



Australian Government

Department of the Prime Minister and Cabinet

Corporate Plan

2025–26

© Commonwealth of Australia 2025

ISSN 2652-7499

Creative Commons

With the exception of the Commonwealth Coat of Arms, this work is licensed under a Creative Commons [Attribution 4.0 International licence \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/).



Third-party copyright

Wherever a third party holds copyright in this material, the copyright remains with that party. Their permission may be required to use the material. Please contact them directly.

Attribution

This publication should be attributed as follows:

Department of the Prime Minister and Cabinet,
Corporate Plan 2025–26, © Commonwealth of Australia.

Use of the Coat of Arms

The terms under which the Coat of Arms can be used are detailed on the following webpage: <https://pmc.gov.au/cca>.

Enquiries

Enquiries about this publication are welcome at governancebusinesspartners@pmc.gov.au.

Contents

Acknowledgement of Country	ii
Secretary's statement	1
Corporate plan on a page 2025–26	2
Part 1 Our role, values and drivers	3
Our role	4
Our core work and values	4
How we work	5
What drives our performance	5
Part 2 Operating environment	6
Serving Australia's Prime Minister	7
Australia's economic and fiscal outlook	7
Social context	9
Progressing gender equality	10
The global context and national security	11
Taskforces	13
Collaboration and cooperation	13
Capability	15
Risk management	17
Part 3 Performance reporting framework	20
Our purpose	22
Our key activities	22
Our approach to measuring performance	22
Our performance measures	22
Appendices	35
Appendix A: Summary of changes to performance measures	36
Appendix B: Notes on performance assessment, methodologies and data sources	40
Appendix C: Corporate plan requirements	42

Acknowledgement of Country

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



Aboriginal artwork



Torres Strait Islander artwork

PM&C Reconciliation Action Plan 2024–2027 artworks were designed by Ngunnawal, Wiradjuri and Kamilaroi artist Lynnice Letty Church, and Torres Strait Islander artist Jessie Mordey, a descendant of the Duaureb and Komet clans, including the Kemer Kemer Meriam Nation and Wakaid Clan from Badu Island.

A key theme of the Aboriginal artwork is the visual representation that symbolises the history of Australia. The work represents PM&C's role at the centre of government, touching the lives of all Australians, and the importance of building relationships through respect, collaboration and trust. It shows the importance of listening, sharing and building knowledge and understanding of Aboriginal and Torres Strait Islander culture.

The Torres Strait Islander artwork *Meriba Ged* ('our place/our island') is a representation of the Torres Strait Islander community and culture. Its unique symbols and intricate patterns are a visual reference to Torres Strait Islander heritage, peoples and identity, with a colour palette connecting the artwork to Sea Country.

Secretary's statement



Secretary of the Department
of the Prime Minister
and Cabinet

Dr Steven Kennedy PSM

The Department of the Prime Minister and Cabinet (PM&C) supports the Prime Minister, the Cabinet and our portfolio ministers in delivering the Australian Government's priorities.

We provide influential and impartial advice with integrity, judgement and a spirit of partnership, always linking our work to the bigger picture – improving the lives of all Australians.

As outlined in this plan, PM&C operates in an environment that continues to evolve, marked by growing uncertainty and complexity.

This requires us to prioritise strong relationships across the Commonwealth, state and territory governments, as well as with international counterparts and external stakeholders. These partnerships are vital to advancing Australia's interests and ensuring our nation remains safe and prosperous.

I am pleased to present our Corporate Plan 2025–26, prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). As our primary planning document, it sets out how we will meet the requirements of the PGPA Act and deliver on our responsibilities.

I look forward to reporting on our progress through the annual performance statements in the Annual Report.

Dr Steven Kennedy PSM

Secretary

August 2025

Corporate plan on a page

2025–26

Our purpose (Corporate Plan 2025–26)

To support the Prime Minister, the Cabinet and our portfolio ministers to improve the lives of all Australians, advance Australia's interests, and keep our country safe and prosperous.

Our outcome statement (Portfolio Budget Statements (PBS) 2025–26)

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

Our programs (PBS 2025–26)

1.1: Prime Minister and Cabinet



Our key activities



Key activity 1

Provide informed, impactful and timely advice.



Key activity 2

Provide coordination and support for government priorities and initiatives.



Key activity 3

Enable Cabinet operations.

Our performance measures*

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

1.2 Percentage of ministerial briefs provided within agreed timeframes.

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

1.4 Percentage of Impact Analyses published by the Office of Impact Analysis within 5 business days of notification.

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

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

2.3 PM&C effectively coordinates across government and reports on the implementation of *Working for Women: A Strategy for Gender Equality* (Working for Women).

2.4 PM&C effectively supports Commonwealth–State relations.

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

2.6 Australian Government Consulting provides consulting services that benefit agencies across the Australian Government.

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

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

Reporting on our progress in achieving our purpose

We will report our performance results in the Department of the Prime Minister and Cabinet Annual Report 2025–26.

*As foreshadowed in PM&C's Portfolio Budget Statements (PBS) 2025–26, the department has reviewed its performance measures since the publication of the PBS. The measures for 2025–26 are presented in this corporate plan. A summary of changes from the previous reporting period can be found at Appendix A.

Part 1

Our role, values
and drivers



This section sets out our central role in the Australian Public Service (APS), our core work and values in fulfilling that role, and the key drivers of our performance.

Our role

PM&C plays a central role within the APS to support the Prime Minister, the Cabinet and portfolio ministers to improve the lives of all Australians, including through coordination of government activities, decision-making processes to support the delivery of government priorities, and provision of high-quality and effective advice.

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

Our core work and values

At PM&C, we develop and deliver influential and impartial advice with integrity, judgement and partnership, linking our efforts to the big picture – to improve the lives of all Australians.

PM&C has a trusted position at the centre of government:

- We support the Prime Minister and portfolio ministers – who are collectively invested in all areas of policy and delivery as leaders of the Australian Government.
- We support the Cabinet – as the focal point of government decision-making.
- We assist our Secretary – who has a stewardship role as head of the APS.

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

- **Influence what matters** – we focus on what is, and what will become, important to Australian communities.
- **Promote a whole-of-government and whole-of-nation perspective** – we join the dots, balance priorities and bring a big-picture perspective.
- **Support good government** – we support core government processes and help agencies navigate them to achieve quality outcomes with integrity, accountability and transparency.
- **Lead through genuine partnership** – we bring together expertise, collaborate, innovate and act quickly to seize opportunities, intervene as needed and drive change from the centre.

How we work

Through partnership

– PM&C staff are consultative, responsive and supportive.

With integrity and judgement

– PM&C staff are strategic, intentional and adaptable.

With diligence

– PM&C staff are knowledgeable, persuasive and committed.

What drives our performance



Our people

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



Culture

PM&C actively promotes a culture of integrity by seeking diverse perspectives on potential barriers to achieving this culture, and by emphasising ethical leadership and fostering psychological safety in our workplace. We recognise the importance of recruiting and developing the best people, and value diverse experiences, perspectives and skills.



Risk management

PM&C proactively engages with and manages risk in a way that enables us to be accountable in a complex and dynamic environment.



Information and communication

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

Part 2

Operating environment



This section sets out the nature of PM&C's operating environment over the 4-year period covered by this corporate plan (2025–26 to 2028–29). It outlines how factors and changes in the environment may affect and influence the focus of the department's work and key priorities. Understanding, adapting, and responding to changes in our operating environment, including the strategic priorities of the Australian Government, is critical to delivering on our purpose.

Serving Australia's Prime Minister

The Prime Minister has set a clear agenda that includes his expectations for the department – that the Australian Government's priorities are to be delivered to the highest standards, and in the timeframes required, on behalf of the Australian people. It is the role of the department to support the Prime Minister to deliver on this commitment.

Sitting at the centre of government, PM&C plays a critical role providing informed, impactful and timely advice, coordinating and overseeing work across the APS to ensure a unified, whole-of-government approach to policymaking and program delivery.

Australia's economic and fiscal outlook

Against a difficult global economic backdrop, Australia's economy continues to improve. Growth has picked up, inflation has moderated substantially, the unemployment rate remains low, real wages are growing again, and interest rates have started to fall. While Australia has not been immune to global challenges, the economy is well placed to navigate a more volatile and uncertain global environment.

The 2025–26 Budget includes measures to address near-term cost-of-living pressures and support future economic growth. These measures are expected to support household incomes and a gradual recovery in consumption. The labour market has outperformed expectations, and although the unemployment rate is expected to gradually rise, it will remain near historical lows. Business investment is also expected to continue to grow supported by infrastructure spending and the transition to a net zero economy. A recovery in dwelling investment is also anticipated, as capacity constraints ease and housing supply responds to elevated demand.

Nevertheless, risks remain. Global economic growth is subdued and escalating trade tensions pose significant downside risks to global trade and financial market stability. These factors are likely to weigh on business and consumer confidence. At the same time, structural transitions – such as the energy transition, accelerating technological change, demographic ageing, and rising demand for care – will continue to reshape Australia's economic landscape. Lifting productivity growth remains crucial for sustaining long-term economic growth and rising living standards, and we will continue to support the government's productivity agenda.

PM&C will continue to support the government in implementing its economic strategy, including delivering cost-of-living support, coordinating national responses to emerging challenges, and advancing long-term reforms in areas such as energy, skills and care. The department also plays a central role in supporting the government's fiscal objectives – ensuring spending is well targeted, improving budget sustainability, and strengthening economic resilience over time.

Looking ahead, the department will work across the government to help position the economy to adapt to long-term shifts while continuing to support rising living standards, greater economic security, and sustainable public finances.

PM&C plays an important role coordinating efforts across the APS to capture the opportunities of the economic transformation towards a net zero economy and support the achievement of Australia's domestic emission reduction targets. Efforts in 2025–26 will focus on finalising Australia's 2035 emissions reduction target and the government's Net Zero Plan, along with finalising Australia's first ever National Climate Risk Assessment and National Adaptation Plan.

PM&C continues to support the government's Future Made in Australia agenda, to capture the opportunities of the net zero transformation and strengthening Australia's economic resilience and security. This includes a focus on attracting investment in key industries, making Australia a renewable energy superpower, strengthening Australia's supply chain resilience, and giving businesses, communities and individuals opportunities to benefit from the net zero transformation.

As Australia contends with more frequent, complex and intense weather events, its ability to adequately anticipate, prevent, absorb and recover from natural disasters has never been so critical. During the 2024–25 higher-risk weather season, Australia experienced record-high temperatures, 12 tropical cyclones (the most since 2005–06, with 5 impacting the Australian coast), extreme fire dangers concentrated in Western Australia, South Australia and Victoria, and major flooding in Queensland, New South Wales, Western Australia and Tasmania. The Independent Review of Commonwealth Disaster Funding (the Colvin Review) forecasts the total economic cost of natural disasters will increase from \$11.8 billion per annum in 2023–24 to \$40.3 billion per year in 2049–50, with the Australian Government disaster recovery liability expected to grow to \$8.8 billion per year by 2049–50.

PM&C will continue to support the government in reforming the disaster management system, with a focus on risk reduction and resilience, and ensure the system is fit for purpose and continues to safeguard Australia's people and its economy.



Social context

Addressing contemporary social policy issues is challenging, however progress continues to be made to ensure that critical reforms are implemented to support the most vulnerable in our society.

Delivering universal early childhood education and care (ECEC) is a priority for the government. PM&C will continue to provide policy advice and support to the government as it determines the future pathway for a universal early education system. We will support the government to deliver key reform measures, including ensuring affordable and simple childcare through the 3-day guarantee, strengthening accessibility through the Building Early Education Fund, and supporting the ECEC workforce through the ECEC Worker Retention Payment.

Transformation of the higher education and vocational education and training (VET) sectors is ongoing. The department will continue supporting the delivery of reforms under the Australian Universities Accord, as well as supporting the delivery of measures to reduce the debt burden for Australians with a student loan. PM&C will also support the government to respond to the recommendations from the Strategic Review of the Australian Apprenticeship Incentive System.

Over the year ahead, the department will continue to support the government to work with states and territories to deliver a broad range of reforms, including strengthening Australia's mental health and suicide prevention system, energy security, net zero transformation and renegotiating the Preschool Reform Agreement.

The department will continue its work to consolidate and deliver decisions of the National Cabinet, including health and disability reforms, and secure affordable housing for Australians. The department will also build on efforts underway to end gender-based violence, maintaining a focus on missing and murdered First Nations women and children, and actions under the National Plan to End Violence against Women and Children 2022–2032.

Health and disability reforms remain government priorities, with a continued focus on securing the future of the National Disability Insurance Scheme (NDIS), designing and implementing foundational supports, strengthening our health system and finalising the next National Health Reform Agreement addendum.

The department will continue to support the government in implementing significant reforms to strengthen Medicare, including budget measures to expand eligibility of the bulk billing incentive, and introduction of the Bulk Billing Practice Incentive Program on 1 November 2025, as well as the reduction of the Pharmaceutical Benefits Scheme general co-payment and introduction of 1800MEDICARE on 1 January 2026.

PM&C will continue supporting the implementation of the *Aged Care Act 2024* and Support at Home program, which delivers on the Australian Government's promise to strengthen Australia's aged care system and ensure it is sustainable. In 2025–26, the department will also work with other government agencies to identify opportunities for productivity growth, drive alignment in policy settings, and address workforce shortages in the care and support economy.

PM&C, alongside other government agencies, will continue to work in genuine partnership with First Nations organisations to develop policy and reform options to support a First Nations economic empowerment agenda. This work will contribute to achieving the government's commitment to the priority reforms and socio-economic targets under the National Agreement on Closing the Gap.

Progressing gender equality

Addressing gender inequality is essential to building Australia's future and realising our social and economic ambitions. Australia has made significant gains towards gender equality. However, there is still a long way to go. Women continue to experience persistently high rates of gender-based violence, and gaps in pay and lifetime earnings. Women perform more unpaid caring and work, and also experience inequalities in health, leadership and other aspects of life.

The Office for Women (OFW) is the central gender equality institution in the APS, supporting government to advance gender equality, and improve social and economic outcomes for women. This includes driving whole-of-government efforts to implement *Working for Women: A Strategy for Gender Equality* (Working for Women).

Working for Women outlines the government's vision for a gender-equal Australia, where people are safe, treated with respect, have choices, and have access to resources and equal outcomes, no matter their gender. It sets a path to achieve this vision, with a focus on gender-based violence; unpaid and paid care; economic equality and security; health; and leadership, representation and decision-making. Gender-responsive budgeting is a key tool for implementing the strategy, ensuring that gender analysis is at the centre of government decision-making and investment.

OFW will continue to work across government to ensure gender analysis informs policy design and investment decisions, by providing expertise, resources and access to evidence, and by collaborating with portfolio departments on key government priorities.

Addressing the crisis of gender-based violence is a priority for the Australian Government and National Cabinet. OFW will continue working closely with the Department of Social Services as the steward of the National Plan to End Violence against Women and Children 2022–2032, and coordinate whole-of-government efforts to end gender-based violence and identify further opportunities to respond. This includes leading work to embed safety in government systems to stop abuse by perpetrators of family and domestic violence.

Progressing gender equality is a core economic imperative and key to unlocking productivity. OFW will continue working with the Workplace Gender Equality Agency, and other partners, to shift the persistent structural barriers preventing women from achieving economic independence.



In 2025–26, OFW will maintain Australia’s strong history of championing gender equality and setting an international standard for the empowerment of women and girls globally, by demonstrating leadership in key international forums and exchanging good practice with other countries.

To ensure women’s diverse voices inform policy, OFW will continue to work with the women’s sector, experts, academics and advisory groups to understand women’s experiences and priorities. The Working for Women Program, administered by OFW, funds 5 national women’s alliances to elevate women’s diverse voices to inform policy development. It will also deliver the Working for Women Research Partnership over the next 5 years, to build the evidence base to drive economic equality.

The global context and national security

Australia’s strategic circumstances continue to evolve, marked by increasing uncertainty, competition and complexity. Challenges to the rules-based international order have continued to change the operating environment in which Australian foreign policy must operate. Protecting Australians overseas, promoting economic prosperity, and advocating for Australia’s interests on the international stage remain priorities for government. In pursuit of these objectives, PM&C’s role is to support the Prime Minister and the Cabinet by driving and coordinating whole-of-government and whole-of-nation efforts to protect and advance Australia’s national and global interests.

The contest for influence has only increased the value of regional partnerships and cooperation. PM&C continues to support these partnerships, bilaterally and multilaterally, through key forums such as the East Asia Summit, the Pacific Islands Forum, the Quad, the Association of Southeast Asian Nations (ASEAN), Asia-Pacific Economic Cooperation (APEC) and the G20.

Trade tensions between major global powers, and ongoing international conflicts, continue to have far-reaching impacts on global stability and international relations. These developments – amid contest for influence in the Indo-Pacific – shape Australia’s foreign policy priorities, including the need to safeguard regional stability and protect critical supply chains.

Economically, global growth is slowing in the face of heightened policy uncertainty. Inflationary pressures persist along with ongoing energy security challenges. These factors contribute to global instability and have a direct impact on our national economy. Australia’s ability to secure its economic interests and maintain a robust and resilient economy remains crucial, particularly as government supports diversification into new markets, including through Australia’s Southeast Asia Economic Strategy to 2040.

PM&C will continue to integrate domestic, international, economic and strategic perspectives to shape Australia’s international economic engagement and domestic policy development in a way that supports economic prosperity and resilience at home and in our region. Continued engagement with both advanced and emerging economies will help drive collective actions to support peace, prosperity and stability.

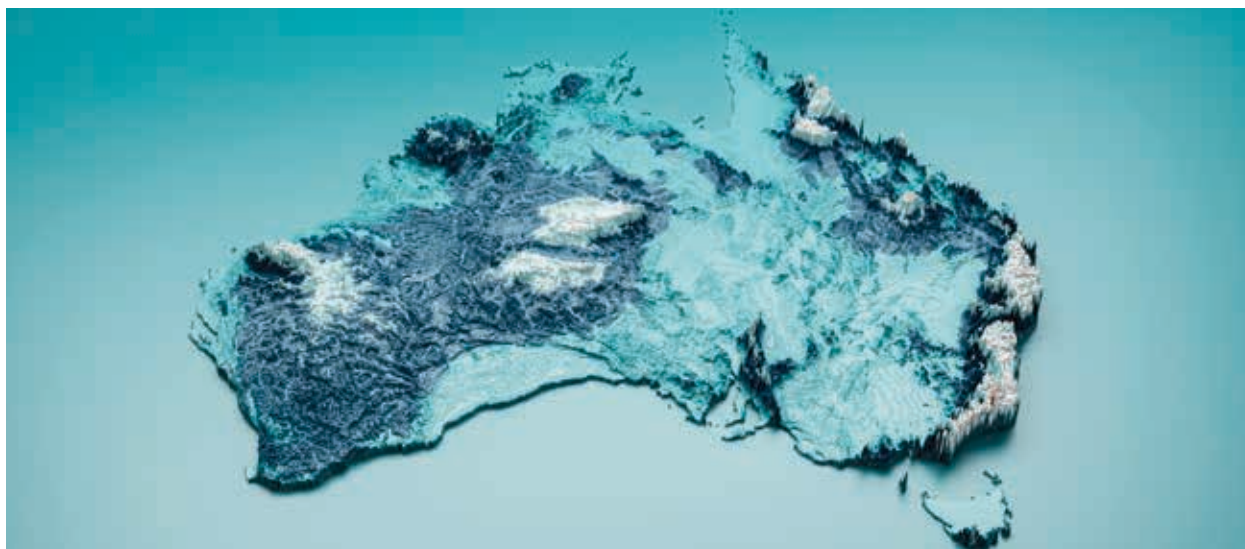
PM&C is supporting the government's National Defence Strategy, a whole-of-nation approach to security that brings together all elements of national power. This approach demands more active and integrated Australian statecraft, working to maintain a stable regional balance, align domestic and international policy settings, and ensure we are equipped to respond to strategic challenges.

Key to this is strengthening Australia's international engagement and investing in advanced defence capabilities. Through the acquisition of conventionally-armed, nuclear-powered submarines and collaboration on emerging technologies under AUKUS (with the United Kingdom and United States), Australia is reinforcing its ability to deter coercion and uphold regional stability. Alongside like-minded partners, we are working to ensure the Indo-Pacific remains a region in which all states can decide their futures free from interference.

National security and economic prosperity are deeply interconnected and mutually reinforcing. The department continues to work with our counterparts to develop policies that bolster our national security. This includes supporting continued efforts to secure Australia's borders, protect our democratic institutions, strengthen the resilience of our critical infrastructure, defend against foreign interference and cyber threats, and build national resilience and preparedness for major disruption. Strengthening social cohesion remains a priority, underpinning our democracy and enhancing our ability to counter violent extremism and terrorism.

Australia's national intelligence agencies remain at the heart of these efforts. The National Intelligence Community (NIC) plays a critical role in identifying and responding to emerging and enduring security threats. As the geostrategic environment becomes more complex, the NIC must remain adaptive. PM&C is continuing to work closely with the NIC to implement the government agreed recommendations from the 2024 Independent Intelligence Review to ensure Australia's intelligence enterprise is best positioned to serve the Australian national interest and maintain its high performance.

PM&C will also lead the implementation of government agreed recommendations from the 2024 Independent Review of Commonwealth Funding for Strategic Policy Work. This will include through the development of annual research priorities to guide government engagement with the non-government strategic policy sector, as well as implementing a principles-based framework to support consistent decision-making on commissioning strategic policy work.



Taskforces

Taskforces typically support the Prime Minister, Cabinet, or senior ministers with focused policy advice, coordination, and implementation capability. Taskforces are often triggered by the following: ministerial announcements in the form of a commitment, royal commission recommendations, major government initiatives that span multiple portfolios, independent whole-of-government reviews, urgent priorities emerging from national and international crises, and coordination and delivery of high-profile events, forums or summits involving cross-government and external stakeholders. During 2025–26, PM&C will support any requests from government to establish taskforces.

At the 2025 election, the Prime Minister committed to establishing a Critical Minerals Strategic Reserve (the Reserve) to support Australia's national interest by maximising the strategic value of Australia's critical minerals and boosting economic resilience. To support this important work, a taskforce has been established within PM&C to provide advice to government on the design and delivery of the Reserve ahead of its intended establishment in 2026.

Collaboration and cooperation

As part of our commitment to public service stewardship, we support the Secretaries Board in its purpose of providing leadership to the APS as an integrated organisation with a shared vision and purpose. As head of the APS, the Secretary of PM&C is the chair of the Secretaries Board.

Good advice and policy are informed by a diverse range of voices, views and perspectives, and are strengthened through collaboration with those individuals, organisations or sectors that could either be affected by the advice or policy, or who could contribute to achieving successful outcomes.

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

To develop informed and impactful advice and effective policies, the department collaborates with a range of stakeholders, as set out in Figure 1.

Figure 1: PM&C's stakeholders



Capability

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

People

PM&C's success in delivering on our mission hinges on our people. In partnership with our many stakeholders, our staff work collaboratively, guided by the APS Values, to deliver on the current and emerging priorities of the Prime Minister and the government. As APS stewards, our staff believe strongly in the purpose and objectives of PM&C with an inspiring commitment and appreciation to serve our diverse Australian community.

In 2025–26, PM&C will maintain a workforce that can actively contribute to reform activities within the department and across the APS. This includes contributing to formal bodies such as the APS Consultative Committee or simply working with colleagues to grow capabilities. Now in its second year of operation, the PM&C Enterprise Agreement 2024–2027 continues to provide the framework under which our non–Senior Executive Service (SES) employees work. Our ongoing program of employment policy reviews and provision of information on workforce matters ensure employees and managers understand their responsibilities under our employment framework. This includes legislative requirements, such as Respect at Work changes and our positive obligation to manage psychosocial hazards at work.

We will continue to ensure that staff can access a range of wellbeing supports, reasonable adjustments, and channels to safely raise matters so they can thrive at work both psychologically and physically. We continue to work to improve the maturity of PM&C's mental health capability in line with the APS Mental Health Capability Framework, with a systemic approach to investing in and building mental health and wellbeing for PM&C's workforce.

Aligned with the APS Learning and Development Strategy, investing in and growing critical skills and capabilities through a range of learning solutions continues to be high priority. In 2025–26, the department will continue to strengthen its focus on developing our SES leaders as part of implementing the SES Performance Leadership Framework. We also continue to develop and support good leaders through ongoing management and leadership training offerings. This includes planning for a second Executive Level 2 Leadership Forum, following the successful first forum in early 2025. Effective leadership builds high levels of engagement, and productive and healthy teams, so that we can collectively deliver high-quality outcomes.



PM&C also continues to actively support a diverse and welcoming workplace for our employees. Our Reconciliation Action Plan (which complements the government's commitment to the National Agreement on Closing the Gap) seeks to advance our vision of a future where the knowledge, perspectives and contributions of Aboriginal and Torres Strait Islander peoples are integral to all we do. Alongside this, the department will continue to deliver on the PM&C Inclusion and Diversity Strategy and Action Plan 2023–26, to foster a workplace that is supportive, respectful, safe and inclusive – so everyone can thrive. In 2025–26, PM&C will also introduce new gender equality targets in line with the *Workplace Gender Equality Amendment (Setting Gender Equality Targets) Act 2025*.

In this way, PM&C seeks to be an employer of choice for all Australians who wish to undertake public service.

Australian Government Consulting

In 2023–24, PM&C established Australian Government Consulting (AGC), an in-house consulting service for the APS. In the year ahead, AGC will continue to deliver strategy and organisational transformation projects that would otherwise have been outsourced, building and enhancing the function to enable broader use across the APS. AGC will also build on the release of the Consulting Playbook to support APS agencies to get better value when engaging external consultants.

APS Strategic Commissioning Framework

PM&C operates in line with the APS Strategic Commissioning Framework. Core work is generally undertaken in-house, with any outsourcing of core work kept to a minimum and aligned to the limited circumstances set out in the framework.

Integrity

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

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

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

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

Information and communications technology

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

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

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

By standardising core services and taking an enterprise approach to new and emerging technologies, the department can meet business needs and deliver technology and information solutions that are future-proof, flexible and secure, while continuing to maximise value. PM&C has established an Artificial Intelligence (AI) Policy which outlines the department's commitment to the principles and practices set out in whole-of-government policies and best practice standards in the use of AI. PM&C will investigate a phased approach to AI adoption allowing the department to build its capabilities to use AI across the department in a mature and integrated way. This may include the ability to design and deploy AI solutions that transform the department's ways of working, and see us fully realise the benefits of AI.

Risk management

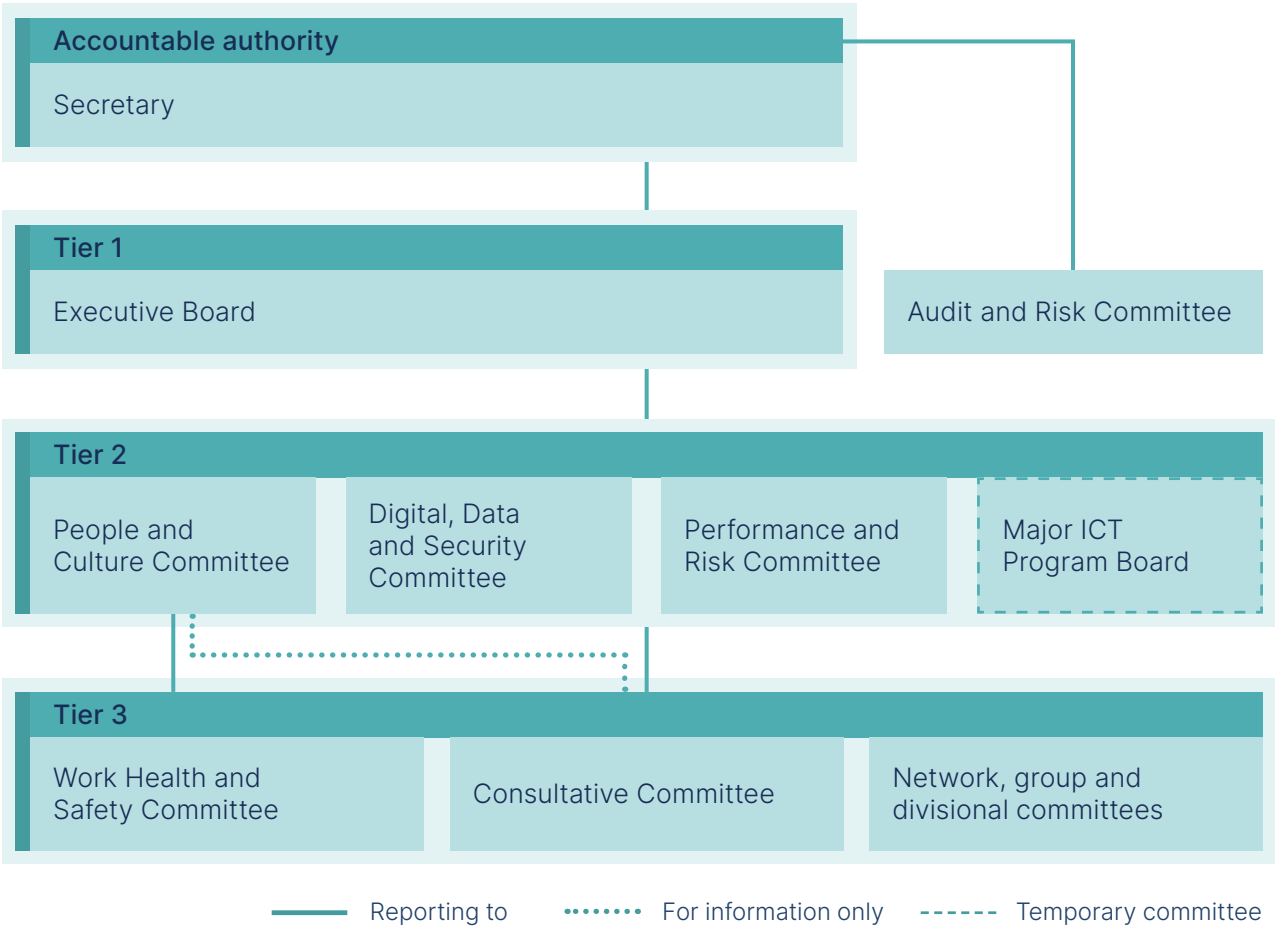
PM&C operates in a dynamic and fast-paced environment. There is inherent risk in everything we do and it is not possible, or necessarily desirable, to eliminate all risks. We strive to achieve the right balance between engaging with risk to promote efficiency and innovation within our business practices,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

Governance

PM&C's governance committee structure (Figure 2) supports the Secretary to lead and govern the department to achieve our purpose, meet our performance objectives, manage risks, and ensure we are compliant with legislative requirements and government policies.

The governance committee structure is reviewed annually to ensure it remains fit for purpose and supports the Secretary as the accountable authority in discharging his duties under the PGPA Act and *Public Service Act 1999*.

Figure 2: PM&C’s governance committee structure at 1 July 2025



The Executive Board determines PM&C’s risk appetite and tolerance to provide guidance to PM&C officials on the level of acceptable risk for the nature of our business. The Executive Board encourages officials across the department to appropriately balance positive risk engagement, which promotes innovation and efficiency, with risk controls and mitigations to uphold integrity and the department’s reputation.

Our risk management policy and framework provides guidance to our people on managing and engaging with risk and applies to all activities and officials. During 2025–26, we will continue to implement the policy and framework and supporting tools to guide implementation and raise awareness.

Risk oversight and management

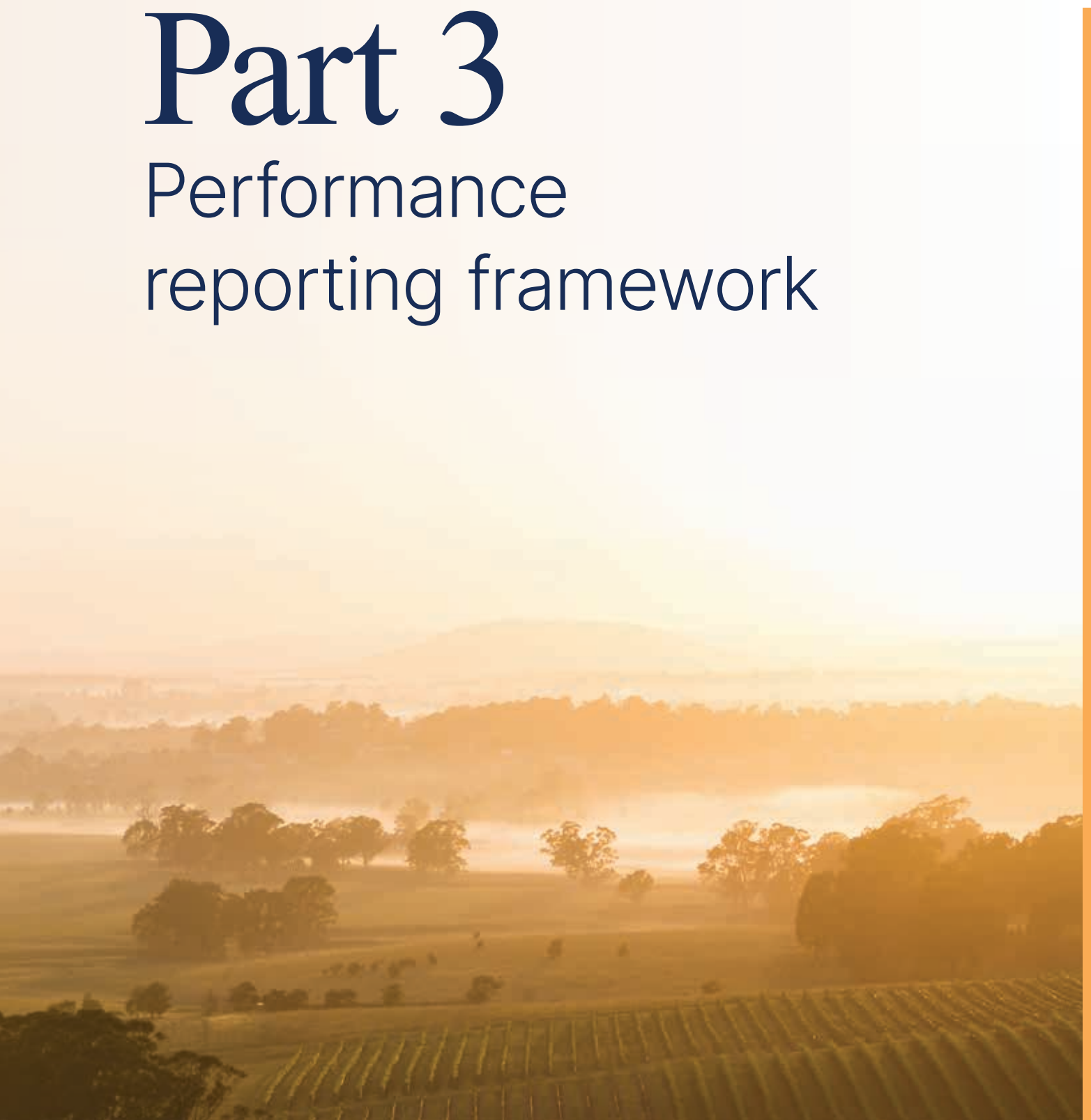
Table 1 sets out our enterprise risks and how we manage those risks.

Table 1: PM&C enterprise risks

Enterprise risk	Management of the risk
Enterprise risk 1 We are not influential and fail to lead, collaborate, and anticipate policy direction.	PM&C uses key structures such as the Secretaries Board and Chief Operating Officers Committee to effectively monitor and report on government priorities. We provide leadership across the APS, promoting collaboration and quickly addressing any emerging issues to support the government's mission. Our annual stakeholder survey helps to identify areas for improvement, ensuring we continually enhance our effectiveness.
Enterprise risk 2 We are not able to effectively support government operations.	PM&C is agile and responsive to the government's priorities and processes to assist the Prime Minister and ministers in running the government effectively. We develop detailed plans and protocols to ensure smooth operations and help APS agencies navigate these processes. Our annual stakeholder survey assesses how well we support ministers and APS agencies.
Enterprise risk 3 We do not provide an environment that cultivates a positive culture or behaviours to support the safety and wellbeing of our people or continued high level of integrity and accountability.	PM&C continues to invest in the wellbeing of our staff, with initiatives that cover physical health, diversity, environmental hazards, mental health and personal development. Encouraging APS Employee Census results indicate our efforts have been effective, and we have ongoing plans to maintain positive wellbeing results. PM&C is committed to promoting integrity across the department. We provide multiple reporting channels that allow for the referral of wellbeing, compliance and integrity matters to dedicated areas for support and necessary action.
Enterprise risk 4 We do not have the capability or capacity to deliver and meet emerging priorities.	PM&C is progressing with major projects to improve capacity by building capability in our people. These projects will address workforce management and planning, organisational psychology and management capability.
Enterprise risk 5 We do not have effective, efficient and fit for purpose ICT systems and services.	PM&C has ongoing investments in capital and people, including hardware redundancy and testing for failover and recovery systems, and cross-skilling programs. The forward capital plan ensures planned upgrades and hardware replenishment are measured and appropriate for our current and anticipated needs.
Enterprise risk 6 We fail to protect our information, personnel and physical environment and assets.	Security and reliability are core considerations for the department. PM&C maintains a defensive, in-depth stance that meets industry standards on IT security, and conducts regular pressure and penetration testing. PM&C continues to improve security measures with enhancements to authentication and access protocols for secure networks and document systems. PM&C ensures that its processes and systems are fit for purpose and remain in step with relevant security requirements.
Enterprise risk 7 We fail to adopt, appropriately engage with and/or manage emerging/new technologies for PM&C.	PM&C monitors new and emerging technologies to foster innovation and enhance efficiency. Internal policy settings, along with detailed security and architecture assurance activities are used to assess technologies prior to their approval and deployment.

Part 3

Performance reporting framework



PM&C’s performance reporting framework sets out what we intend to achieve over the 4-year period covered by this corporate plan (2025–26 to 2028–29) and reflects a range of qualitative and quantitative measures to demonstrate how we will deliver on our purpose. Figure 3 shows how our performance framework establishes the clear line of sight between the portfolio budget statements, corporate plan and annual report.

Figure 3: PM&C’s performance framework

How we measure our performance		
	Portfolio Budget Statements 2025–26	Corporate Plan 2025–26
What we do	Outcome 1: Provide high-quality policy advice and support to the Prime Minister, the Cabinet, portfolio ministers and assistant ministers, including through coordination of government activities, policy development and program delivery.	Purpose: To support the Prime Minister, the Cabinet and our portfolio ministers to improve the lives of all Australians, advance Australia’s interests, and keep our country safe and prosperous.
How we do it	Program 1.1: Prime Minister and Cabinet	Key activities and performance measures <ol style="list-style-type: none">1. Provide informed, impactful and timely advice (measures 1.1 to 1.4)2. Provide coordination and support for government priorities and initiatives (measures 2.1 to 2.6)3. Enable Cabinet operations (measures 3.1 and 3.2)
How we monitor and report		
Annual performance statements in PM&C’s Annual Report 2025–26.		



Our purpose

To support the Prime Minister, the Cabinet and our portfolio ministers to improve the lives of all Australians, advance Australia's interests, and keep our country safe and prosperous.

Our key activities

We achieve our purpose through 3 key activities:

- provide informed, impactful and timely advice
- provide coordination and support for government priorities and initiatives
- enable Cabinet operations.

Our key activities reflect the way we work and the role PM&C plays in supporting the government.

Our approach to measuring performance

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

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

PM&C is committed to producing accurate, accountable and transparent performance reporting. We continue to look for opportunities to develop and mature our performance reporting framework, and to strengthen how we present our performance information to the Parliament and the public. Changes made to the department's performance measures and targets since the Corporate Plan 2024–25 are outlined at Appendix A.

Our performance measures

PM&C uses a combination of qualitative and quantitative performance information – as well as proxy measures where appropriate¹ – to assess and report on our achievements.

Key activity 1: Provide informed, impactful and timely advice

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

PM&C plays a key role in supporting informed decision-making by ensuring the Prime Minister, the Cabinet and portfolio ministers are provided with advice that is informed, takes a whole-of-government and whole-of-nation perspective, and incorporates the views of a diverse range of stakeholders. We evaluate this activity through a series of measures designed to assess the effectiveness and timeliness of our advice.²

¹ See 'Note 1: Assessment of performance measures and targets' in Appendix B for an explanation of why we use proxy measures.

² Our assessment of 'effectiveness' for this key activity includes whether our advice is informed and impactful.

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

Target and measurement	2025–26	2026–27	2027–28	2028–29
	78%	79%	80%	80%
Why do we measure this?	Maintaining stakeholder satisfaction with the effectiveness, timeliness and responsiveness of our advice is key to achieving our purpose and is an important way to measure our success.			
How will this measure be assessed?	<p>We will use the department's annual stakeholder survey.</p> <p>The assessment scale for this target in 2025–26 is:</p> <ul style="list-style-type: none"> • achieved – 78% or above stakeholder satisfaction • partially achieved – 65% to 77% stakeholder satisfaction • not achieved – less than 65% stakeholder satisfaction. <p>See also 'Note 1: Assessment of performance measures and targets' in Appendix B.</p>			
Type of measure	Quantitative and qualitative.			
What will be measured?	Effectiveness; timeliness (as a proxy for efficiency).			
Data source	Responses to stakeholder surveys, conducted by an independent provider. See 'Note 2: Annual stakeholder survey' in Appendix B.			

Measure 1.2: Percentage of ministerial briefs provided within agreed timeframes				
Target and measurement	2025–26	2026–27	2027–28	2028–29
	80%	81%	82%	83%
Why do we measure this?	Providing timely advice is an important part of our role in supporting the Prime Minister and our portfolio ministers, and is key to achieving our purpose.			
How will this measure be assessed?	<p>Number of ministerial briefs recorded in the Parliamentary Document Management System (PDMS) that were minister-initiated for the reporting period that are provided within agreed timeframes, divided by the total number of minister-initiated briefs for the reporting period, multiplied by 100.</p> <p>The assessment scale for this target is:</p> <ul style="list-style-type: none"> • achieved – 80% or more of briefs provided by 11:59 pm on the due date set in PDMS • partially achieved – 70% to 79% of briefs provided by 11:59 pm on the due date set in PDMS • not achieved – less than 70% of briefs provided by 11:59 pm on the due date set in PDMS. 			
Type of measure	Quantitative.			
What will be measured?	Output; timeliness (as a proxy for efficiency).			
Data source	PDMS.			

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

Target and measurement	2025–26	2026–27	2027–28	2028–29
	95%	95%	95%	95%
Why do we measure this?	Ministerial correspondence includes correspondence to the Prime Minister from heads of government and heads of state, members of parliament, organisations or members of the public. Managing this correspondence is one of the primary ways we support the Prime Minister to engage with stakeholders and the Australian community. It is important that we triage all correspondence, consider response options, and assign correspondence for appropriate action as efficiently as possible.			
How will this measure be assessed?	<p>Number of items of incoming ministerial correspondence triaged and assigned in 5 working days or less, divided by the total number of items of incoming ministerial correspondence received, multiplied by 100.</p> <p>The assessment scale for this target is:</p> <ul style="list-style-type: none"> • achieved – 95% or more of correspondence triaged and assigned in 5 working days • partially achieved – 70% to 94% of correspondence triaged and assigned in 5 working days • not achieved – less than 70% of correspondence triaged and assigned in 5 working days. 			
Type of measure	Quantitative.			
What will be measured?	Output; timeliness (as a proxy for efficiency).			
Data source	PDMS.			

Measure 1.4: Percentage of impact analyses published by the Office of Impact Analysis within 5 business days of notification

Target and measurement	2025–26	2026–27	2027–28	2028–29
	95%	95%	95%	95%
Why do we measure this?	<p>The Australian Government implements the Policy Impact Analysis (IA) Framework described in the <i>Australian Government Guide to Policy Impact Analysis</i> as part of its commitment to its obligations as a longstanding member of the Organisation for Economic Co-operation and Development (OECD). A key tenet of this framework is transparency of government decision-making.</p> <p>The IA Framework requires agencies to prepare an IA for all policy proposals of government that would be expected to drive a change in behaviour such as changes to rights, powers, obligations or responsibilities where those changes would have major impacts on our community.</p> <p>The Office of Impact Analysis (OIA) role in administering the IA Framework comprises 2 main elements: to coach and lift the APS's capability to conduct high-quality, evidence-based policy analysis to assist decision-making; and publishing Impact Analyses to provide the Australian public and other stakeholders with transparency of the government's decision-making process. This performance measure captures the second element of OIA's role.</p> <p>The assessment scale for this target is:</p> <ul style="list-style-type: none"> • achieved – 95% of impact analyses published within 5 business days of notification by the responsible agency of the announcement of the policy decision by government • partially achieved – 80% to 94% of impact analyses published within 5 business days of notification by the responsible agency of the announcement of the policy decision by government • not achieved – less than 80% of impact analyses published within 5 business days of notification by the responsible agency of the announcement of the policy decision by government. <p>This measure will be reviewed in 2026–27 to ensure it remains fit for purpose in measuring the performance of the OIA.</p>			
How will this measure be assessed?	<p>The figures and any qualifying data related to this measure are securely held by the OIA in both raw and summarised forms.</p> <p>This information is reported publicly at https://oia.pmc.gov.au/published-impact-analyses-and-reports and https://oia.pmc.gov.au/summary-reports.</p>			
Type of measure	Quantitative.			
What will be measured?	Output; timeliness (as a proxy for efficiency and transparency).			
Data source	Raw and summarised data held by the OIA.			



Key activity 2: Provide coordination and support for government priorities and initiatives

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

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

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

Target and measurement	2025–26	2026–27	2027–28	2028–29
	78%	79%	80%	80%
Why do we measure this?	Maintaining the satisfaction of stakeholders with the coordination and support provided by PM&C in the delivery of government priorities is key to achieving our purpose and is an important way to measure our success.			
How will this measure be assessed?	We will use the department's annual stakeholder survey. The assessment scale for this target in 2025–26 is: <ul style="list-style-type: none">• achieved – 78% or above stakeholder satisfaction• partially achieved – 65% to 77% stakeholder satisfaction• not achieved – less than 65% stakeholder satisfaction. See also 'Note 1: Assessment of performance measures and targets' in Appendix B.			
Type of measure	Quantitative and qualitative.			
What will be measured?	Effectiveness; timeliness (as a proxy for efficiency).			
Data source	Responses to stakeholder surveys, conducted by an independent provider. See 'Note 2: Annual stakeholder survey' in Appendix B.			

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

Target and measurement	2025–26	2026–27	2027–28	2028–29
	78%	79%	80%	80%
Why do we measure this?	Maintaining the satisfaction of stakeholders with the coordination and support provided by PM&C for international engagements is key to achieving our purpose and is an important way to measure our success.			
How will this measure be assessed?	<p>We will use the department’s annual stakeholder survey.</p> <p>The assessment scale for this target in 2025–26 is:</p> <ul style="list-style-type: none"> • achieved – 78% or above stakeholder satisfaction • partially achieved – 65% to 77% stakeholder satisfaction • not achieved – less than 65% stakeholder satisfaction. <p>See also ‘Note 1: Assessment of performance measures and targets’ in Appendix B.</p>			
Type of measure	Quantitative and qualitative.			
What will be measured?	Effectiveness; timeliness (as a proxy for efficiency).			
Data source	Responses to stakeholder surveys, conducted by an independent provider. See ‘Note 2: Annual stakeholder survey’ in Appendix B.			

Measure 2.3: PM&C effectively coordinates across government and reports on the implementation of *Working for Women: A Strategy for Gender Equality* (Working for Women)

Target and measurement	2025–26	2026–27	2027–28	2028–29
	Effective coordination and reporting on the implementation of <i>Working for Women: A Strategy for Gender Equality</i> .	As per 2025–26.	As per 2025–26.	As per 2025–26.
Why do we measure this?	<p>The Office for Women has responsibility for leading action on the Australian Government’s commitment to advancing gender equality as a national priority. <i>Working for Women</i> sets out a path to make progress towards gender equality over the next 10 years, with reviews to occur at the midpoint (year 5) and end point (year 10).</p> <p>Performance against individual elements of <i>Working for Women</i> are published annually at https://genderequality.gov.au/status-women-report-cards.</p>			
How will this measure be assessed?	<p>Achievement against this measure will be assessed via the following metrics:</p> <ul style="list-style-type: none"> • Metric 1: Publication of the Status of Women Report Card annually. • Metric 2: Contribution to the Women’s Budget Statement each budget cycle, by Budget each year. • Metric 3: At least 2 meetings (each) of the Working for Women interdepartmental committee, Strategy Group and Gender Data Steering Group are held twice yearly. • Metric 4: Stakeholder satisfaction with the department’s coordination and reporting efforts, to support implementation of <i>Working for Women</i> across government. This is measured through the annual stakeholder survey with the following assessment scale: <ul style="list-style-type: none"> – achieved – 78% or above stakeholder satisfaction – partially achieved – 65% to 77% stakeholder satisfaction – not achieved – less than 65% stakeholder satisfaction. <p>See ‘Note 1: Assessment of performance measures and targets’ in Appendix B for an explanation of how composite measures are assessed.</p>			
Type of measure	Output; quantitative.			
What will be measured?	Output; effectiveness.			
Data source	Departmental records and responses to stakeholder surveys, conducted by an independent provider. See ‘Note 2: Annual stakeholder survey’ in Appendix B.			

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

Target and measurement	2025–26	2026–27	2027–28	2028–29
	78%	79%	80%	80%
Why do we measure this?	Productive relationships between state, territory and Commonwealth governments are key to promoting policy reforms that are of national significance, and to ensuring government policies, programs and decisions are successfully aligned and implemented.			
How will this measure be assessed?	<p>We will use the department’s annual stakeholder survey to measure support provided by PM&C for relationships between state, territory and Commonwealth governments.</p> <p>The assessment scale for this target in 2025–26 is:</p> <ul style="list-style-type: none"> • achieved – 78% or above stakeholder satisfaction • partially achieved – 65% to 77% stakeholder satisfaction • not achieved – less than 65% stakeholder satisfaction. <p>See also ‘Note 1: Assessment of performance measures and targets’ in Appendix B.</p>			
Type of measure	Quantitative and qualitative.			
What will be measured?	Effectiveness.			
Data source	Responses to stakeholder surveys, conducted by an independent provider. See ‘Note 2: Annual stakeholder survey’ in Appendix B.			

Measure 2.5: Annual review of the Australian Government Crisis Management Framework is undertaken in consultation with Australian Government agencies to ensure it remains fit for purpose

Target and measurement	2025–26	2026–27	2027–28	2028–29
	Annual updates released on time.	As per 2025–26.	As per 2025–26.	As per 2025–26.
Why do we measure this?	The Australian Government Crisis Management Framework (AGCMF) outlines the Australian Government’s approach to preparing for, responding to, and recovering from crises. The AGCMF provides ministers and senior officials with guidance on their respective roles and responsibilities.			
How will this measure be assessed?	Annual review of the AGCMF is conducted and released by October each year, or as otherwise required under the AGCMF. This result may be supplemented by analysis of crisis response actions undertaken in the reporting period, where applicable.			
Type of measure	Quantitative.			
What will be measured?	Output.			
Data source	Departmental records.			

Measure 2.6: Australian Government Consulting provides consulting services that benefit agencies across the Australian Government

Target and measurement*	2025–26	2026–27	2027–28	2028–29
	\$2.1 million in revenue and client satisfaction to be baselined.	–	–	–
Why do we measure this?	<p>Australian Government Consulting (AGC) is an in-house consulting function run by the APS for the APS, established as part of the Australian Government's agenda to reduce reliance on external consultants. AGC works with APS agencies to solve strategy, policy and organisational performance challenges. AGC was established to benefit the public service by:</p> <ul style="list-style-type: none"> • delivering strategic consulting projects for APS clients • building APS capability and leveraging existing expertise across the APS • supporting the APS to achieve better value when engaging external consultants. 			
How will this measure be assessed?	<p>Achievement against this measure will be assessed by using the following metrics:</p> <ul style="list-style-type: none"> • Metric 1: Revenue received for the services delivered by AGC throughout the reporting period. • Metric 2: Client satisfaction to be baselined in 2025–26. <p>See 'Note 1: Assessment of performance measures and targets' in Appendix B for an explanation of how composite measures are assessed.</p>			
Type of measure	Quantitative and qualitative.			
What will be measured?	Output and effectiveness.			
Data source	Departmental records.			

* Targets have not been set for the forward years and funding for AGC has not been confirmed beyond 2025–26.



Key activity 3: Enable Cabinet operations

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

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

Measure 3.1: Percentage of key stakeholders satisfied with PM&C's support to the Cabinet and its committees				
Target and measurement	2025–26	2026–27	2027–28	2028–29
	78%	79%	80%	80%
Why do we measure this?	Maintaining the satisfaction of stakeholders with PM&C's support to the Cabinet and its committees is key to achieving our purpose and is an important way to measure our success.			
How will this measure be assessed?	We will use the department's annual stakeholder survey. The assessment scale for this target in 2025–26 is: <ul style="list-style-type: none">• achieved – 78% or above stakeholder satisfaction• partially achieved – 65% to 77% stakeholder satisfaction• not achieved – less than 65% stakeholder satisfaction. See also 'Note 1: Assessment of performance measures and targets' in Appendix B.			
Type of measure	Quantitative and qualitative.			
What will be measured?	Effectiveness; timeliness (as a proxy for efficiency).			
Data source	Responses to stakeholder surveys, conducted by an independent provider. See 'Note 2: Annual stakeholder survey' in Appendix B.			

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

Target and measurement	2025–26	2026–27	2027–28	2028–29
	Effective secretariat support is provided.	As per 2025–26.	As per 2025–26.	As per 2025–26.
Why do we measure this?	PM&C's support to the Cabinet and its committees is key to achieving our purpose and is an important way to measure our success.			
How will this measure be assessed?	<p>Assessment against this measure will be assessed via the following metrics:</p> <ul style="list-style-type: none"> • Metric 1: Transfer of Cabinet material to the National Archives of Australia within statutory timeframes under the <i>Archives Act 1983</i> and Cabinet Proceedings Records Disposal Authority 2024/00626638. • Metric 2: Timeliness of production of Cabinet meeting minutes for the Cabinet Secretary. • Metric 3: Timeliness of preparation of Cabinet Appointments briefs for Cabinet consistent with paragraph 1 Annex I of the Cabinet Handbook (15th edition). • Metric 4: Availability and accessibility of the CabNet+ application for users. <p>See 'Note 1: Assessment of performance measures and targets' in Appendix B for an explanation of how composite measures are assessed.</p>			
Type of measure	Quantitative.			
What will be measured?	Output; effectiveness, timeliness (as a proxy for efficiency).			
Data source	Departmental records.			



Appendices

The following appendices provide further information about our performance framework and a list of corporate plan requirements.

Appendix A: Summary of changes to performance measures	36
Appendix B: Notes on performance assessment, methodologies and data sources	40
Appendix C: Corporate plan requirements	42

Appendix A: Summary of changes to performance measures

PM&C identifies 12 performance measures for the reporting periods 2025–26 to 2028–29:

- Ten measures are unchanged or only marginally changed from 2024–25 to improve the clarity of the performance information.
- The Office for Women has updated performance measure 2.3 to a composite measure to better reflect performance across *Working for Women: A Strategy for Gender Equality*.
- The Office of Impact Analysis and Australian Government Consulting both have new performance measures included for this reporting period.
- One measure relating to support provided to the Secretaries Board has been removed since 2024–25. The measure was baselined in 2024–25 and assessed to not be an appropriate measure for 2025–26.

Our purpose statement has been updated to more clearly articulate our role and the expectations of government. In addition, the wording of key activities 2 and 3 have been amended to provide clarity around the distinct areas of work they relate to.

We continue to refine the presentation of our performance measures, including the relevant data sources and methodologies. Any enhancements to methodologies as published in this corporate plan will be reported in the annual performance statements in PM&C's Annual Report 2025–26.

As noted in our Portfolio Budget Statements 2025–26, the department's performance measures were reviewed for 2025–26 and are set out in the table below.

Table A1: Changes to performance measures

Program	Performance measure number	Corporate Plan 2024–25	Portfolio Budget Statements 2025–26	Corporate Plan 2025–26	Changes
Purpose	N/A	To support the Prime Minister, the Cabinet and our portfolio ministers to improve the lives of all Australians, including through the coordination of government activities and effective advice.	N/A	To support the Prime Minister, Cabinet and our portfolio ministers to improve the lives of all Australians, advance Australia's interests, and keep our country safe and prosperous.	Updated.
1.1: Prime Minister and Cabinet	1.1	Percentage of key stakeholders that are satisfied with PM&C's advice.	Percentage of key stakeholders that are satisfied with PM&C's advice.	Percentage of key stakeholders that are satisfied with PM&C's advice.	Nil change.
1.1: Prime Minister and Cabinet	1.2	Percentage of ministerial briefs provided within agreed timeframes.	Not included in PBS.	Percentage of ministerial briefs provided within agreed timeframes.	Nil change.
1.1: Prime Minister and Cabinet	1.3	Percentage of incoming ministerial correspondence triaged and assigned for appropriate action within 5 working days.	Not included in PBS.	Percentage of incoming ministerial correspondence triaged and assigned for appropriate action within 5 working days.	Nil change.
1.1: Prime Minister and Cabinet	1.4	N/A	N/A	Percentage of Impact Analyses published by the Office of Impact Analysis within 5 business days of notification.	New measure.

Program	Performance measure number	Corporate Plan 2024–25	Portfolio Budget Statements 2025–26	Corporate Plan 2025–26	Changes
1.1: Prime Minister and Cabinet	2.1	Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities.	Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities.	Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities.	Nil change.
1.1: Prime Minister and Cabinet	2.2	Percentage of key stakeholders satisfied with the coordination and support provided for international engagements.	Not included in PBS.	Percentage of key stakeholders satisfied with the coordination and support provided for international engagements.	Nil change.
1.1: Prime Minister and Cabinet	2.3	PM&C's coordination and reporting arrangements are effective in driving successful implementation of the government's <i>Working for Women: A Strategy for Gender Equality</i> .	Not included in PBS.	PM&C effectively coordinates across government and reports on the implementation of <i>Working for Women: A Strategy for Gender Equality</i> (Working for Women).	Updated to include new metrics.
1.1: Prime Minister and Cabinet	2.4	PM&C effectively supports Commonwealth–State relations.	Not included in PBS.	PM&C effectively supports Commonwealth–State relations.	Updated to include new metrics.
1.1: Prime Minister and Cabinet	2.5	PM&C effectively supports Secretaries Board meetings.	Not included in PBS.	N/A	Measure removed for 2025–26.

Program	Performance measure number	Corporate Plan 2024–25	Portfolio Budget Statements 2025–26	Corporate Plan 2025–26	Changes
1.1: Prime Minister and Cabinet	2.6 (2024–25) 2.5 (2025–26)	Annual review of the Australian Government Crisis Management Framework is undertaken in consultation with Australian Government agencies to ensure it remains fit for purpose.	Not included in PBS.	Annual review of the Australian Government Crisis Management Framework is undertaken in consultation with Australian Government agencies to ensure it remains fit for purpose.	Nil change.
1.1: Prime Minister and Cabinet	2.6	N/A	N/A	Australian Government Consulting provides consulting services that benefit agencies across the Australian Government.	New measure.
1.1: Prime Minister and Cabinet	3.1	Percentage of key stakeholders satisfied with PM&C's support to the Cabinet and its committees.	Percentage of key stakeholders satisfied with PM&C's support to the Cabinet and its committees.	Percentage of key stakeholders satisfied with PM&C's support to the Cabinet and its committees.	Nil change.
1.1: Prime Minister and Cabinet	3.2	PM&C provides effective support to the Cabinet and its committees.	Not included in PBS.	PM&C provides effective secretariat support to the Cabinet and its committees.	Minor wording change.

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

Note 1: Assessment of performance measures and targets

Measures

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

All performance measures are weighted equally unless otherwise stated.

Composite measures

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

- 100% of elements met equates to the performance measure being **achieved**
- less than 100% but greater than 50% of elements met equates to the performance measure being **partially achieved**
- equal to or less than 50% of elements met equates to the performance measure being **not achieved**.

All metrics in composite measures are weighted equally. This applies to performance measures 2.3, 2.6 and 3.2.

Proxy measures

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

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

Where it is not practicable to identify appropriate efficiency measures, we use 'timeliness' as a proxy – that is, an indirect performance measure that is strongly correlated with efficiency. For these measures, the timeliness and responsiveness (as a proxy for efficiency) of our work is key to the achievement of these measures. These measures are identified as proxy measures in the performance framework, where applicable.

We will continue to review these measures and identify suitable efficiency measures where reasonable.

Note 2: Annual stakeholder survey

Rationale for conducting surveys

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

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

Methodology

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

Results of each survey are aggregated to produce the final performance rating, and respondents can choose to remain anonymous (that is, identified responses are not provided to the department as part of the performance results). This approach ensures that responses are representative of our stakeholders, and that results are objective, independent and unbiased.

The stakeholder groups for the survey are as follows:

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

For 2025–26, stakeholders from ministerial offices have been removed as a separate stakeholder group for the survey, as we report to and serve our ministers. In addition, senior officials within PM&C regularly engage with ministers' offices throughout the year and receive timely feedback on the performance of the department.

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

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

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

Further information on the survey methodology will be included with the survey results in the annual performance statements in PM&C's Annual Report 2025–26.

Data management

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

Appendix C: Corporate plan requirements

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

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

Table C1 lists the 5 required topics that must be included in a corporate plan and provides page references for where these items appear in the PM&C Corporate Plan 2025–26.

Table C1: PGPA Rule requirements for corporate plans

Requirement	Page
Introduction	
• Statement of preparation	1
• Reporting period for which the plan is prepared	1
• Reporting periods covered by the plan	1
Purpose	2
Key activities	22, 27, 33
Operating context	
• Environment	7–13
• Cooperation	13–14
• Capability	15–17
• Risk oversight and management, including key risks and management	17–19
Performance	
• Performance measures	22–34, 36–39
• Targets for each performance measure (where appropriate)	23–34



pmc.gov.au