



Australian Government

Department of the Prime Minister and Cabinet

Incoming Government Brief

The Honourable Anthony Albanese MP

Delivering your plan to Build Australia's Future



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Part 5

PM&C and how we support you



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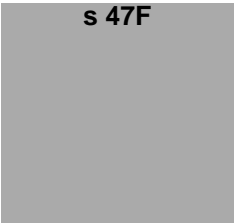
5.1 PM&C and how we support you

PM&C's primary role is to serve you, support the Cabinet and work with colleagues across the APS to deliver the Government's priorities that 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 needed. This requires a thorough understanding of your priorities, working closely with our APS colleagues, 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



Professor Glyn Davis AC
Secretary



Joseph Solomon
Chief of Staff to the
Secretary

Professor Glyn Davis AC commenced as Secretary PM&C on 6 June 2022 for a five-year term concluding 5 June 2027.

As Chief Policy Adviser to the Prime Minister and head of the APS, the Secretary provides advice to deliver your priorities and stewards the APS and PM&C to implement your agenda.

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

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

Prior to his appointment, Professor Davis served as Chief Executive Officer of the Paul Ramsay Foundation, Australia's largest charitable foundation with a mission to break the cycle of disadvantage.

In his academic life, Professor Davis has served as Vice-Chancellor at the University of Melbourne and Griffith University and, until recently, as Distinguished Professor of Political Science in the Crawford School of Public Policy at the Australian National University.

PM&C Executive



Martin Hehir
Deputy Secretary
Governance and
Corporate

Governance and Corporate Group

Martin Hehir commenced as Deputy Secretary Governance and Corporate Group and Chief Operating Office in January 2024.

The Governance and Corporate Group supports the ongoing business of the government by providing support services to the Prime Minister, the Cabinet and Cabinet committees, portfolio ministers and the Governor-General. It also delivers internal corporate and enabling services for the department. The group plays a central role in delivering the Prime Minister's priorities and supporting effective public administration.

Before joining the Department in January 2024, Martin was responsible for industrial relations policy and programs in the Department of Employment and Workplace Relations, including leading the development of a new employment services model.

Martin also holds a degree in economics from the Australian National University and a Graduate Diploma in Applied Finance and Investment.



Nadine Williams
Deputy Secretary
Economy, Industry and
Resilience

Economy, Industry and Resilience Group

Nadine Williams commenced as Deputy Secretary Economy, Industry and Resilience Group in February 2023.

The Economy, Industry and Resilience Group supports the Prime Minister, the Cabinet and the Australian Government to deliver priority actions in areas of macroeconomic, tax and fiscal policy, industry, infrastructure and environment, and resilience and crisis management. The Group also support Budget processes, and implementation and delivery of government priorities.

Nadine has been a senior leader in the APS and state government for over 25 years. She has led and delivered policy relating to Australia's skills systems, communications, the National Broadband Network, First Nations economic development, environment and agricultural policy, and regulatory and competition reform.



Blair Exell
Deputy Secretary
Social Policy

Social Policy Group

Blair Exell commenced as Deputy Secretary Social Policy Group in February 2025.

The Social Policy Group supports the Prime Minister, the Cabinet and the Australian Government to deliver priority actions in the key areas of health, aged care, education, migration, disability, First Nations policy, and the care and support economy. An important component of this work is leading the engagement between the Commonwealth and states and territories.

Blair has been a senior leader in the APS working across foreign affairs and international development, First Nations and health agendas in Australia and the Asia Pacific region for more than 25 years.

Blair has led and delivered social policy and programs in the federal and international context as well leading emergency responses including natural disasters and pandemic responses.



Graham Fletcher
Deputy Secretary
International and Security

International and Security Group

Graham Fletcher commenced as Deputy Secretary International and Security Group in February 2024. This role covers Australia's foreign policy, national security and intelligence issues.

Prior to this appointment, Graham was in the Department of Foreign Affairs and Trade, most recently serving as ambassador to China (2019-23). His earlier career took him to the United States, New Caledonia and China (on three previous occasions).

Graham was raised in Sydney and has a BA in history from the University of Sydney.



Padma Raman
Executive Director
Office for Women

Office for Women

Padma Raman commenced as Executive Director of the Office for Women in September 2023.

The Office for Women works to improve women's lives across the five priority areas of *Working for Women: A Strategy for Gender Equality* by leveraging our central agency convening power, bringing together advice and action across government to progress gender equality. This includes specific whole-of-government coordination to end gender-based violence, working closely with the Department of Social Services. OFW also oversees the implementation of gender responsive budgeting, administers the Working for Women grant program, and works closely with the Workplace Gender Equality Agency (WGEA), as well as undertaking targeted international engagement.

Previously, Padma was the CEO of Australia's National Research Organisation for Women's Safety Limited (ANROWS), CEO of the Australian Human Rights Commission for 11 years, and established and was CEO of the Victorian Law Reform Commission for 9 years. In 2018 Padma was awarded the Public Service Medal (PSM) for outstanding service leading significant cultural, technological and governance change.

5.2 PM&C Staffing Profile

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.

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.

PM&C expands and contracts based on the Government's needs and priorities. Core functions — Cabinet, Government and shadow functions — mirror the shape and size of the APS. PM&C also has functions that move in and out of the department. For example, the Net Zero Economy Authority moved out of PM&C in 2024 while the Office for Women moved back into PM&C in 2013 where it remains today.

PM&C's resourcing varies significantly from year to year as it is dependent on the priorities and measures of the Government. Each year there are a number of new and terminating measures and taskforces which vary in resourcing and duration. For example in 2023-24, PM&C received \$57 million and 100 ASL for the ASEAN Leaders Summit which was a short term measure whereas the Australian Public Service Reform Office was initially established in PM&C in 2022 and through a Machinery of Government change was moved to the Australian Public Service Commission in 2023.

In 2022, PM&C's ASL was 1,089. Currently PM&C's ASL is 1,233,

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s 47C , s 47E(d)

PM&C Departmental Funding

| Funding | 2024-25 \$m | 2025-26 \$m | s 47C , s 47E(d) |
|-------------------------------------|----------------|----------------|------------------|
| Departmental annual appropriations | 228.5 | 257.2 | |
| Departmental capital appropriations | 21.3 | 13.6 | |
| ASL (number) | 1,247 | 1,102 | |

s 47C , s 47E(d)

PM&C also receives approximately \$30.5 million a year in external revenue from other government entities predominantly for the provision of corporate shared services.

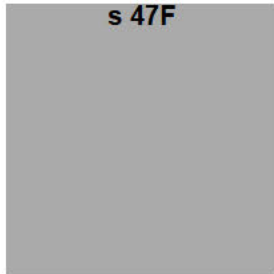
PM&C Administered Funding

| Funding | 2024-25 \$m | 2025-26 \$m | s 47C , s 47E(d) |
|--|----------------|----------------|------------------|
| Administered annual appropriations (excluding payments to corporate entities) | 44.9 | 44.0 | |
| Administered capital appropriations | 3.6 | 3.2 | |

PM&C's administered budget includes funding for the National Australia Day Council, grant programs administered by the Office for Women, the Parliament House Briefing Room, the official residences and the official visits program.

5.3 PM&C Organisational Structure (at 5 May 2025)

Governance and Corporate Group



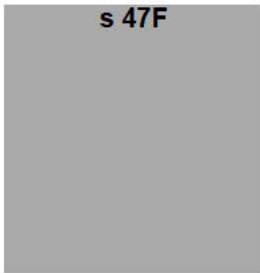
Justin Keefe
First Assistant Secretary
Digital, Security and
Workplace Operations
Division

Digital, Security and Workplace Operations Division

First Assistant Secretary: Justin Keefe

Branch Heads:

- Assistant Secretary Digital Strategy and Architecture: Marnie Fraser
- Assistant Secretary Digital Delivery: Jane Hill
- Assistant Secretary Business Services: Samantha Portelli



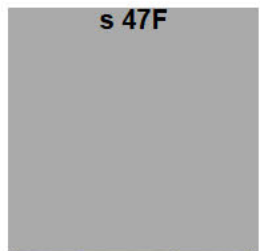
Callie Zorzi
First Assistant Secretary
Corporate Division

Corporate Division

First Assistant Secretary: Callie Zorzi

Branch Heads:

- Chief People Officer: Cristy England
- Chief Financial Officer: Karyn Cooper
- Assistant Secretary Governance, Performance & Audit: Liz Caelli (a/g)



Pauline Sullivan
First Assistant Secretary
Cabinet Division

Cabinet Division

First Assistant Secretary: Pauline Sullivan

Branch Heads:

- Assistant Secretary Cabinet Secretariat: Bridie Costigan (a/g)
- Assistant Secretary Cabinet Information & Governance: Branko Ananijevski



Arthur Spyrou
First Assistant Secretary
Ministerial Support
Division

Ministerial Support Division

First Assistant Secretary: Arthur Spyrou

Branch Heads:

- Assistant Secretary Ministerial & Parliamentary Support: Ben Keily
- Assistant Secretary Protocol & International Visits: Alison Green
- Assistant Secretary Communications: Leonie Kolmar

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Andrew Walter
First Assistant Secretary
Government Division

Government Division

First Assistant Secretary: Andrew Walter

Branch Heads:

- Assistant Secretary Legal Policy: Katy Lin
- Assistant Secretary Parliamentary & Government: David Belgrove
- Assistant Secretary Policy: Deanna Easton
- Parliamentary Liaison Officer – Senate: Mark McCormack (a/g)
- Parliamentary Liaison Officer – House of Representatives: Vacant

Economy, Industry and Resilience Group

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Narelle Luchetti
First Assistant Secretary
Industry, Infrastructure
and Environment
Division

Industry, Infrastructure and Environment Division

First Assistant Secretary: Narelle Luchetti

Branch Heads:

- Assistant Secretary Infrastructure, Energy & Regional: Joe Ritchie (a/g)
- Assistant Secretary Industry, Innovation, Science & Communications: Peter Good
- Assistant Secretary Climate Change: Roland Trease
- Assistant Secretary Environment, Resources & Agriculture: Matthew Strapp

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Lisa Elliston
First Assistant Secretary
Strategy, Projects and
Priorities Division

Strategy, Projects and Priorities Division

First Assistant Secretary: Lisa Elliston

Branch Heads:

- Assistant Secretary Implementation: Michael Blanchard (a/g)
- Assistant Secretary Policy, Projects Taskforce Office: Susan Calvert
- Managing Director, Behavioural Economics Team of the Australian Government: Madelaine Magi-Prowse (a/g)

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Janet Quigley
First Assistant Secretary
Resilience & Crisis
Management Division

Resilience & Crisis Management Division

First Assistant Secretary: Janet Quigley

Branch Heads:

- Assistant Secretary National Preparedness: Michael Crawford
- Assistant Secretary Resilience, Recovery and Response: Jason Dymowski
- Assistant Secretary COVID-19 Response: Gabriela Sermenio
- Assistant Secretary Joint Project Team: Jessica Cox (a/g)

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Christina Garbin
First Assistant Secretary (a/g)
Economic Division

Economic Division

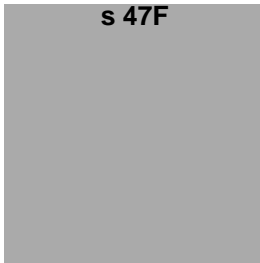
First Assistant Secretary: Christina Garbin (a/g)

Branch Heads:

- Assistant Secretary Financial Services, Taxation and Workplace Relations: Shibani Iyer
- Assistant Secretary Fiscal Policy: John Neil
- Assistant Secretary Economic Policy: Nina Pregellio
- Assistant Secretary Office of Impact Analysis: Joanna Abhayaratna
- Assistant Secretary Data, Digital and Analytics: Heather Cotching

Social Policy Group

Social Policy Division



Greta Doherty
First Assistant Secretary
Social Policy Division

First Assistant Secretary: Greta Doherty

Branch Heads:

- Assistant Secretary Immigration and Education: Caitlin Delaney
- Assistant Secretary Human Services: Erin Rule
- Assistant Secretary First Nations: Kate Thomann



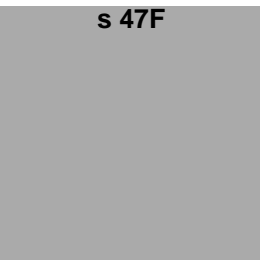
Lee Steel
First Assistant Secretary
Intergovernmental
Relations & Reform
Division

Intergovernmental Relations & Reform Division

First Assistant Secretary: Lee Steel

Branch Heads:

- Assistant Secretary Commonwealth-State Relations: James McLean Dreyfus (a/g)
- Assistant Secretary Health: Russell de Burgh
- Assistant Secretary Care and Support and Aged Care: Tim Johnson



Andrew Nipe
Chief Consulting Officer
Australian Government
Consulting

Australian Government Consulting

Chief Consulting Officer: Andrew Nipe

Branch Heads:

- Deputy Chief Consulting Officer: Joanne Rossiter
- Deputy Chief Consulting Officer: Andrew Baechle

International and Security Group

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National Security Division

First Assistant Secretary: Kendra Morony

Branch Heads:

- Assistant Secretary Defence & Intelligence: Cameron Heath
- Assistant Secretary Domestic Security: Andrew Rose

Kendra Morony
First Assistant Secretary
National Security Division

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International Division

First Assistant Secretary: Pablo Kang

Branch Heads:

- Assistant Secretary Global Interests: Dave Titheridge
- Assistant Secretary Asia: Michael Kachel
- Assistant Secretary Pacific: Bill Costello

Pablo Kang
First Assistant Secretary
International Division

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Quad, AUKUS & Naval Shipbuilding Division

First Assistant Secretary: Richard Sadleir

Branch Heads:

- Assistant Secretary Quad & AUKUS Policy: Alexandra Stevenson
- Assistant Secretary Naval Shipbuilding & Nuclear Powered Submarines: Luke McGowan

Richard Sadleir
First Assistant Secretary
Quad, AUKUS & Naval
Shipbuilding Division

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Multilateral Economic Engagement Division

First Assistant Secretary (G20 Sherpa): Ian South (a/g)

Branch Heads:

- Assistant Secretary: Suzanne Akila (G20 Sous Sherpa) (a/g)

Ian South
First Assistant Secretary
and G20 Sherpa (a/g)
Multilateral Economic
Engagement Division

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Royal Commission into Defence and Veteran Suicide Implementation Taskforce

Head of the Implementation Taskforce: Tony Sheehan

Deputy Head of the Implementation Taskforce: FAS Laura Angus

Branch Heads:

- Assistant Secretary Simon Hill
- Assistant Secretary Quyen Tran

Tony Sheehan
Head of the
Implementation
Taskforce

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Laura Angus
Deputy Head of the
Implementation
Taskforce

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Defence and Veterans' Services Commission (Interim)

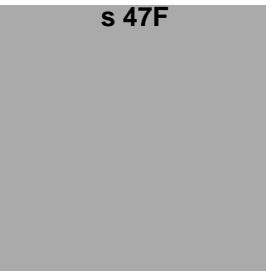
Interim Head of Commission: Michael Manthorpe PSM

Branch Heads:

- Assistant Secretary Frances Finney PSM

Michael Manthorpe PSM
Interim Head of
Commission

Office for Women



Megan Leahy
First Assistant Secretary
Office for Women

Office for Women Division

Branch Heads:

- Assistant Secretary Women's Economic Policy: Angela Hope
- Assistant Secretary Gender Based Violence & Social Policy: Rochelle White
- Assistant Secretary Gender Equality Systems & Partnerships: Clancie Hall

5.4 Portfolio Agencies

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

- Australian National Audit Office
- Australian Public Service Commission
- National Indigenous Australians Agency
- Net Zero Economy Authority
- Office of National Intelligence
- Office of the Official Secretary to the Governor-General
- Workplace Gender Equality Agency

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
- Northern Territory Aboriginal Investment Corporation
- Torres Strait Regional Authority
- Wreck Bay Aboriginal Community Council

Commonwealth Companies under the PGPA Act

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

Statutory Bodies

- Remuneration Tribunal
- Defence Force Remuneration Tribunal