



Australian Government  
Department of the Prime Minister and Cabinet

# CORPORATE PLAN

---

2017-2021



# CORPORATE PLAN

2017-2021

## SECRETARY'S STATEMENT

The Department of the Prime Minister and Cabinet's 2017-2021 Corporate Plan defines our mission, purposes and priorities. It sets out how we deliver our objectives and measure our performance as we provide high-quality support to the Prime Minister and the Cabinet, support the Government's plans and advance the wellbeing of all Australians.

We will deliver these objectives by understanding and responding to the needs of Australians and working closely with communities, stakeholders and all areas of government on major domestic, national security and international policy matters. We will refresh the Closing the Gap agenda to improve the lives of Indigenous Australians.

Our work is influenced by global trends that challenge Australia's national security, economic prospects, community cohesion and confidence.

Our priorities are:

- Strong economic fundamentals and job creation
- Community safety and cohesion
- Improving national security
- Improving government services for all Australians
- Closing the gap on outcomes for First Nations peoples.

As we deliver the Government's agenda, we aim to lead the APS with innovative, rigorous and collaborative policy development, implementation and program delivery.

We are building an inclusive, innovative and collaborative organisation that is a great place to work.

I am pleased to present the Department's Corporate Plan, for the reporting period 2017-18 to 2020-21, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Dr Martin Parkinson AC PSM  
Secretary  
Department of the Prime Minister and Cabinet



## MISSION

---

The Department of the Prime Minister and Cabinet (PM&C) advances the wellbeing of Australians by delivering high-quality support to the Prime Minister and Cabinet.

We take a whole-of-nation approach, working closely with communities, stakeholders and across all areas of government and acknowledge the special place of the first peoples of our nation. We lead the APS in rigorous and collaborative policy development, implementation and program delivery.

## PURPOSES

---

The Department has three key purposes:

1. Supporting the Prime Minister, as the head of the Australian Government, the Cabinet and portfolio ministers.
2. Providing advice on major domestic policy, national security and international matters.
3. Improving the lives of Indigenous Australians.

This Corporate Plan should be read in conjunction with the associated Portfolio Budget Statements and Portfolio Additional Estimates Statements for 2017-18 as well as relevant legislation and the Administrative Arrangements Orders.

## PURPOSE ONE

---

### **Supporting the Prime Minister, as the head of the Australian Government, the Cabinet and portfolio ministers**

To enable the functions of government and to support public trust in the institutions of government, departmental staff support the workings of the Cabinet, the Federal Executive Council and parliamentary and machinery of government processes.

We provide advice, secretariat, IT and communication services, liaison officers and office logistics assistance to the Prime Minister, the Cabinet, portfolio ministers, Assistant Ministers, the Cabinet Secretary and ministerial offices as well as managing ministerial correspondence. We also manage the Prime Minister's official residences and the non-pension entitlements to former Governors-General.



All of this work is informed by a digital first approach and a commitment to a high standard of service delivery.

As part of the Department's digital first initiatives, we are redeveloping the IT systems that support the Cabinet and its committees, the administration of the Australian Honours System, the Register of Lobbyists, and the Prime Minister's congratulatory message service. We will also work with the parliamentary departments to improve online access to tabled government documents.

To support the Government's reform agenda, this year we will work with Treasury and other agencies to improve whistle blower protections in the public and private sectors.

This year, we will continue to manage major events, ceremonies, state occasions and visits by Guests of Government. In 2018, the Department will coordinate Australia's hosting of the ASEAN-Australia Special Summit in Sydney. We will also provide support to Heads of State and Heads of Government who will be visiting Australia for the Summit and for the 2018 Commonwealth Games. The Department is also responsible for all logistical arrangements for the Prime Minister's diplomatic international visits.

## **PURPOSE TWO**

---

### **Providing advice on major domestic policy, national security and international matters**

We provide advice, leadership and policy coordination on economic and social policy, national security and international policy, machinery of government, parliamentary and legal policy and the Australia's honours system and national symbols.

#### Domestic Policy

PM&C plays a key role in maximising the benefits of key social and economic policy reforms.

We support the Prime Minister, as Chair of the Council of Australian Governments (COAG), to improve living standards in Australia by working with our state and territory counterparts to deliver shared policy priorities.



Our domestic policy work is diverse and is important to the economy and the future of Australia. Policy areas cover export trade, the defence industry, innovation and science, infrastructure, skilled migration, multiculturalism and regional Australia and tourism. Our work also responds to the needs of Australians, including housing affordability, education, health, aged care, families and childcare, domestic violence, child protection, welfare and the National Disability Insurance Scheme.

Over the next few years, we will design, deliver and evaluate government policies and services using new methods, innovative tools and empirical approaches including applying behavioural insights and co-design approaches to project delivery. The Behavioural Economics Team of the Australian Government has been extended for three years until 2020 and is incorporating realistic models of human behaviour into policy design to improve government policy and service delivery.

Key areas of focus in 2017-18 include:

- Supporting the Government's economic management and reform priorities to encourage sustainable growth and job creation. This involves providing advice on structural budget improvements, raising Australia's productivity growth performance and workforce participation, improving the efficiency, fairness and integrity of the tax system and strengthening financial sector governance by identifying the regulatory impact of policy options and measures.
- Supporting the Government to deliver a reliable, secure and affordable energy sector for households and businesses. This includes achieving emissions reduction targets and developing and implementing policies for well-functioning and competitive retail, network and wholesale electricity and gas markets.
- Delivering the Smart Cities agenda.
- Developing whole-of-government services particularly related to efficient digital service interfaces.
- As part of the Data Integration Partnership for Australia, establishing a network of data analytical units to deliver work in areas of high government priority, and develop and implement the Government's response to the Productivity Commissioner's Data Availability and Use inquiry.



- Working with the Department of Education and Training to respond to the Review to Achieve Educational Excellence in Australian Schools (Gonski 2.0).
- Supporting the Prime Minister and the Cabinet to consider a Commonwealth position on the next public hospital funding agreement with the state and territory governments.
- Engaging with stakeholders to leverage government investment in health and care reforms. This involves building a care workforce, delivering consumer-directed services and developing nationally consistent approaches to quality and safeguards for people in care systems, including aged care and the National Disability Insurance Scheme.
- Fostering gender equality and activities to reduce violence against women and increase women's workforce participation and representation. Current priorities include preparing for the 2018-19 COAG Summit on reducing violence against women, and the sixty-second session of the Commission on the Status of Women in March 2018. As part of the Government's commitment to support women to participate in the workforce, we are preparing a second Implementation Plan that outlines Government actions and key indicators used to measure progress towards reducing the gap in participation rates between women and men by 25 per cent by 2025.

### National Security and International Policy

The Department provides advice on Australia's foreign policy, defence and security interests and supports the Prime Minister in his role as Chair of the National Security Committee of Cabinet.

Through our advice we support the Prime Minister's engagement with foreign counterparts and business leaders, in matters as varied as trade and investment, defence and intelligence, non-proliferation, counter-terrorism, law enforcement, information sharing, cybersecurity policy, border security and crisis management.

In addition, we provide policy advice on domestic security arrangements to coordinate whole-of-nation responses to natural domestic and cyber security crises.

We support the Prime Minister's engagement with international visitors to Australia and his international travel, including participation in international summits and commemorative events.



The Department has a role to play, along with responsible agencies, in the policy areas that keep Australians safe and secure. We work closely with security, intelligence, law enforcement and policy agencies, as well as states and territories, to develop and enhance counter-terrorism capability. This is a cross-jurisdictional responsibility and requires comprehensive policy, legislative and operational responses to terrorism including countering violent extremism. Engagement with the private sector also strengthens cyber policy and strategy.

In the near term, the Department will contribute significantly to establishing the Home Affairs portfolio and implementing the Government's Intelligence Review.

In the coming year, our other priorities include:

- providing advice on major defence industry initiatives including the Defence White Paper, capability acquisition programs and Department of Defence operations
- delivering the Government's vision to achieve growth in defence industry capability by assisting the Department of Defence implement the Naval Shipbuilding Plan
- working with states and territories through the Australia-New Zealand Counter-Terrorism Committee on the national strategy to protect crowded places from terrorism and coordinating the special COAG meeting on Counter-Terrorism
- contributing to the Government's review of Department of Defence support to counter-terrorism arrangements to ensure operational arrangements are appropriate to the changing nature of the terrorist threat
- accelerating national cyber security cohesiveness, capacity and capability to be proactive and less reactive
- improving secure information sharing through the National Security Information Environment Roadmap and related policy
- expanding our close engagement with domestic and international intelligence partners to improve the way information is used to respond to serious threats to Australia's interests
- providing advice to Government to counter people smuggling and irregular migration



- reinforcing Australia's alliances with the United States and advocating for continued US engagement in the Indo-Pacific region
- advancing Australia's strategic and economic partnerships with China
- creating new momentum and initiatives in our India and Indonesia relationships, with a focus on increasing trade and investment for closer bilateral ties
- deepening Australia's relationships with the United Kingdom, Japan, the Republic of Korea, the European Union and its member states
- strengthening Australia's engagement with ASEAN, including through the 2018 ASEAN-Australia Summit
- stepping up Australia's engagement with the Pacific, including through leader-level contact and new policy initiatives under the Pacific Strategy
- supporting implementation of a whole-of-government strategy on Australia's global interests through a Foreign Policy White Paper
- coordinating Australia's support for Papua New Guinea's delivery of the Asia Pacific Economic Cooperation Leaders' Summit in 2018.

## **PURPOSE THREE**

---

### **Improving the lives of Indigenous Australians**

The Department is working to close the gap between the First Nations people and other Australians and enabling Indigenous communities to shape their futures, consistent with their values and cultures.

As part of maximising the benefits of mainstream programs for First Nations people, we advise the Prime Minister, the Minister for Indigenous Affairs and other ministers on the impact of policy and program decisions on the lives of Aboriginal and Torres Strait Islander peoples.

Our regional network of staff are responsible for the delivery of Indigenous affairs policies and programs and for engagement with Indigenous communities.





In 2017-18, we will work with Indigenous leaders, communities, other Commonwealth government departments, and state and territory governments to refresh the Closing the Gap targets.

We will increase evaluation and research into the effectiveness of policies and programs that impact on Aboriginal and Torres Strait Islander peoples.

The Department administers two support programs to assist the five programs under the Indigenous Advancement Strategy.

#### Indigenous Advancement Strategy (IAS) program areas

- Jobs, Land and Economy – getting adults into work, fostering Indigenous businesses and assisting people to generate economic and social benefits from the effective use of their land, particularly in remote areas.
- Children and Schooling – getting children to school, particularly in remote communities, improving education outcomes and supporting families to give children a good start in life. This program includes measures to improve access to further education.
- Safety and Wellbeing – ensuring the ordinary law of the land applies in Indigenous communities, particularly remote communities and that people enjoy similar levels of physical, emotional and social wellbeing to other Australians.
- Culture and Capability – supporting Aboriginal and Torres Strait Islander peoples to maintain their culture and participate equally in the economic and social life of the nation; and ensuring that Indigenous organisations can deliver quality services to their clients, particularly in remote areas.
- Remote Australia Strategies – ensuring investments in local, flexible solutions are based on community and government priorities.

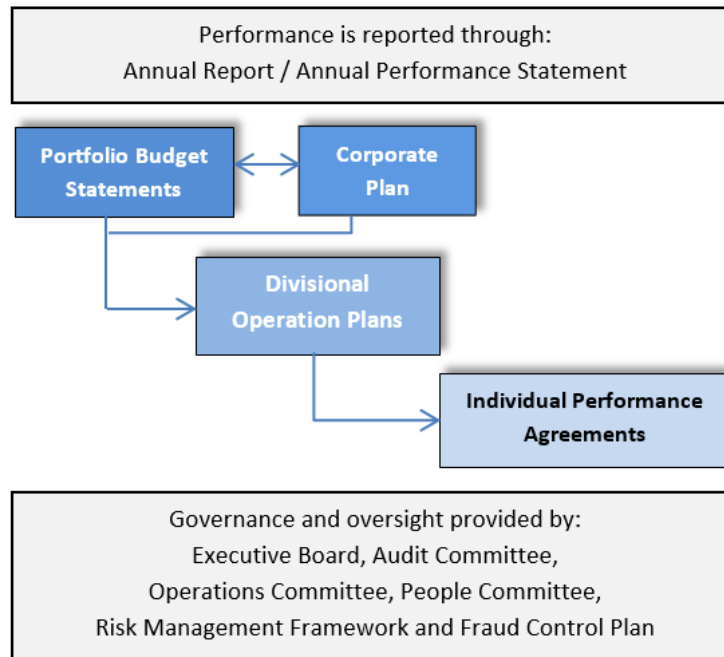
#### Support programs

- Evaluation and Research – improving the lives of Aboriginal and Torres Strait Islander peoples by evaluating policies and programs impacting Indigenous people.
- Program Support – reducing red tape so 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 cover all aspects of our work. The Department plans, measures and reports on performance through the performance framework set out below.



The performance criteria in this Corporate Plan and the Portfolio Budget Statements will be reported upon in the Department's annual performance statement 2017-18.

In our operational planning process, departmental divisions identify areas of their work that contribute to one or more of the activities listed below. Divisions determine which measurements provide insight and an assessment of their performance. At the end of the reporting period, PM&C will aggregate responses from each division into an overall assessment of performance against each activity. Key performance indicators and associated measures will be refined over the life of the plan.



We aim to:

- lead the APS through rigorous and collaborative policy development, implementation and program delivery through effective engagement with state, territory and local governments, the private and not-for-profit sectors and communities
- explore new and effective ways to influence outcomes in all policy areas
- work with Aboriginal and Torres Strait Islander peoples to deliver effective policy and improved services
- increase the accessibility and efficiency of digital government services
- deliver public service stewardship
- make PM&C 'fit for purpose' in serving the needs of the Prime Minister and government by embracing diversity, collaboration, technology, flexibility, agility, innovation and being data-driven and digitally enabled.

The following tables show how performance will be measured against our purposes.

We have three key purposes:

1. Supporting the Prime Minister, as the head of the Australian Government, the Cabinet and portfolio ministers.
2. Providing policy advice on major domestic policy, national security and international matters.
3. Improving the lives of Indigenous Australians.



## Purposes 1 and 2

Activities	Key Performance Indicators	Measurements	Reporting Period			
			17-18	18-19	19-20	20-21
<p><b>Policy advice</b></p> <p>Provide high-quality and timely advice on major domestic policy, national security and international matters to support the Prime Minister, the Cabinet, portfolio ministers and Assistant Ministers, and the Cabinet Secretary.</p>	<p>The Prime Minister, portfolio ministers, and the Cabinet are satisfied with the quality and timeliness of advice and support provided.</p> <p>Demonstrate an understanding of policy issues and provides a whole-of-government perspective.</p>	<p>Feedback from the Prime Minister, portfolio ministers, the Cabinet, ministerial officers and the Executive shows a high level of satisfaction with the quality and timeliness of advice received.</p>	✓	✓	✓	✓
		<p>Use of case studies, independent panels or providers that show PM&amp;C significantly influenced decision-making by government.</p>	✓	✓	✓	✓
		<p>85% of responses to requests for briefs are delivered within agreed timelines.</p>	✓	✓	✓	✓
<p><b>Collaboration</b></p> <p>Work directly or indirectly with other agencies and external parties to strengthen relationships.</p> <p>Build partnerships that influence domestic and international dialogue on policy decisions and outcomes.</p> <p>Provide leadership to the APS in relation to government decisions, policies and strategic priorities.</p>	<p>Support timely, relevant and effective collaboration across government and external parties.</p>	<p>Feedback from external stakeholders demonstrates effective collaboration between the Department and other parties on specific policy decisions or outcomes.</p>	✓	✓	✓	✓
		<p>Use of case studies, independent panels or providers that show PM&amp;C significantly strengthened relationships and facilitated priorities.</p>	✓	✓	✓	✓



Activities	Key Performance Indicators	Measurements	Reporting Period			
			17-18	18-19	19-20	20-21
<p><b><u>Support the functions of Government</u></b></p> <p>Support the Prime Minister, the Cabinet, portfolio ministers and Assistant Ministers, the Cabinet Secretary and the former Governors-General and their offices.</p>	<p>Internal and external stakeholders are satisfied with the quality, relevance and timeliness of the advice and support services provided by the Department.</p>	<p>Feedback from external stakeholders demonstrates a high level of satisfaction with the quality and timeliness of advice and support received.</p>	✓	✓	✓	✓
		<p>85% of responses to requests for ministerial correspondence are delivered within set timelines.</p>	✓	✓	✓	✓
<p><b><u>Policy coordination</u></b></p> <p>Coordinate responses and contributions to government policies to assist in shaping their development.</p> <p>Evaluate and report to government on the impact of government decisions in line with agreed overall outcomes.</p>	<p>Coordinate and contribute to timely and effective policy development across government.</p>	<p>Feedback from external stakeholders demonstrates a high level of satisfaction with the quality and timeliness of policy coordination provided.</p>	✓	✓	✓	✓
		<p>Use of case studies, independent panels or providers show PM&amp;C effectively contributed to the development of government policies.</p>	✓	✓	✓	✓
<p><b><u>Monitoring and implementation</u></b></p> <p>Develop policies and strategies in line with government priorities.</p> <p>Monitor and oversee the implementation of government initiatives, policies, programs and reform agendas.</p>	<p>Actively monitor and support the timely development and implementation of government policies and initiatives.</p>	<p>Feedback from external stakeholders demonstrates a high level of satisfaction with the quality and timeliness of monitoring and implementation provided.</p>	✓	✓	✓	✓



Activities	Key Performance Indicators	Measurements	Reporting Period			
			17-18	18-19	19-20	20-21
		Use of case studies, independent panels or providers demonstrates the successful delivery of activities.	✓	✓	✓	✓
		Quantitative assessment of the timely delivery of government initiatives and/or commitments.	✓	✓	✓	✓
<b><u>Secretariat services</u></b>						
Perform secretariat functions to support the effective operations of boards, committees, councils and the Cabinet and its subcommittees.	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 are met for 90% of Cabinet and Cabinet committee minutes for approval and for lodgement of Executive Council documents.	✓	✓	✓	✓
<b><u>Events</u></b>						
Coordinate the arrangements for events including the Prime Minister's overseas visits and official visits by	Provide timely, relevant and accurate advice to support the coordination of major events, visits and	100% of the events planned are delivered within the agreed timeframes.	✓	✓	✓	✓



Activities	Key Performance Indicators	Measurements	Reporting Period			
			17-18	18-19	19-20	20-21
Heads of State and Heads of Government as well as major events and ceremonies.	ceremonies along with supporting the implementation and delivery of those events, visits and ceremonies.	Feedback from stakeholders demonstrates a high level of satisfaction with the relevance and accuracy of the advice associated with the planning of events and with the support for their successful implementation and delivery.	✓	✓	✓	✓

Purpose 3 – Improving the lives of Indigenous Australians

Activities	Key Performance Indicators	Measurements	Reporting Period			
			17-18	18-19	19-20	20-21
<p><b><u>Policy advice, support and coordination</u></b></p> <p>Provide high-quality and timely advice on Indigenous Affairs to support the Prime Minister, the Cabinet and Minister for Indigenous Affairs.</p> <p>Coordinate submissions, responses, and contributions to, government policies.</p>	<p>The Prime Minister, Minister for Indigenous Affairs and the Cabinet are satisfied with the quality, relevance and timeliness of advice and support provided by the Department.</p> <p>Coordinate and contribute to timely and effective policy development across government.</p>	Feedback from the Prime Minister, Minister for Indigenous Affairs, the Cabinet, and to the Executive shows a high level of satisfaction with the quality and timeliness of advice received.	✓	✓	✓	✓
		Use of case studies, independent panels or providers shows PM&C significantly influenced decision-making.	✓	✓	✓	✓
		85% of responses to requests for briefs are delivered within agreed timelines.	✓	✓	✓	✓
		85% of responses to requests for ministerial correspondence are delivered within set	✓	✓	✓	✓



Activities	Key Performance Indicators	Measurements	Reporting Period			
			17-18	18-19	19-20	20-21
		timelines.				
<p><b>Collaboration</b></p> <p>Work with other agencies and external parties to strengthen relationships and drive whole-of-government effort in Indigenous Affairs.</p> <p>Build partnerships that strengthen engagement with Aboriginal and Torres Strait Islander communities, leaders and stakeholders to facilitate holistic place-based responses, support policy decisions and program outcomes.</p> <p>Provide leadership to the APS in government decisions, policies and priorities that affect Aboriginal and Torres Strait Islander peoples.</p>	<p>Agencies and external stakeholders are satisfied with the timeliness, relevance and effectiveness of collaboration across government and with Aboriginal and Torres Strait Islander peoples.</p>	<p>Feedback from external stakeholders demonstrates effective collaboration between the Department and other parties on specific policy decisions or outcomes.</p>	✓	✓	✓	✓
		<p>Use of case studies, independent panels or providers that show PM&amp;C significantly strengthened relationships and facilitated strategic priorities that affect Aboriginal and Torres Strait Islander peoples.</p>	✓	✓	✓	✓
<p><b>Implementation and monitoring programs</b></p> <p>Design and deliver Indigenous Affairs initiatives, policies, programs, national agreements and reforms including those under IAS programs:</p> <ul style="list-style-type: none"> <li>• Jobs, Land and Economy</li> <li>• Children and Schooling</li> <li>• Safety and Wellbeing</li> <li>• Culture and Capability</li> <li>• Remote Australia Strategies</li> </ul> <p>Promote the Government's priorities in Indigenous Affairs through</p>	<p>Improved outcomes for Indigenous Australians from IAS activities in areas such as education, employment, community safety, wellbeing and economic development.</p> <p>Actively monitor and support timely development and implementation of government policies and programs.</p> <p>Improved delivery of programs.</p> <p>Successfully manage program funding</p>	<p>Successful delivery of IAS activities is demonstrated through evaluations and grant activity reviews, including the use of case studies that show improved outcomes for Indigenous Australians.</p>	✓	✓	✓	✓





Activities	Key Performance Indicators	Measurements	Reporting Period			
			17-18	18-19	19-20	20-21
<p>funding selected service providers in a streamlined and flexible manner and manage their performance and capability.</p> <p>Drive and oversee whole-of-government effort to improve the effectiveness and evaluation of program delivery.</p>	<p>agreements and activities to deliver on program outcomes and support local priorities.</p>					
		<p>Service providers meet their agreed milestones on time and do not exceed funding arrangements.</p>	✓	✓	✓	✓



## ENVIRONMENT

---

The Department operates in a complex and dynamic environment of emerging national and global opportunities and pressures. The megatrends shaping the world – technological disruption (augmented intelligence and big data), globalisation (internet of things and connectivity), changes in employment models (gig economy and flatter structures) and demographic change (ageing population and growing health care needs), and the shift in weight towards Asia – will continue for the foreseeable future. How we respond to this changing environment, the opportunities it provides and the constraints it imposes, will determine our capacity to support the Government’s delivery of a dynamic, high wage, high productivity growth path and a fair, equitable and inclusive society.

Australia has not been shielded from the fall in trust in institutions (including government and the public service) experienced across the developed world. This impacts on the nature and the speed of our response, which will influence the way we deliver our responsibilities.

To engage with these challenges, the Department and the APS need to change. Australians expect digital service delivery and the Department continues to develop whole-of-government service delivery policy that increases the accessibility, efficiency and security of digital services. Building digital capability across the APS requires the attraction of expertise and establishing training standards.

Our work to improve the lives of Aboriginal and Torres Strait Islander peoples will be done in the context of the Uluru Statement from the Heart and the report of the Referendum Council as we support Government consideration of these important recommendations.

PM&C continues to operate in a tight fiscal environment and we must find new ways of working to meet government and community expectations of efficient service delivery and responsiveness.



## CAPABILITY

---

PM&C aims to provide leadership across the public sector by taking a whole-of-nation approach; working closely with communities, stakeholders and across all areas of government to provide rigorous and collaborative policy development, implementation and program delivery.

Our work is supported by our Capability Framework and complemented by initiatives to build a diverse, collaborative, technologically aware, digitally enabled, data-driven, flexible, agile and innovative workforce.

To this end, our initiatives include:

- implementing Working Your Way, a new physical and technological working environment to foster collaboration, mobility, digital approaches and flatter structures
- establishing the Policy Innovation and Projects Division to provide new and creative approaches to policy development, data and digital policy, as well as applying behavioural economics to policy design
- developing digital systems, including a new Cabinet Support System, a new client service interface, the enhancement of a document collaboration platform and the digital briefing system
- establishing an Inclusion and Diversity Program to foster an open and accepting workplace and implement the Government's Gender Equality Action Plan
- developing a new Workforce Strategy to determine current and future workforce needs and a transition pathway.

We will focus on developing leadership capability using the new SES Performance Management Framework that integrates performance, potential and development. This will include online and classroom-based learning to enhance leadership and support talent and succession management.

Indigenous community secondments allow staff to share their leadership and management expertise with Aboriginal and Torres Strait Islander peoples and organisations particularly in regional and remote Australia. The benefits are significant and include contributing to Indigenous communities and gaining insights about the challenges facing Indigenous organisations that can be used to improve policy development and service delivery.



PM&C is a geographically distributed Department with staff in more than 100 locations and a visiting presence in approximately 200 additional locations. This is changing the nature of how we do our work, not only in relation to the necessary IT to facilitate communication, but in the collaboration of staff across the country as people bring different perspectives to bear on policy formulation.

Our staff will actively engage with Indigenous communities, leaders, organisations and providers on their needs and work with them and with stakeholders to achieve better outcomes.

We will use taskforces and teams to respond to emerging priorities and challenges. For example, the cross-portfolio Data Availability and Use Taskforce will look at ways to improve how Australia uses and shares data and a transition team will establish the Home Affairs portfolio.

We will build a culture of inclusion to ensure PM&C is known as a workplace where all people are valued. This includes developing a culture where people feel empowered to develop their expertise and create a working environment where colleagues feel safe bringing different ideas to the table in an environment of open-minded, respectful discussion.

Achievement of the key performance indicators and measurements in the following table confirms the Department is building effective organisational capabilities to support the achievement of our purposes.



*Activities, Key Performance Indicators and Measurements for Corporate Services*

Activities	Key Performance Indicators	Measurements	Reporting Period			
			17–18	18–19	19–20	20–21
Corporate Services enables the Department to be modern, inclusive and responsive.	Ministerial officers, the Executive, SES and staff are satisfied with the quality, relevance and timeliness of corporate services	Independent feedback demonstrates high levels of satisfaction with the quality and timeliness of corporate services.	✓	✓	✓	✓
		Assessment of effectiveness of corporate services using case studies, benchmarking, independent panels or provider assessment.	✓	✓	✓	✓
		Level of employee overall satisfaction, as indicated in the APS employee Census, is maintained or improved.	✓	✓	✓	✓



## RISK OVERSIGHT AND MANAGEMENT

---

Risk is inherent in delivering good policy design and achieving effective service delivery and operational outcomes. The challenge is to incorporate effective approaches to risk that allow us to maximise creativity while protecting the Department and the Government from unreasonable levels of risk.

PM&C's Risk Framework is regularly reviewed. The Policy and Framework is consistent with ISO 31000:2009. The Department has embedded risk management into its business and program planning processes. Risk is considered in decision-making activities and, in particular, when undertaking policy development and giving policy advice as well as planning for and undertaking significant projects and procurements, major events and taskforces, managing contracts and delivering programs. All risks with a rating of 'very high' identified throughout these processes must be escalated to the Executive Board for consideration.

In 2017-18, we will restructure the Risk Management Framework. Reframing of risks at the strategic and enterprise levels will sharpen the focus on risks from external and internal sources and enhance the management of risk. The Department will strengthen divisional biannual business reporting to support the Executive Board review of risk and decision-making over the period of this plan. The Chief Risk Officer will continue to support the Executive Board and the Department by promoting risk identification and management.

PM&C is committed to clear lines of accountability and delegating decision-making to employees at the most practical levels. This means those responsible for outcomes have the appropriate authority and are not hindered by unnecessary hierarchy. Risk management capability at all levels is central to our operations. The Department has financial delegations and formal instructions from the Secretary to support consistent decision making and compliance with the *Public Governance, Performance and Accountability Act 2013*.

The Department undertakes a broad range of activities and has a moderate risk appetite for pursuing opportunities aligned to purposes. There are circumstances where higher risk is acceptable if it offers significant benefits or is unavoidable in the delivery of services or advice. The development of innovative policy advice, particularly social policy, is an example where inherent risks could impact on the Department. The Behavioural Economics Team is working to build capability across the public service and drive social policy design by testing what works. A strong evaluation culture is central to our objectives. We need to quickly understand



whether policy and programs are succeeding or not, and why, if we are able to advise the Government on whether to persevere or pivot.

The Department generally manages to a moderate level of risk or lower. Risks initially rated higher than moderate are treated and controls strengthened, where feasible, to reduce the risk to acceptable levels. The Department's risk exposure is influenced by its policy and delivery skills and capabilities and is revisited through the annual business planning process and managed on a daily basis.

The Department does not tolerate fraudulent conduct, the unauthorised disclosure of information or unacceptable danger to the health, safety and wellbeing of our employees. As a result, we have a lower tolerance for risk in these areas. Where carrying out their duties exposes staff to higher risk, all reasonable controls must be put in place. In relation to external fraud, we engage with a level of risk to deliver programs efficiently and work with communities to minimise exposure.

Risk management in PM&C is informed by audit and assurance activities that assess the strength of controls and effectively apply the lessons of the past to strengthen current resilience and preparedness. The links between risk management and the audit work program will be strengthened in 2017-18 through the identification of enterprise-level risks and testing of critical controls.

The Audit Committee provides independent assurance and assistance to the Secretary and the Executive Board on PM&C's systems of risk oversight, management and internal control. The Audit Committee reports regularly to the Executive Board and reports annually on its activities to the Secretary.

The Department is implementing a risk maturity strategy to improve risk culture and capability, including through the role of the Chief Risk Officer.

The governance framework includes business continuity and crisis planning and management as key risk management components.