



Australian Government

Department of the Prime Minister and Cabinet

CORPORATE PLAN 2016-20

SECRETARY'S STATEMENT

The 2016-20 Corporate Plan is designed as the primary planning document for the Department of the Prime Minister and Cabinet (PM&C/the Department). The Plan defines the Department's purposes and how to measure performance against them over the next four years.

The Department is undertaking a number of reviews to enhance our capability, including a functional and efficiency review, cultural audit, and functional HR review. The Corporate Plan will be updated to reflect recommendations from these activities that impact on our operations.

The Department will continue to provide clear advice to the Government on how to best

tackle the challenges and take advantage of the opportunities facing Australia. The Department will ensure effective implementation of government decisions and will deliver services efficiently, including fulfilling its responsibility to work with Aboriginal and Torres Strait Islander people on policy and programme delivery to deliver real and positive change.

PM&C coordinates policy development across government in economic, domestic and international affairs and public service stewardship. It is also responsible for Indigenous policy and delivers the Indigenous Advancement Strategy (IAS). This is facilitated through a number of key areas:

◆ **Strategic policy leadership**

- ◆ Providing well-founded advice to the Prime Minister, Portfolio Ministers, the Cabinet and Assistant Ministers on national and global challenges and matters at the forefront of government administration.
- ◆ Leading development across government of national policy on signature issues that are of central importance to the Government's policy and legislative priorities and to the Prime Minister.
- ◆ Identifying over-the-horizon issues, staying abreast of trends and engaging with external stakeholders.

◆ **Coordination and advice**

- ◆ Coordinating with other agencies on policy development and implementation and responding to requests for advice from the Prime Minister, Portfolio Ministers and Assistant Ministers.
- ◆ Coordinating government-wide policy with a focus on practical changes to improve the lives of all Australians.
- ◆ Developing and delivering Indigenous policy and programmes, including under the IAS with Indigenous leaders, experts and practitioners.
- ◆ Engaging across government, the private sector, the not-for-profit sector and the community on issues central to Australia's economic and social progress.

◆ **Governance and oversight**

- ◆ Working with the Australian Public Service Commission to foster a high performing public sector able to attract and develop the best people.
- ◆ Maintaining the Australian system of government including by: facilitating Cabinet decision-making, coordinating the Government's legislation programme in the Parliament, supporting the Head of Government and Head of State functions, and demonstrating public sector leadership.

◆ **Incubation and delivery**

- ◆ Ensuring effective implementation of the Government's decisions and delivering services efficiently.
- ◆ Building, re-shaping or raising the profile of a portfolio area, including those for which we may undertake an incubation function by taking temporary responsibility.

I am pleased to present the PM&C Corporate Plan, for the reporting period 2016-17 and covering the reporting periods 2016-17 to 2019-20, as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Dr Martin Parkinson PSM

Secretary

Department of the Prime Minister and Cabinet

PURPOSES

The Department has three key purposes and these should be read in conjunction with the Portfolio Budget Statements (outcomes and programmes), Portfolio Additional Estimates Statements for the 2016–17 financial year, any relevant legislation and the Administrative Arrangements Order. Performance against the Plan for the 2016–17 reporting period will be outlined in our annual performance statement.

1. Supporting the Prime Minister as the head of the Australian Government and the Cabinet

Departmental staff will support the Prime Minister and key stakeholders with advice and support for Cabinet, Parliamentary and machinery of government processes and the Federal Executive Council. Ministerial correspondence and parliamentary support for the Prime Minister, Portfolio Ministers, Assistant Ministers and their ministerial offices will be provided.

Visits by, and hospitality for, Guests of Government will be managed, major events, ceremonies and state occasions delivered and logistical arrangements for the Prime Minister's overseas visits coordinated. The Department is responsible for overseeing the management of the Prime Minister's official residences and related matters and provision of entitlements to former Governors-General (excluding pension entitlements).

2. Providing advice on major domestic policy and national security matters

Departmental staff will provide advice, leadership and policy coordination on a range of matters including: economic and social policy; national security and international policy; machinery of government; parliamentary and legal policy; and Australia's honours system and national symbols.

In **domestic policy**, expected areas of focus over the term of government include:

- ◆ providing policy advice on budget repair, managing the economy, options for economic reform and implementing the Australian Government's national economic plan
- ◆ providing advice on major policy areas, including health, education, social security, infrastructure, industry, energy, climate and the environment, and regulatory reform

- ◆ leading the development of the Council of Australian Governments (COAG) agenda and supporting COAG's work programme
- ◆ driving national policy on cities and regions, digital transformation of government and public data
- ◆ fostering gender equality and activities to reduce violence against women, increase women's economic participation and representation.

In **national security policy**, expected areas of focus over the term of government include:

- ◆ providing policy advice on enhanced regional engagement and effective national security partnerships
- ◆ providing strategic advice, leadership and coordination of Australia's policy, legislative and operational response across the full spectrum of counter-terrorism and cyber security activities
- ◆ evaluating and leading the implementation of Australia's Counter-Terrorism Strategy and support the Minister Assisting the Prime Minister for Counter-Terrorism
- ◆ providing advice on immigration, strategies to counter people smuggling and irregular migration issues
- ◆ coordinating whole of government crisis management arrangements
- ◆ providing advice on defence operations, acquisitions and the development of a naval ship building industry
- ◆ engaging with Australia's national security community and national intelligence community
- ◆ coordinating improvements to secure information sharing through the National Security Information Environment Roadmap and related policy
- ◆ supporting the Minister Assisting the Prime Minister on Cyber Security and implementing Australia's Cyber Security Strategy.

3. Improving the lives of Indigenous Australians

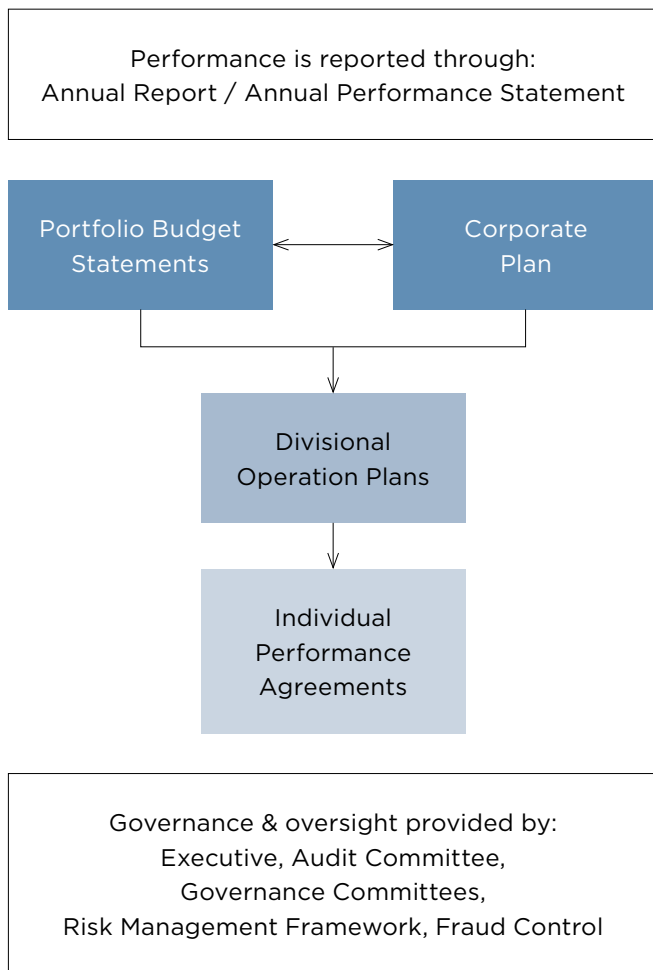
The Department is focused on closing the substantial gap in outcomes between Aboriginal and Torres Strait Islander people and other Australians and enabling Indigenous communities to shape their futures, consistent with their values and cultures. This will include collaboration with communities, other Commonwealth Government departments and state and territory governments to help maximise the benefits of mainstream programmes to Aboriginal and Torres Strait Islander people.

Departmental staff will advise the Prime Minister, the Minister for Indigenous Affairs and other ministers on the impact of policy and programme decisions on the lives of Aboriginal and Torres Strait Islander people. Our extensive on-ground regional network staff are responsible for the delivery of Indigenous Affairs policy, programmes and engagement with Indigenous communities. The Department will administer five programmes under the IAS and one support programme to assist these programmes.

- ◆ **Jobs, Land and Economy:** getting adults into work, fostering Indigenous business and assisting Indigenous people to generate economic and social benefits from effective use of their land, particularly in remote areas.
- ◆ **Children and Schooling:** getting children to school, particularly in remote Indigenous communities, improving education outcomes and supporting families to give children a good start in life. This programme includes measures to improve access to further education.
- ◆ **Safety and Wellbeing:** ensuring that the ordinary law of the land applies in Indigenous communities, particularly remote Indigenous communities, and that Indigenous people enjoy similar levels of physical, emotional and social wellbeing enjoyed by other Australians.
- ◆ **Culture and Capability:** supporting Aboriginal and Torres Strait Islander people to maintain their culture, participate equally in the economic and social life of the nation and ensuring that Indigenous organisations are capable of delivering quality services to their clients, particularly in remote areas.
- ◆ **Remote Australia Strategies:** ensuring strategic investments in local, flexible solutions based on community and government priorities.
- ◆ **Programme Support:** committing to reduce red tape and duplication and ensure resources are invested on the ground where they are most needed through the principle of empowering communities.

PERFORMANCE

The activities, key performance indicators and measurements have been developed at a departmental level to cover all aspects of PM&C. The Department will plan for, measure, and report on our performance through the performance framework set out below.



The following tables highlight how performance will be measured against our purposes. The performance criteria from this Corporate Plan and the Portfolio Budget Statements (PBS) will be reported in PM&C’s annual performance statement, at the end of the reporting period.

Our measures have been developed to measure performance of each activity at the departmental level. Each division will contribute to some or all of the listed activities. However, given the diversity of the Department the specific work of each division may lend itself to using some or all of the measures underpinning each activity.

Through the operational planning process, divisions will select specific pieces of their work that contribute to one or more of the strategic activities listed below, and will determine which designated measurements best suit assessment of their performance. The Department will at the end of the reporting period aggregate responses from each division into an overall assessment of performance by the Department against each activity.

Purposes

1. Supporting the Prime Minister as the head of the Australian Government and the Cabinet
2. Providing advice on major domestic policy and national security matters

Activities	Key Performance Indicators	Measurements	Reporting Period ⁱ			
			16–17	17–18	18–19	19–20
Policy advice						
Provide high quality and timely advice on domestic, international and national security developments to support the Prime Minister, Portfolio Ministers, the Cabinet, Assistant Ministers and the Executive.	The Prime Minister, Portfolio Ministers, the Cabinet, Assistant Ministers, and the Executive are satisfied with the quality and timeliness of advice and support provided. Demonstrate an understanding of policy issues and provide a whole of government perspective.	Feedback from the Prime Minister, Portfolio Ministers, the Cabinet, Assistant Ministers, ministerial offices and the Executive shows a high level of satisfaction with the quality and timeliness of advice and support provided.	✓	✓	✓	✓
		Qualitative assessment of a sample of activities using case studies, independent panels or providers.	✓	✓	✓	✓
		Responses to requests for briefs are delivered within the agreed timelines. ⁱⁱ	✓	✓	✓	✓
		Policy review projects are delivered within the agreed timeframes. ⁱⁱ	✓	✓	✓	✓
Collaboration						
Working directly or indirectly with other agencies and external parties to strengthen relationships. Build partnerships that influence domestic and international dialogue to influence policy decisions and outcomes. Provide leadership to the Australian Public Service (APS) in relation to government decisions, policies and strategic priorities.	Support timely, relevant and effective collaborations across government and external parties.	Qualitative assessment of a sample of activities using case studies, independent panels or providers.	✓	✓	✓	✓
		Feedback from external stakeholders to demonstrate effective collaboration between the Department and another party on a specific policy decision or outcome.	✓	✓	✓	✓

Activities	Key Performance Indicators	Measurements	Reporting Period ⁱ			
			16-17	17-18	18-19	19-20
Support and advice						
Support to the Prime Minister, Portfolio Ministers, the Cabinet, Assistant Ministers and the former Governors-General and their offices.	Internal and external stakeholders are satisfied with the quality, relevance and timeliness of the advice and support provided by the Department.	Feedback from key internal and external stakeholders to demonstrate a high level of satisfaction with the quality and timeliness of advice and support provided.	✓	✓	✓	✓
Advice to stakeholders on the matters outlined in the Administrative Arrangements Order.		Responses to requests for advice are delivered within the agreed timelines. ⁱⁱ	✓	✓	✓	✓
		Benchmarking the quality of support functions against organisations with similar support roles every 3 years to assess overall performance.			✓	
Policy coordination						
Coordinate the responses and contributions to government policies to assist in shaping their development.	Coordinate and contribute to timely and effective policy development across government.	Qualitative assessment of a sample of activities using case studies, independent panels or providers.	✓	✓	✓	✓
Evaluation of and timely reporting to government on the impact of government decisions in line with agreed overall outcomes.						
Monitoring and implementation						
Develop policies and strategies in line with government priorities.	Actively monitor and support the timely development and implementation of government policies and initiatives.	Qualitative assessment of a sample of activities using case studies, independent panels or providers.	✓	✓	✓	✓
Monitor and oversee the implementation of key government initiatives, policies, programmes and reform agendas.						

Activities	Key Performance Indicators	Measurements	Reporting Period ⁱ			
			16-17	17-18	18-19	19-20
Secretariat services						
Undertake administrative duties, maintain records and perform all secretariat functions to support the effective operations of Boards, Committees, Councils and the Cabinet and its sub-committees.	High level of satisfaction with the secretariat support services provided to Boards, Committees and Councils.	Feedback from Boards, Committees and Councils demonstrates a high level of satisfaction with the timeliness and accuracy of the functions delivered.	✓	✓	✓	✓
		Timeframes in relation to the submission of papers, circulating minutes from meetings and addressing action items are met. ⁱⁱ	✓	✓	✓	✓
		Timeframes in relation to the lodgement and circulation of cabinet submissions, including memorandums are met. ⁱⁱ	✓	✓	✓	✓
Events						
Coordinate the planning arrangements for upcoming events including: <ul style="list-style-type: none"> ◆ the Prime Minister's overseas visits and official visits by Heads of State and Heads of Government ◆ major events and ceremonies. 	Provide timely, relevant and accurate advice to support the coordination of major events, visits and ceremonies domestically and internationally.	100% of the events planned were delivered within the agreed timeframes.	✓	✓	✓	✓
		Feedback from stakeholders associated with the event demonstrates a high level of satisfaction with the relevance and accuracy of the advice associated with the planning of the event.	✓	✓	✓	✓

Notes:

i All measures will be assessed in year one. The future reporting periods in which we report on our performance will be adjusted in 2017-18 to reflect the baseline of results from 2016-17 and applicability of annual versus multi-year reporting.

ii Percentage target will be established in 2017-18 based on our performance within the 2016-17 reporting period, being the first year these measures are being assessed.

3. Improving the lives of Indigenous Australians

Activities	Key Performance Indicators	Measurements	Reporting Period ⁱ			
			16–17	17–18	18–19	19–20
Policy advice						
Provide high quality and timely advice on Indigenous Affairs to support the Prime Minister, Minister for Indigenous Affairs, Assistant Ministers, the Cabinet, and the Executive.	The Prime Minister, Minister for Indigenous Affairs, Assistant Ministers, the Cabinet and the Executive are satisfied with the quality and timeliness of advice and support provided.	Feedback from the Prime Minister, Minister for Indigenous Affairs, Assistant Ministers, the Cabinet, ministerial offices and the Executive shows a high level of satisfaction with the quality and timeliness of advice and support provided.	✓	✓	✓	✓
		Qualitative assessment of a sample of activities using case studies, independent panels or providers.	✓	✓	✓	✓
		Responses to requests for briefs are delivered within the agreed timelines. ⁱⁱ	✓	✓	✓	✓
		Policy review projects are delivered within the agreed timeframes. ⁱⁱ	✓	✓	✓	✓
Collaboration						
Working directly or indirectly with other agencies and external parties to strengthen relationships and drive whole of government effort in Indigenous affairs.	Key agencies and external stakeholders are satisfied with the timeliness, relevance and effectiveness of our collaborations across government and with Aboriginal and Torres Strait Islander people.	Qualitative assessment of a sample of activities using case studies, independent panels or providers.	✓	✓	✓	✓
		Feedback from external stakeholders to demonstrate effective collaboration between the Department and another party on a specific policy decision or outcome.	✓	✓	✓	✓
Building partnerships that strengthen our engagement with Aboriginal and Torres Strait Islander communities, leaders and stakeholders to facilitate holistic place-based responses, support policy decisions and programme outcomes.						
Provide leadership to the APS in relation to government decisions, policies and strategic priorities that affect Aboriginal and Torres Strait Islander people.						

Activities	Key Performance Indicators	Measurements	Reporting Period ⁱ			
			16-17	17-18	18-19	19-20
Support and advice						
Support to the Prime Minister, Minister for Indigenous Affairs, Portfolio Ministers and Assistant Ministers and their offices.	Internal and external stakeholders are satisfied with the quality, relevance and timeliness of the advice and support provided by the Department.	Feedback from key internal and external stakeholders to demonstrate a high level of satisfaction with the quality and timeliness of advice and support provided.	✓	✓	✓	✓
Advice to stakeholders on the matters outlined in the Administrative Arrangements Order.		Qualitative assessment of a sample of activities using case studies, independent panels or providers.	✓	✓	✓	✓
Policy coordination						
Coordinate submissions, responses, impacts and contributions to government policies to assist in shaping their development.	Coordinate and contribute to timely and effective policy development across government.	Qualitative assessment of a sample of activities using case studies, independent panels or providers.	✓	✓	✓	✓
Monitoring and implementation (programme delivery)						
Design and deliver key government Indigenous Affairs initiatives, policies, programmes, National Agreements and reform agendas, including those under the IAS programmes: <ul style="list-style-type: none"> ◆ Jobs, Land and Economy ◆ Children Schooling ◆ Safety and Wellbeing ◆ Culture and Capability ◆ Remote Australia Strategies. Drive and oversee whole of government effort to improve the effectiveness of mainstream programme delivery for Indigenous Australians.	Actively monitor and support timely development and implementation of government policies and programmes. Improved outcomes for Indigenous Australians from IAS activities in key areas such as education, employment, community safety and wellbeing, and economic development. Improved delivery of mainstream programmes for Indigenous Australians.	Qualitative and quantitative assessment of a sample of IAS grants and activities.	✓	✓	✓	✓
		Feedback from stakeholders on extent of collaboration across government to deliver outcomes for Indigenous Australians.	✓	✓	✓	✓

Activities	Key Performance Indicators	Measurements	Reporting Period ⁱ			
			16-17	17-18	18-19	19-20
Enhancing capability						
Strengthen the capability of staff through ongoing training and capacity building activities. Develop and establish evidence based frameworks and tailored strategies to support delivery of programmes across the Regional Network.	Develop, plan and deliver relevant, timely and high quality training to staff to enhance their capability and effectively deliver on programmes and the achievement of policy outcomes.	Qualitative assessment of a sample of activities using case studies, independent panels or providers.	✓	✓	✓	✓
		Timeframes in relation to the delivery of scheduled training are met. ⁱⁱ	✓	✓	✓	✓
		Staff complete all mandatory training. ⁱⁱ	✓	✓	✓	✓
		Feedback from staff demonstrates a high level of satisfaction with the relevance, quality and timeliness of training and capacity building support provided by the Department.	✓	✓	✓	✓
Contract management and delivery						
Promote the Government's priorities in Indigenous Affairs through provision of funding to selected service providers in a streamlined and flexible manner and managing their performance and capability.	Successfully manage programme funding agreements and activities to deliver on programme outcomes and support local priorities.	Service providers meet their agreed milestones on time and do not exceed funding arrangements. ⁱⁱ	✓	✓	✓	✓
		Qualitative assessment of a sample of activities using case studies, independent panels or providers.	✓	✓	✓	✓

Notes:

i All measures will be assessed in year one. The future reporting periods in which we report on our performance will be adjusted in 2017-18 to reflect the baseline of results from 2016-17 and applicability of annual versus multi-year reporting.

ii Percentage target will be established in 2017-18 based on our performance within the 2016-17 reporting period, being the first year these measures are being assessed.

ENVIRONMENT

PM&C operates in a dynamic and complex environment. As a key central agency, the Department is in a unique position to provide advice across a range of matters. The Department's operating environment has evolved over recent years to adapt quickly to machinery of government or ministerial changes.

Over the period of this Corporate Plan it is expected that the Department will focus on a range of specific issues in response to domestic and international events as well as evolving government priorities. PM&C's operating environment is influenced by a number of factors, including:

- ◆ national issues that require development of, or change in, government policies
- ◆ global events that impact on Australia
- ◆ government-commissioned reports
- ◆ constrained budgetary settings
- ◆ changes in technology.

The Department brings an innovative approach to the development and implementation of government policies and will play a leadership and coordinating role, advancing ideas, reconciling differing views and providing a whole of government perspective. The Department engages and investigates ideas to test presumptions, provide options and facilitate productive Cabinet discussion. The Department also has the key policy development, programme implementation and service delivery role in delivering the Government's Indigenous Affairs agenda. Additionally, the Department will take carriage of matters that are of particular importance to the Prime Minister.

With a nationwide presence of over 2,000 staff located in more than 100 locations, and a visiting presence in approximately 205 additional locations, the Department engages with Aboriginal and Torres Strait Islander communities, leaders, organisations and providers on their needs and works together with them and a range of stakeholders to achieve better outcomes.

CAPABILITY

To provide the Prime Minister with the highest level of support PM&C must possess strong leadership, and strategic policy and delivery skills and capabilities. Our aim is to have an inclusive, diverse and flexible workforce that is equipped with the right skills to help the Government implement its agenda. Our work is supported by the existing Capability Framework, as well as a number of initiatives currently under development.

Key areas of focus over the period of this Corporate Plan include:

- ◆ **Shared services:** Continuing to work with other government agencies to streamline the use of services across government, in line with the Government's Shared Services Agenda.
- ◆ **Talent management:** Having a strong focus on attraction and development to ensure that PM&C has the best possible staff.
- ◆ **Enhancing staff capability:** Developing and supporting our staff through learning and development opportunities, for example, online training, studies assistance and secondment opportunities across the Department and APS.
- ◆ **Flexible conditions:** Supporting staff with flexible conditions to assist our staff in achieving a balance between work, life and family responsibilities.
- ◆ **Building evidence:** Strengthening our workforce reporting capability to enable data-driven insights to inform key business and people decisions.
- ◆ **Inclusion and diversity:** Committing to build an inclusive and diverse workplace reflective of the Australian community that nurtures diversity and promotes innovation; a workplace where diversity is not only respected but celebrated.

- ◆ **Programme management:** Improving Indigenous programme design, delivery and management through continuing to develop the functions of the Programme Office and Indigenous Affairs Group as a whole.
- ◆ **Stakeholder engagement:** Ensuring stakeholders are incorporated in national and on-ground policy development and delivery processes.
- ◆ **ICT digital working environment:** Supporting the digital transformation agenda and automating our key processes and improve support for a mobile workforce, including upgrading equipment across our Regional Network.
- ◆ **Business transformation agenda:** Making fundamental changes to our operations to be more efficient and effective, allowing the Department to move away from transactional work to focus on core business.
- ◆ **Functional and efficiency review:** Implementing actions from the Functional and Efficiency Review. The review comprehensively assesses the efficiency and effectiveness of all aspects of the Department’s portfolio with particular focus on staff capability and the quality of our enabling services.
- ◆ **Cultural audit:** Examining what kind of workplace PM&C is, and assessing whether staff from across all groups believe they have an equal opportunity to fully participate and contribute.

CULTURE AND VALUES

The Department places importance on integrity and values people who generate, foster and present ideas, and achieve results. PM&C expects and rewards excellence and aims for a culture that facilitates lively debate and is characterised by respect for the opinions of others, humility and a commitment to what is best for Australia—a culture that empowers people with a sense of responsibility and opportunity to make a difference.

The Department is committed to:

- ◆ understanding the needs of Australians and appreciating issues from a range of perspectives
- ◆ understanding government processes and improving them to deliver comprehensive whole of government outcomes
- ◆ responding quickly and adaptively, and anticipating what will become important
- ◆ cultural learning, awareness and appreciation so that staff have an understanding of Aboriginal and Torres Strait Islander cultures, histories and peoples and work with, rather than deliver to, Aboriginal and Torres Strait Islander people

- ◆ increasing the number of Aboriginal or Torres Strait Islander staff
- ◆ building a diverse and inclusive workplace that nurtures diversity and promotes gender equality
- ◆ making all employees feel safe within our workplace and encourages employees at risk or experiencing domestic and family violence to seek support from the Department, in line with public sector strategies.

The Department is dedicated to the promotion of reconciliation and is committed to providing career pathways for Aboriginal and Torres Strait Islander people, both within PM&C and across the APS. The Department recognises and values the immense and varied knowledge, skills and experiences Aboriginal and Torres Strait Islander employees bring.

RISK OVERSIGHT AND MANAGEMENT

PM&C accepts that risk is inherent in policy development and service delivery in order to achieve outcomes for the Government, Aboriginal and Torres Strait Islander people and the broader community. PM&C's Risk Management Policy and Framework (the Framework) are regularly reviewed and are consistent with the international standard ISO 31000:2009.

The Department has a moderate risk appetite in order to pursue opportunities, achieve objectives and meet its responsibilities; including the development of innovative policy advice and the delivery and ongoing review of existing policies and programmes. The Department acknowledges that there are some areas of service delivery or circumstances, such as during emergencies, that involve greater risk than is usually acceptable. In such cases, risk may be accepted or retained where there are significant benefits to risk taking or when risk is unavoidable.

The Department also has a moderate level of tolerance for risk. All risks rated as moderate or higher must be treated and controls strengthened if possible to reduce the level of risk. The Department does not tolerate dishonest, deceptive and fraudulent conduct; the unauthorised disclosure of official information; and unacceptable danger to the health, safety and wellbeing of our employees. As a result, we have a lower tolerance for risk in relation to these areas. Where staff undertake higher risk activities, all reasonable steps must be taken to control the risk. The Department's risk categories and specific tolerance levels are detailed in the Framework.

PM&C is committed to improving accountability while devolving powers to employees at the most practical levels so that those responsible for outcomes have appropriate authority and are not hindered by unnecessary hierarchy. Risk management capability at all levels is therefore central to our operations. The Department has financial delegations and instructions from the Secretary to ensure compliance with the PGPA Act.

The Department assesses and manages risk at the strategic level and has embedded risk management in its business and programme planning processes. Risk is considered in key decision-making activities and, in particular, when undertaking policy development and giving policy advice; in planning for and undertaking significant projects and procurements such as major events and taskforces; when outsourcing services, managing contracts and delivering programmes.

Risk management in PM&C will be informed by audit and assurance activities that assess the strength of our current controls and to apply the lessons of the past to strengthen organisational resilience and preparedness. During 2016–17, the Department will develop and implement a risk maturity strategy to improve our risk culture and capability, including considering the potential appointment of a Chief Risk Officer.