary (Quad, AUKUS and Naval Shipbuilding) Scott Dewar	Deputy Secretary Stephanie Foster PSM	Chief Operating Officer Tom Gilmartin
International	QUAD, AUKUS and Naval Shipbuilding	Government	Corporate
FAS Rod Brazier	FAS Vacant	FAS John Reid PSM	FAS Michelle Wicks
Global Interests AS: Ashley Collingburn	Quad and AUKUS Policy AS: Mathew Fox	Legal Policy AS: Petra Gartmann	Shared Services AS: George Stevens*
Asia AS: Elizabeth McGregor	Nuclear-Powered Submarines and National Naval Shipbuilding Enterprise AS: Matthew Flint	Parliamentary and Government AS: Peter Rush	Finance CFO: Michelle Crowther
Pacific AS: Max Willis		PLO – Senate Rachael Clarke*	People CPO: Melinda Bopping
		PLO – House of Representatives Alex Philp*	
National Security			Technology and Business Services
FAS Lachlan Colquhoun			FAS Hugh Cameron*
Defence and Intelligence AS: Pippa Hendon*		Cabinet	Information Services CIO: Samantha Portelli*
Domestic Security AS: Gemma Smyth		FAS Leonie McGregor	Business Services AS: TBA
Disaster Preparedness, Plans and Incident Management AS: Trevor Jones		Cabinet Secretariat AS: Paul Hupalo	
		National Security and Cabinet Systems AS: TBA	Ministerial Support
		Legal Integrity & National Cabinet AS: Angie McKenzie	FAS Gerard Martin
		Priorities Delivery Unit AS: Alistair Campbell	Ministerial and Parliamentary Support AS: Callie Zorzi
			Protocol and International Visits AS: Alison Green
			Communications AS: Dana Robertson
		APS Reform	
		FAS Ali Jenkins	
		Jenkins Report Implementation Team	
		FAS Celeste Moran*	
		AS: Ross Schafer	

As at 2 May 2022

* Denotes acting arrangement
** Denotes job sharing arrangement

Overview of PM&C Groups

Domestic Policy Group



Simon Duggan
Deputy Secretary Economic,
Industry and G20 Sherpa

The Domestic Policy Group advises you and portfolio ministers on social, economic, and environmental issues that affect the lives of all Australians.

The Economy, Industry and G20 Sherpa Group's work covers economic growth and employment, the Budget, taxation, industry, infrastructure, environment, energy, regional, agriculture, G20 and G7, whole-of-government regulatory reform and the digital economy. It also houses the Office of Supply Chain Resilience, which coordinates the Government's response to critical supply chain risks, and the Clean Energy Supply Chain Taskforce, charged with delivering the Sydney Energy Forum in July.

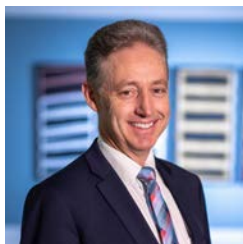


Alison Frame
Deputy Secretary Social Policy

The Social Policy Group's work covers social services, women and children, education and immigration, health, aged care, Commonwealth–state relations, public data and digital technology policy and PM&C's COVID-19 response work. It also houses the Policy Projects and Taskforces Office and Behavioural Economics Team of the Australian Government, which maintains strategic capabilities in end-to-end policy design, implementation and evaluation which will be mobilised to focus on issues that are important to

you, the Office for Women, which works across Government to deliver policies and programs to advance gender equality and the Office of the National Data Commissioner, which administers the new whole-of-government data sharing scheme.

National Security and International Policy Group



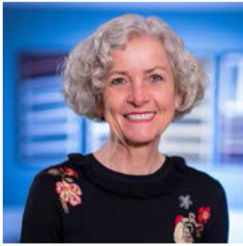
Scott Dewar
Deputy Secretary Quad, AUKUS
and Naval Shipbuilding

The National Security and International Policy Group provides advice on Australia's foreign policy and national security interests. The Group's work covers your engagement with foreign leaders and multilateral forums (including the Quad), Defence strategic policy, Defence capability and operations, the AUKUS partnership, the naval shipbuilding enterprise, critical technologies and infrastructure, countering foreign interference, cybersecurity, National Intelligence Community policy, counter-terrorism, law enforcement, border security, and crisis management, including disaster preparedness and response.



Michelle Chan
Deputy Secretary National Security
and International Policy

Governance and APS Reform Group



Stephanie Foster
Governance and APS Reform
Group

The Governance and APS Reform Group supports the ongoing business of government by providing support services to you, the Cabinet, Cabinet committees, portfolio ministers and the Governor-General. The Group's work covers providing advice on parliamentary process, the administration of the executive branch of government, Australia's national honours and symbols, all matters of legal policy, and implementation of the Sex Discrimination Commissioner's Set the Standard Report. The Group also supports you, the Cabinet Secretary and chairs of Cabinet committees for Cabinet meetings and

supports the Federal Executive Council. It also monitors the implementation of Government initiatives and considers future priorities; including implementation of the APS reform program.

Chief Operating Officer Group



Tomas Gilmartin
Chief Operating Officer

The Chief Operating Officer (COO) Group delivers internal corporate and enabling services and Ministerial support. The Group's work covers departmental support services (including people, finance, and information and communications technology) and shared services for portfolio agencies; design, implementation and management of business operations and governance processes; management of communications and ministerial correspondence; providing logistical support for the Prime Minister's program of international engagements and hosting visiting Heads of Government;

provision of secure communications support to you; and IT services, technical support and advice on cyber security to you, Portfolio Ministers and their staff.

Figure 5.1: PM&C Group Profile

Group	Headcount of PM&C employees and % of workforce as at 30 April 2022
Domestic Policy Group	605 (47%)
National Security and International Policy Group	133 (10%)
Governance and APS Reform Group	185 (14%)
Chief Operating Officer Group	354 (28%)

PM&C Staffing Profile

The Average Staffing Level (ASL) for 2021-22 (estimated actual) and 2022-23 (estimate for the Budget year) are shown in Figure 4 below. ASL beyond 2022-23 are projections.

Figure 5.3: ASL

Staffing levels	21-22	22-23
	ASL	ASL
Total ASL	1,147	1,197

Figure 5.4: Headcount

Employment type	Headcount as at 30 April 2022
Ongoing PM&C employees	1213
Non-ongoing PM&C employees	68
Labour hire	182
Secondees	42
Total	1505

Funding

Figure 5.5: PM&C Funding

Funding	21-22 \$'000	22-23 \$'000	23-24 \$'000	24-25 \$'000	25-26 \$'000
Departmental annual appropriations	242,205	258,053	234,951	215,972	194,334
External revenue	40,117	39,889	40,223	40,561	41,753
Administered annual appropriations	171,479	191,901	166,102	162,705	157,310
Administered special appropriations	10	10	10	10	10
Total funding from all sources*	212,053	489,853	441,286	419,248	393,407

* Excludes: unwinding of provision for support to former Governors-General; and expenses not requiring appropriation in the Budget year.

5.2 Portfolio agencies

Non-corporate Commonwealth Entities under the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*

Australian National Audit Office



Grant Hehir, Auditor-General
2022-23 Estimates
Total resourcing: \$112,817,000
ASL: 379

The Australian National Audit Office (ANAO)'s purpose is to support accountability and transparency in the Australian Government sector through independent reporting to the Parliament, and thereby contribute to improved public sector performance.

Grant Hehir commenced his term as Auditor-General for Australia on 11 June 2015.

Australian Public Service Commission



Peter Woolcott AO, APS
Commissioner
2022-23 Estimates
Total resourcing: \$106,402,000
ASL: 311

The Australian Public Service Commission (APSC) works to position the APS workforce for the future to ensure it meets the demands and expectations of the Australian Government and people. The APSC supports the statutory positions of the Australian Public Service Commissioner, the Parliamentary Service Commissioner and the Merit Protection Commissioner.

Core priorities for the APSC are to support quality public service workforce management, build leadership for the future, lift workforce capability and foster trust in public service integrity. Current implementation priorities include the APS Workforce Strategy, delivering whole-of-APS learning through the

APS Academy and supporting workforce matters relating to COVID-19.

Mr. Peter Woolcott AO commenced as the Australian Public Service Commissioner on 9 August 2018.

Digital Transformation Agency



Chris Fechner, Chief Executive Officer
2022-23 Estimates
Total resourcing: \$524,901,000
ASL: 257

The Digital Transformation Agency (DTA) is responsible for strategic and policy leadership on whole-of-government and shared information, communications technology investments and digital service delivery.

Chris Fechner was appointed the Chief Executive Officer at the DTA on 13 October 2021.

National Indigenous Australians Agency



Jody Broun, Chief Executive Officer
Estimates
Total resourcing (2022-23):
 \$3,645,216,000
ASL (2021-22): 1,270

The National Indigenous Australians Agency (NIAA) is responsible for leading and coordinating Commonwealth policy development, program design and implementation and service delivery for First Nations people. In the near term, the NIAA will focus on supporting the Government's commitment to enshrine a Voice to Parliament in the Constitution as a matter of priority.

In February 2022, Jody Broun, a Yinjibarndi woman from the Pilbara in Western Australia, was appointed Chief Executive Officer of the NIAA.

National Recovery and Resilience Agency



Shane Stone AC QC,
 Coordinator-General
2022-23 Estimates
Total resourcing: \$409,637,000
ASL: 226

The National Recovery and Resilience Agency (NRRRA) was established in response to the Royal Commission into National Natural Disaster Arrangements. NRRRA supports communities impacted by disaster, with a strong on-the-ground presence and a guiding principle of locally-led recovery while delivering initiatives to reduce risk and lessen the impacts of future shocks and ensuring communities are better prepared.

Over the near term, NRRRA is focused on recovery efforts following recent disasters such as the Queensland and New South Wales floods and driving disaster risk reduction through programs like the Emergency Response Fund.

Key priorities include progressing coordinated action to address recommendations of the Royal Commission into National Natural Disaster Arrangements, supporting the Asia-Pacific Ministerial Conference on Disaster Risk Reduction, delivering the Second National Action Plan under the Disaster Risk Reduction Framework, a review of the Disaster Recovery Funding Arrangements with states and territories, and closure of the Pandemic Leave Disaster Payment program.

The Hon Shane L Stone AC QC is the inaugural Coordinator-General of the NRRRA and was appointed in May 2021.

Office of National Intelligence



Andrew Shearer, Director-General
2022-23 Estimates
Total resourcing: \$231,454,000
ASL: 389

The Office of National Intelligence (ONI) is responsible for enterprise level management of the National Intelligence Community (NIC) and ensures a single point of accountability to the Prime Minister and National Security Committee of Cabinet on intelligence matters.

Over the near term, ONI will focus on building the technology platforms and human capital needed to meet the growing demands of government and help position the NIC to meet challenges and compete effectively with adversaries.

Andrew Shearer commenced as the Director-General of ONI on 30 October 2020.

Office of the Official Secretary to the Governor-General



Paul Singer MVO, Official Secretary
to the Governor-General
2022-23 Estimates
Total resourcing: \$30,071,000
ASL: 87

The Office of the Official Secretary to the Governor-General supports the Governor-General to fulfil his duties. This includes planning and managing the Governor-General's program; management and maintenance of the official household and two official residences, Government House and Admiralty House; and administration of the Australian Honours and Awards system.

Key current priorities for the Office include promoting the Order of Australia so that it is, and is perceived by the Australian public to be, the highest form of recognition of the efforts and achievements of Australians and reflects, in administration and outcome, the diversity of Australia. The immediate focus is

to increase awareness of and engagement with the Order amongst parts of the community that have been historically underrepresented in nominations received (and therefore awards and appointments made).

Paul Singer commenced as the Official Secretary to the Governor-General on 18 August 2018.

Workplace Gender Equality Agency



The Hon Mary Wooldridge, Director
2022-23 Estimates
Total resourcing: \$12,642,000
ASL: 51

The Workplace Gender Equality Agency (WGEA) is charged with promoting and improving gender equality in Australian workplaces, through the provision of advice and assistance to employers and the assessment and measurement of workplace gender data.

Key current priorities for WGEA include implementing all the recommendations from the Workplace Gender Equality Act Review (particularly publishing employer gender pay gaps; employers setting, meeting, and reporting on gender equality targets; and collecting other diversity data); rolling out federal, state and territory public sector gender equality reporting; and completing the 2021-22 gender equality employer reporting.

The Hon Mary Wooldridge commenced as Director of WGEA in May 2021.

5.3 Corporate and other entities

Corporate Commonwealth Entities under the *PGPA Act*

- Australian Institute of Aboriginal and Torres Strait Islander Studies
- Indigenous Business Australia
- Indigenous Land and Sea Corporation
- Northern Territory Land Councils
 - Anindilyakwa Land Council
 - Central Land Council
 - Northern Land Council
 - Tiwi Land Council
- Old Parliament House
- Torres Strait Regional Authority
- Wreck Bay Aboriginal Community Council

Commonwealth Companies under the *PGPA Act*

- Aboriginal Hostels Limited
- National Australia Day Council Limited
- Outback Stores Pty Ltd

Statutory Bodies

- Defence Force Remuneration Tribunal
- Remuneration Tribunal

Office Holders

- Executive Director of Township Leasing
- Office of the Aboriginal Land Commissioner
- Office of the Merit Protection Commissioner
- Office of the Registrar of Aboriginal and Torres Strait Island Corporations
- Office of the National Data Commissioner

