



Australian Government

Department of the Prime Minister and Cabinet

2022–2026

Corporate Plan

PM
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Acknowledgement of country

The Department of the Prime Minister and Cabinet acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.



Secretary's statement



*Secretary of the Department of the Prime Minister and Cabinet -
Professor Glyn Davis AC*

As the Department of the Prime Minister and Cabinet looks to the future, the corporate planning process is an opportunity to bring our experience — both recent and long-term — to thinking strategically, shaping next steps, and exploring new possibilities. I am grateful to Phil Gaetjens, my predecessor in the role of Secretary, for positioning the Department to meet its objectives so ably.

The Department's mission — to improve the lives of all Australians through high quality advice and support to the Government — is our mandate to focus on the work of today and plan for the opportunities and contingencies of the future.

The new Government's public statement of support for the quality and capacity of the Australian Public Service brings with it great responsibility to meet

Secretary's statement

the expectations of the Prime Minister, the Cabinet and the Australian people. Bound up with these expectations is PM&C's role in supporting the Government to enact its priorities by driving an integrated, APS-wide approach to policy advice, development and delivery.

A smooth and effective transition to recent changes in departmental structures will allow the Department to support the Government to govern for all Australians through genuine partnership across the levels of government. This work is underwritten by our lead role in assisting the Cabinet, as the centre of Federal Government decision-making, and aiding the Prime Minister in his role as chair of the Cabinet.

The policy decisions that flow from the Cabinet will guide how the Department engages with agencies across the APS to advance the Government's

agenda. In seeking to deliver continuous improvements in government for all Australians, the Department places a primacy on partnership to generate the best possible future for public administration.

As public servants, we are guided by the simple principle to 'reflect, think and act'. It is my privilege now, as Secretary of the Department and Chair of the Secretaries Board, to apply this tenet to the ongoing work of reform and capacity-building of the APS as a core institution of our democracy.

It gives me great pleasure to present the Department's Corporate Plan, for the reporting period from 2022 to 2026, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The Department's mission — to improve the lives of all Australians through high quality advice and support to the Government — is our mandate to focus on the work of today and plan for the opportunities and contingencies of the future.

Corporate Plan on a page

How we measure our performance

2022–2023 Portfolio Budget Statements (PBS)

What we do

PBS 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.

2022–2026 Corporate Plan

Our Mission

Improve the lives of all Australians through high quality advice and support to the Government.

Our Purpose

To provide support to the Prime Minister, the Cabinet, portfolio ministers and Assistant Ministers to improve the lives of all Australians, including through coordination of government activities, effective policy advice and development, and program delivery.

How we do it

Our key activities to deliver on our purpose

1 

Effective and timely advice

Performance measures
1.1.1, 1.1.2

2 

Helping our partner agencies to deliver on Government priorities

Performance measures
2.1.1, 2.1.2

3 

Coordination and support for national and international agendas

Performance measures
3.1.1, 3.1.2, 3.2.1, 3.2.2, 3.2.3

4 

Collaborate, communicate, engage

Performance measures
4.1.1, 4.1.2

5 

Deliver

Performance measures
5.1.1, 5.2.1, 5.3.1, 5.3.2, 5.4.1, 5.4.2

How we monitor and report

2022–2023 Annual Performance Statement

What drives our performance



Our people

Our people are core to our success. We aim to have the right mix of people, with diverse skills and life experience, to support the Government to deliver for the Australian people in an increasingly complex and uncertain environment.



Risk management

The environment in which PM&C operates is complex and dynamic, and PM&C actively engages with risk in a responsive manner.



Capability

We work in a highly responsive, fast paced and flexible work environment where collaboration internally and externally is key to supporting Government priorities. Information and Communication Technology (ICT) capability is a critical enabler to our success.



The PM&C Craft

- Influence what matters.
- Promote a whole-of-government and whole-of-nation perspective.
- Support good government.
- Lead through partnership.





Part one

Our operating
context

Operating environment

Introduction

The Department of the Prime Minister and Cabinet's Corporate Plan sets out our role, purpose, strategic priorities and how we will measure our performance over the next 4 years. We focus our efforts on providing impactful and influential advice through judgement, excellence, collaboration, and by keeping our eye on the big picture. We serve the Prime Minister, support the Cabinet and our portfolio ministers; and through them we help to improve the lives of all Australians.



Operating environment

Serving Australia's 31st Prime Minister

In May this year, the Australian people went to the polls and elected a new Prime Minister, a new government and a new Parliament. On the 23rd of May, the Hon Anthony Albanese, MP was sworn in as Australia's 31st Prime Minister, with his Ministry and Cabinet sworn in on 31 May.

The makeup of the 47th Parliament reflects the voice and aspirations of the Australian people. It is the role of the Prime Minister's Department to ensure we have heard this message and support the Prime Minister in delivering on his commitment to the community so that no one is left behind and no one is held back.

Australian democracy is defined by our free and fair elections, and once the Australian people have spoken, a seamless, calm and orderly transition to a new or returned government. An apolitical public service is instrumental in ensuring a smooth transition to a new Government. Trust in our electoral system and public institutions during this time is paramount and a cornerstone of our peaceful democracy, and a successful and cohesive society.

The Department of the Prime Minister and Cabinet plays a pivotal role in supporting the newly elected Prime Minister and their government from the moment an election result becomes clear. Within hours of the election result, PM&C had all necessary travel arrangements in place to support Prime Minister Albanese's travel to the Quad Leaders' Summit in Tokyo.

The Prime Minister has set out an ambitious agenda for the next twelve months and has clearly outlined his expectations for the Department, that we ensure the Government's priorities are delivered to the highest standards, in the timeframes required on behalf of the Australian people. The Government's key strategic priorities are outlined on page 24.

We focus our efforts on providing impactful and influential advice through judgement, excellence, collaboration, and by keeping our eye on the big picture.

Operating environment

Australia's economic and fiscal outlook

COVID-19 response and recovery has continued to dominate much of the Department's operating environment over the past year. Australian economic growth continues to be strong and unemployment is at record lows. But there are significant headwinds facing the domestic economy, including higher inflation, rising interest rates and global uncertainty.

The global economic picture is complex, with the International Monetary Fund recently downgrading the global outlook for 2022 and 2023. Major global central banks are rapidly lifting interest rates to avoid high inflation becoming entrenched. Russia's war in Ukraine is contributing to high food and energy costs and exacerbating global political and economic instability, which will put pressure on the global economy and China's COVID-19 control measures are adding to supply chain disruptions.

Increased levels of Government debt accumulated due to the COVID-19 pandemic leaves the Government with less fiscal space to respond to future crises. The Budget is also coming under strain from fast growing areas of expenditure and future pressures, including the NDIS, aged care, health and debt servicing costs. We will support the Government to deliver its priorities while progressing Budget repair including by focusing on improvements to the quality of Commonwealth spending.

Since 2010, Australia's working-age population has been growing at a slower rate than the growth of the population as a whole. This trend is a reflection of Australia's ageing population. Without government action, the ageing population and persistent low productivity growth would detract from growth in Australia's living standards. We will support the Government to address this risk through implementation of its productivity agenda and increase the capacity of all working age Australians to participate in secure, well-paid work.

The global context and national security

Keeping Australians safe and our economy prosperous is a key priority. The Prime Minister and Foreign Minister, Senator the Hon Penny Wong, have set out an ambitious program to build and maintain strong and productive strategic partnerships across our region and the globe. PM&C continues to support these partnerships, including multilaterally through key fora like the East Asia Summit, Pacific Islands Forum, United Nations, and the G20.

The Government is committed to Australia's long-standing alliance with the United States and the enhanced trilateral AUKUS security partnership. PM&C's role is to support the Prime Minister by working closely with our colleagues across Government to contribute expertise

Operating environment

and a whole-of-nation and whole-of-government perspective to protect and advance Australia's national and global interests.

In our own region, the Department will deliver on the Prime Minister's commitment to strengthen political, economic, social and political ties across the Indo-Pacific, particularly with our Pacific neighbours and in Southeast Asia. Supporting the Prime Minister's participation in Quad Summits is a key element of this.

Domestic security remains the foundation of Australia's economic prosperity. Strengthening Australia's social cohesion will be central to the health of our democracy and addressing the persistent threats posed by extremism, terrorism and foreign interference. The Department will also work across Government to promote Australia's economic prosperity through the facilitation of legitimate trade and travel.

Climate change is an environmental, economic, social and national security issue and the Department will support the Government in delivering a comprehensive plan on climate change. Over the past two years, Australians have experienced unprecedented bushfires, floods and the effects of the ongoing COVID-19 pandemic. PM&C continues to support the Prime Minister and the Government in responding to crises and critical issues and in promoting whole-of-government coordination to emergency management and national resilience. We have expanded our taskforce capability and are able to respond quickly to address emerging issues.



Our role

The Department of the Prime Minister and Cabinet plays a unique role within the Australian Public Service (APS) in our support to the Government. Our primary role is to serve the Prime Minister, support the Cabinet and work with colleagues across the APS to ensure the Government's programs, policies and priorities are delivered to the highest possible standard. As the lead Department for the APS, we take a whole-of-nation and whole-of-government approach, working with stakeholders across the APS enterprise, national and international jurisdictions to improve the wellbeing of all Australians, advance Australia's interests and keep our country safe and prosperous.

Over the past two reporting periods, the Department has continued to develop our Corporate Plan and performance-reporting framework. In 2021, we reviewed and revised our performance-reporting framework, consolidating our performance measures under 5 key activities that better reflect the way we work and the role PM&C plays in supporting the Government. Our key activities are:

Our key activities

1

Effective and timely advice



The Department's primary function is to provide the Prime Minister, the Cabinet and our portfolio ministers with effective and timely advice to support their role as decision makers. This advice is supported by evidence and data, and considers the views of the diverse range of stakeholders. The Department supports the Prime Minister in his many leadership roles – leader of the Australian Government, Chair of Cabinet and Chair of the National Cabinet.

2

Helping our partner agencies to succeed



PM&C plays a key leadership role ensuring the APS delivers on the Prime Minister's and the Government's priorities. We utilise our understanding of the Prime Minister's and portfolio ministers requirements to support our colleagues across the APS to successfully deliver the Government's key programs, priorities and services. We do this by establishing successful partnerships across the APS enterprise, bringing together expertise, experience and action required to deliver a result. We track, monitor and report progress, identify opportunities, drive change and respond quickly when decisive action is needed.

Our Role

3

Coordination and support for international agendas



In supporting the Prime Minister and portfolio ministers, PM&C applies a whole-of-nation and whole-of-government lens to ensure Australia's interests are advanced at both a national and international level. We collaborate closely with state, territory and local governments. We work with national and international counterparts to build relationships, encourage cooperation, develop and deliver frameworks and programs that enhance Australia's wellbeing, prosperity, safety and security domestically, across the region and around the globe.

4

Collaborate, communicate, engage



Effective communication, collaboration and engagement informs every aspect of the Department's work. Every year people take the time to write to the Prime Minister and the Department ensures the Prime Minister can respond in a timely manner. Good policy and advice is strengthened when informed by a diverse range of views and voices. This work is supported by targeted stakeholder collaboration, communication and engagement exercises.

5

Deliver



PM&C is directly responsible for delivering a range of Australian Government programs, frameworks and services, including a range of activities that support the efficient running of government. We support the Executive Branch of Government, the Cabinet and its committees, and support the PM&C Secretary and Secretary for Public Sector Reform in their APS stewardship responsibilities.

Machinery of Government changes 2022

The July 2022, Machinery of Government changes to the Department's functions included:

- whole-of-government deregulation policy coordination, Data and Digital policy including the Digital Transformation Agency and the Office of the National Data Commissioner moved to the Department of Finance
- the Office of Supply Chain Resilience, the Critical Technologies Policy Coordination Office and the Digital Technology Taskforce moved to the Department of Industry, Science and Resources

Our Role

- the National Soils Advocate moved to the Department of Agriculture, Fisheries and Forestry
- the National Office of Child Safety and the Open Government Partnership moved to the Attorney-General's Department
- the Automatic Mutual Recognition of occupational registration (AMR) moved to the Department of Employment and Workplace Relations
- the natural disaster response and mitigation policy including the National Recovery and Resilience Agency moved to the Department of Home Affairs
- the Museum of Australian Democracy moved to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- the appointment of a Secretary for Public Sector Reform to lead and implement a wide range of public sector reforms.

APS Reform

The Secretary for Public Sector Reform, stationed within the Department and supported by the APS Reform Office works closely with the Australian Public Service Commissioner, to lead and implement a series of reforms to the APS.

Parliamentary workplace reforms

PM&C, through the Jenkins Report Implementation Team, supports the Government's commitment to work across Parliament to deliver all 28 recommendations of the Set the Standard Report, delivered by the Sex Discrimination Commissioner, to make Commonwealth parliamentary workplaces safe and respectful.

The PM&C Craft

In 2021, the Department launched the revised PM&C Craft. This document outlines the core values and behaviours expected of all staff at all levels of the Department to strive for excellence effectively, collaboratively and with integrity.

Capability

Our people

Our people are core to our success. Over the four year life of this plan, we aim to have the right mix of people, with diverse skills and life experience, to support the Government to deliver for the Australian people in an increasingly complex and uncertain environment.

Our workforce must be ready and able to respond, mobilise quickly and work across our broad stakeholder base to deliver influential and impartial advice, drive the big picture policy agenda and work on matters of priority for the Prime Minister and the Cabinet.

To do this, we foster a safe, respectful and inclusive culture where employees and teams use their strengths to perform at their best. We offer a flexible and modern working environment emphasising collaboration, achieving outcomes and learning. We have a continued focus on employee health and wellbeing to positively influence people's experience at work and promote high levels of engagement and performance.



Capability

This year, to build the capability of our workforce we will deliver a range of initiatives under our Workforce Strategy Action Plan:

- optimise our recruitment and induction frameworks to attract and retain a highly skilled workforce
- uplift workforce-planning capability to address workforce risks and gaps
- define critical PM&C skill needs and align our learning and development investment and recruitment activities with these
- implement the APS Mental Health Capability Framework in PM&C to uplift mental health capability and literacy and ensure psychologically safe work practices.

During the uncertain times of the COVID-19 pandemic, it was essential that we were able to implement a responsive and holistic approach to supporting our people, optimising our ability to stay connected and remain aware; as well as support staff to work safely from home and in the office.

We will continue to ensure staff are kept up to date through providing access to the relevant resources to ensure a safe, healthy and productive workplace.

The workforce will continue to be well supported to continue to achieve outcomes through the ongoing impacts on COVID-19, through our established flexible work policy and arrangements, manager training and supportive IT Infrastructure.

We will also continue to implement our *2021–2023 Reconciliation Action Plan* and *2020–2024 First Nations Action Plan*, and will stand up an integrated PM&C Inclusion and Diversity Strategy and Action Plan. The Strategy and Action Plan will reflect PM&C's commitment to the *2020–2024 Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy*, the *2020–2025 APS Disability Employment Strategy*, and the *2021–2026 APS Gender Equality Strategy*.

Our Inclusion and Diversity Committee, led by the Secretary with SES Inclusion and Diversity Champions and a range of employee Diversity Networks, will continue to play a key role in leading and implementing our inclusion and diversity agenda.

ICT tools and capability

Our environment is fast paced and requires us to be highly responsive and flexible, so that we can collaborate effectively to support the Government's priorities. Critical to our success is Information and Communication Technology (ICT) capability, and ongoing investment in our ICT systems will continue.

As a result of the COVID-19 pandemic, we were required to quickly uplift our digital capabilities (while remaining secure) to support our people to work from home or in the office.

We provided our people with a COVID-19 information portal to capture working from home statistics, updates on wellbeing and track our ICT equipment.

The pandemic has highlighted the need for continued investment in our ICT systems to support a flexible secure working environment where people are well connected.

PM&C's ICT Strategy 2021–2023 will guide our investment decisions, approaches and practices through to 2023. The strategy consists of four key ICT leadership aspirations:

- Customer centric solutions.
- Flexible, scalable and efficient foundations.
- Secure, resilient, reliable and reusable assets.
- Confidence in our digital capabilities.

The strategy ensures that we continue to deliver and enhance the digital capabilities and security practices needed to enable the Department and our shared service partners to remain responsive and connected during times like a pandemic to achieve the outcomes set out in their Corporate Plan and to meet statutory obligations.



Risk

The environment in which PM&C operates is complex and dynamic, and PM&C actively engages with risk in a responsive manner. It is not possible or desirable to eliminate some of the risks inherent in our activities. Acceptance of some risk is often necessary to foster innovation and efficiencies within business practices. PM&C has a medium appetite and tolerance for its risks, with the exception of the risk to the health and safety of our people, which remains low.

The Executive Board determines our risk appetite and tolerance, and oversees enterprise risks that may affect our ability to achieve our purpose. The Audit and Risk Committee provides advice to the Secretary and senior executives on the appropriateness of PM&C's system of risk oversight and strategies to manage key risks.

The Chief Risk Officer is responsible for embedding risk management as part of the culture of PM&C and ensures that fit for purpose risk policies, frameworks and tools are in place to support all staff to effectively identify and manage risk.

PM&C's risk management framework is aligned to the Commonwealth Risk Management Policy. During 2022–23, PM&C will review and update the policy and framework, and tools, to ensure they are fit for purpose and continue to enhance the integration of risk management into existing processes.

The environment in which PM&C operates is complex and dynamic and PM&C actively engages with risk in a responsive manner.

Risk

Enterprise Risk	Management of the risk
Enterprise Risk 1 We do not provide an environment that cultivates a positive culture or behaviours to support the safety and wellbeing of our people.	Over the past 2 years, PM&C has invested heavily in the wellbeing of our staff, with initiatives that cover physical health, environmental hazards, mental health, and personal development. Encouraging APS Census results indicate our efforts have been effective, and we have ongoing plans to maintain positive wellbeing results. This includes implementing the many-faceted APS Mental Health Capability Framework, the Parliamentary Workplace Support Service, and wellbeing-focussed communications campaigns.
Enterprise Risk 2 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, and additional resourcing as a mitigation.
Enterprise Risk 3 We are not influential and fail to lead, collaborate and anticipate policy direction.	PM&C effectively utilises mechanisms such as the Secretary's Board, the Secretaries Committee on National Security, the Secretaries Strategic Security Committee, and the First Secretaries Group. We also maintain a highly visible and proactive presence with APS agencies, such as boosting collaboration in the APS through the Priorities Delivery Unit.
Enterprise Risk 4 We are not able to maintain the confidence and trust of the Prime Minister, the Government or the public.	PM&C has detailed plans, business processes, and clearance protocols to ensure we maintain productive relationships with Ministers' offices and stakeholders in APS agencies. We routinely monitor our compliance and quality, and use our annual stakeholder survey to find any areas for improvement.
Enterprise Risk 5 We do not have effective, efficient, and fit-for-purpose IT 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 and IT systems.	Security and reliability are core considerations of PM&C's IT Architecture Board. PM&C maintains an industry standard defensive in-depth stance 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.

Collaboration

Collaborating with stakeholders

Good advice and great policy are informed by a diverse range of voices, views and perspectives. They are strengthened through collaboration with those individuals, organisations or sectors who could either be affected by the policy or decision, or could assist in helping to achieve a successful outcome. To develop informed and impactful advice and effective policies, the Department collaborates with a range of stakeholders.





Australian community

State, territory & local governments

Civil society & non-government stakeholders

The Prime Minister
The Cabinet
PM&C portfolio ministers
Other government ministers

PM&C

- Academia
- Think tanks
- Business
- Community
- Industry
- Peak bodies

APS enterprise

PM&C portfolio agencies

Australian Public Service Commission

The Workplace Gender Equality Agency

Central agency counterparts

Agencies we work closely with to deliver programs

Other APS agencies

International

Multilateral forums, such as the United Nations, the WTO and the G20

Regional forums, such as the East Asia Summit and Pacific Islands Forum

Smaller groupings, such as the Quad, AUKUS and trilateral dialogues

Counterparts in Foreign Governments





Part two

The
Australian
Government's
strategic
priorities

The Australian Government's strategic priorities

The Prime Minister has outlined an ambitious agenda for the APS to deliver over the next 12 months and within the four year life of this plan. PM&C's role is to support the Prime Minister, the Cabinet and the Australian Government to deliver on its agenda and fulfil their commitments to the Australian people. This will require a focused effort working across the APS, with state and territory governments and international partners. We do this by applying the PM&C Craft – influencing what matters, promoting a whole-of-government and whole-of-nation perspective, supporting good government and leading through partnership. We marshal expertise, collaborate, innovate, seize opportunities, and when necessary, take action to keep things on track.

PM&C's focus for 2022–23 will be working with colleagues across the APS to deliver on the Government's key strategic priorities.

A strong, inclusive and sustainable economy

- Host a Jobs Summit bringing together business, unions, the non-government sector and all levels of government, to discuss options to reduce unemployment, deliver secure jobs and increase wages, supporting the development of a Full Employment White Paper.
- Reduce the cost of child care through the Plan for Cheaper Child Care to boost participation in the workforce.
- Provide submissions to the Fair Work Commission in the Annual Wage Review and Aged Care Work Value case.
- Establish the National Reconstruction Fund – to help rebuild Australia's industrial base.
- Implement fee-free TAFE and more university places to increase productivity and address skills shortages.
- Address issues in land supply, planning and improving housing affordability.
- Place the Government's Budget on a sustainable footing by improving the quality of Commonwealth spending and reducing wasteful spending, and exercising fiscal restraint to ensure we can continue to deliver the quality of services that Australians deserve.
- Build a stronger public service that delivers better outcomes for the community, acts as a model employer and contributes to building a fairer and more inclusive Australia.

The Australian Government's strategic priorities

Healthy, equal and resilient society

- Make equal opportunity for women a national, economic and social priority.
- Deliver on the Uluru Statement from the Heart in full including constitutional recognition of First Nations peoples, and a Voice to Parliament enshrined in the Constitution.
- Deliver Better Care, including through, fixing the crisis in aged care, getting the National Disability Insurance Scheme (NDIS) back on track, and strengthening universal healthcare through Medicare.

Strong in the world and united at home

- Act on climate change, including the legislating of emissions reduction targets, implementing the Powering Australia Plan, and engage with regional and global partners to promote strong climate action.
- Deepen strategic partnerships in our region and around the world, particularly in the Pacific and Southeast Asia.
- Introduce legislation, as soon as possible, for a national anti-corruption commission.
- Build a strong partnership between the Commonwealth, states and territories to deliver for all Australians.







Part three

PM&C's
performance
reporting
framework

How we measure our performance

PM&C continues to develop our approach to performance monitoring and reporting. In 2021, we undertook a substantial review of our performance reporting framework. Our 2021–2025 Corporate Plan introduced 5 key activities that better reflects the Department’s core work, aligns more closely to the Portfolio Budget Statements and the PGPA Act reporting requirements, and provides a better foundation to measure, track and report on our performance over time.

The PM&C reporting framework clearly sets out what we intend to achieve within the reporting period and over the 4 year life of the Plan. We continue to mature our performance measures and supporting targets (where appropriate) to provide a clearer reporting line from the Portfolio Budget Statements to the purpose, reported results and achievements in the Department’s Annual Performance Statement.

The performance reporting framework

PBS 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.

Our Mission

To improve the lives of all Australians through high quality advice and support to the Government

Our purpose

To provide support to the Prime Minister, the Cabinet, portfolio ministers and Assistant Ministers to improve the lives of all Australians, including through coordination of government activities, effective policy advice and development, and program delivery.

Our 5 key activities reflect the Department’s core work that enables us to serve the Prime Minister and deliver the Government’s key priorities. They cut across the Department’s purpose and are used to demonstrate our achievement within the reporting period.

Intended results describe the impact, difference, result or outcome we want to achieve over the reporting period.

Performance measures are the tools we use to measure our progress or achievement against the intended results.

How we measure our performance

Targets are applied where appropriate and describe the results we are aiming for against each performance measure both within the reporting period and over the life of the Corporate Plan.

Methodologies and data sources describe the data, information, evidence, or performance information collected, analysed and reported to demonstrate achievement against the targets, performance measures, key activities, purpose and the PBS. In identifying appropriate methodologies to measure performance, we aim for a mixture of qualitative, quantitative, output, effectiveness and efficiency measures. Where pure efficiency measures are unavailable we aim to set proxy efficiency measures. Our measures are defined in line with the PGPA Act and the Department of Finance's Resource Management Guides 131 and 132.

Data integrity

We have systems and controls in place to ensure the data, evidence and information we collect to support our claims of achievement are complete, accurate and reliable.

We take active steps to reduce bias in our data collection and assessment of our performance. These steps include using an independent provider to deploy our annual stakeholder satisfaction survey, analyse results and provide the Department with a fair, independent and robust analysis of our performance.

Developing our performance reporting framework

PM&C is committed to accurate, accountable and transparent performance monitoring and reporting. In the lead up to each reporting cycle we review the framework, consult widely and introduce changes aimed at improving the way we measure and report on our performance.

This year the major changes are:

- changes to purposes
- changes to performance measures and targets. We have made changes to 11 performance measures, retired 6, replaced 3 and created 1. Changes were made to strengthen our compliance against PGPA Rule 16EA and in response to the ANAO annual performance statement audit released in May 2022. Details of changes to individual performance measures and the rationale for them can be found in the performance measure tables following.

How we measure our performance

Assessing our performance

Over the reporting period, business areas will be responsible for tracking, monitoring and reporting their performance against their relevant key activities. They will be required to use the predetermined performance methodology as outlined in this Plan, gather evidence, assess their performance using the results criteria table below and then assign a result rating for each key activity. Where a performance measure is supported by a target (or targets), reporting against the target(s) will be used to demonstrate performance against the measure and the key activity. Evidence and analysis will be provided to support claims of achievement against each key activity.

Achieved	In the 2022–23 reporting period, the Department delivered against the performance measure.
On track	The performance measure is on track to be met over the forward estimates.
Partially Achieved	In the 2022–23 reporting period, the Department partially achieved against the performance measure and or reporting thresholds.
Not Achieved	In the 2022–23 reporting period the performance measure was not met.



Our performance

Key Activity 1

Effective and timely advice

PM&C plays a key role in supporting informed decision making by ensuring the Prime Minister, the Cabinet and our portfolio ministers are provided with timely advice that is supported by data, takes a whole-of-government and whole-of-nation perspective, and incorporates the views of a diverse range of stakeholders. We measure our success by evaluating how well we meet these attributes and the needs of our stakeholders.

Intended Result 1.1

PM&C provides effective and timely advice to inform the Prime Minister's and the Cabinet's decision-making

Rationale

As a policy adviser to the Prime Minister, the Cabinet and our portfolio ministers, it is important that we support decision makers with advice that is effective and delivered within requested timeframes, supported by evidence and data, and considers the views of a diverse range of stakeholders. We measure effectiveness through timeliness and responsiveness (as a proxy for efficiency) through the stakeholder satisfaction survey; and timeliness (as a proxy for efficiency) through the proportion of ministerial briefs provided within the requested timeframes. In-scope ministerial briefs include ministerial briefs and submissions, but do not include informal advice provided verbally or via email.

PBS Links

Outcome 1, Program 1.1 – Prime Minister and Cabinet, pp. 31–32



Our performance

Performance measure 1.1.1

Proportion of stakeholders satisfied with effectiveness, timeliness and responsiveness of advice received

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
75% satisfied	76% satisfied	77% satisfied	78% satisfied

Period

2022–2026

Data Source / Methodology

Data collected and reported by the Department's independent annual stakeholder satisfaction survey. See note 4.

Maintaining positive external and ministerial stakeholder opinions of the effectiveness and timeliness of our work, is key to delivering this measure and an important way to measure our success.

Type

Output, Effectiveness and Proxy Efficiency / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

In the 2021–2025 Corporate Plan, this measure was identified as 1.1.2. Performance measure 1.1.1 has been removed from the Corporate Plan. As such, this measure has been brought forward and is now identified as 1.1.1.

Ensuring the Department provides ministerial and external stakeholders with effective and timely advice is important to demonstrate our performance against this key activity. This year the measure has been strengthened to include a timeliness component in order to align more closely with the intended result. Stakeholders will now be asked to rate the effectiveness and timeliness of the Department's advice via the annual stakeholder survey.

Findings from the Department's 2021–2022 annual stakeholder survey were used to establish the benchmark target of 75%. This is an output, effectiveness and proxy efficiency measure.



Our performance

Performance measure 1.1.2

Proportion of ministerial briefs provided within agreed timeframes

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
80%	81%	82%	83%

Period

2022–2026

Data Source

PDMS

Methodology

Data collected via the Parliamentary Document Management System (PDMS) demonstrating the proportion of briefs provided within agreed timeframes as a percentage of the overall number of in-scope briefs submitted during the reporting period. In-scope briefs include ministerial briefs that have been requested by the offices and submitted to the Prime Minister and portfolio ministers via PDMS within the reporting period. This measure is to be supported by a case study that uses information collected from PDMS, to provide an indication of the breadth and variety of decisions supported by advice; and an overview of the external factors impacting the nature, complexity and types of briefs requested during the year. See note 5.

Type

Output and Proxy Efficiency / Quantitative.

Explanation of changes since 2021–2025 Corporate Plan

This is a new measure and replaces measure 1.1.3 – the use of critical data sources – from the 2021–2025 Corporate Plan. Measuring timeliness aligns more closely with the intended result 1.1 and is a more effective way of demonstrating the Department’s performance of providing effective and timely advice.



Our performance

Key Activity 2

Helping our partner agencies to deliver on Government priorities

We serve the Prime Minister, who is responsible for the delivery of Government priorities. In support of this, PM&C uses a range of mechanisms to help our partner agencies to succeed and ensure Government policies, programs and decisions are successfully implemented. We establish processes to track implementation of Government priorities and report progress to the Prime Minister and his Office. We also build strong reciprocal relationships across the APS enterprise, use our convening power to help projects to stay on track and deliver successfully for the Australian community. We measure the success of this activity through stakeholder satisfaction.

Intended Result 2.1

PM&C effectively monitors and reports progress on the delivery of Government priorities

Rationale

A core aspect of our role is to collaborate with and support the APS to deliver key Government priorities. We do this by monitoring and reporting progress on priorities to the Government. We also utilise our shadow role, our understanding of the Prime Minister's priorities and government processes to support the APS to deliver on these priorities to the satisfaction of the Prime Minister and our portfolio ministers. The measures seek to evaluate how well we undertake these functions through the independent annual stakeholder satisfaction survey.

PBS Links

Outcome 1, Program 1.1 – Prime Minister and Cabinet, pp. 31–32



Our performance

Performance measure 2.1.1

Proportion of ministerial stakeholders satisfied with the level of monitoring and reporting on Government priorities

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
75% satisfied	76% satisfied	77% satisfied	78% satisfied

Period

2022–2026

Data Source / Methodology

Data collected and reported by the Department's independent annual stakeholder satisfaction survey. See note 4.

Maintaining positive external and ministerial stakeholder opinions on the level of monitoring and reporting on Government priorities is key to delivering this measure and an important way to measure our success.

Type

Output and Effectiveness / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

Findings from the Department's 2021–2022 annual stakeholder survey were used to establish the benchmark target of 75%.



Our performance

Performance measure 2.1.2

Proportion of APS enterprise stakeholders satisfied with PM&C's monitoring, reporting and understanding of the Prime Minister's priorities

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
75% satisfied	76% satisfied	77% satisfied	78% satisfied

Period

2022–2026

Data Source / Methodology

Data collected and reported by the Department's independent annual stakeholder satisfaction survey. See note 4.

Maintaining positive external and ministerial stakeholder opinions on our ability to monitor, report and understand Government priorities is key to delivering this measure and an important way to measure our success.

Type

Output and Effectiveness / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

The word 'value add' has been removed from this performance measure, as the term is difficult to define, and made it challenging for survey participants to respond to. Findings from the Department's 2021–2022 annual stakeholder survey were used to establish the benchmark target of 75%.



Our performance

Key Activity 3

Coordination and support for national and international agendas

PM&C plays an important role in driving a whole-of-government and whole-of-nation approach at both a national and international level. In doing so, we collaborate closely with state and territory governments, and foreign counterparts to develop relationships, and influence national and international frameworks that enhance Australia's interests. We evaluate this key activity through a collection of measures that describe the deliverables we have supported in pursuit of national and international outcomes, and the extent to which our stakeholders are satisfied with our efforts.

Intended Result 3.1

PM&C effectively supports, coordinates and develops a national approach to support the delivery of Government priorities

Rationale

We support the delivery of Government priorities that have national and international implications. This includes whole-of-government arrangements for emergency management, national resilience and reform priorities that require close coordination and collaboration across the APS enterprise, and with state and territory governments. As a result, the measures for this key activity seek to evaluate the output delivered during the development and implementation stage of a plan or responses' lifecycle, and the effectiveness of our coordination and support through our stakeholder's satisfaction.

For the purpose of the two performance measures below, national plans and responses have been defined as any plan or response that supports the delivery of key Government priorities and are developed to address whole-of-nation and whole-of-government issues. They may advance Australia's interests either domestically or internationally. They are developed and implemented in collaboration with state and territory governments, APS colleagues, relevant stakeholders and international partners. PM&C's role may include a combination of leading or supporting the development and implementation of the national plan or response.

PBS Links

Outcome 1, Program 1.1 – Prime Minister and Cabinet, pp. 31–32



Our performance

Performance measure 3.1.1

Number of national plans and responses that delivered against a key milestone during the reporting period

Targets

Targets not appropriate due to fluctuations in nature and complexity of plans and responses in any given year.

Period

2022–2026

Data Source

Divisional records (unique to each Division and subject to the size, scope and complexity of each plan).

Methodology

Number of national plans and responses delivered against a key milestone during the reporting period. A key milestone may include the endorsement or launch of the plan or response, an identified milestone in the implementation plan, or the closure of a plan or response. This measure is to be supported by case studies that use information collected from Divisions to provide an indication of the breadth and variety of national plans and responses, Government priorities and key milestones coordinated and supported during the period. One of these case studies will demonstrate how the Australian Government Crisis Management Framework, in addition to the Department's crisis response capability, is able to support effective, coordinated and timely management of major and catastrophic crisis events. See note 5.

Type

Output and Effectiveness / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

Nil.



Our performance

Performance measure 3.1.2

Proportion of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of national plans and responses

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
75% satisfied	76% satisfied	77% satisfied	78% satisfied

Period

2022–2026

Data Source / Methodology

Data collected and reported by the Department's independent annual stakeholder satisfaction survey. See note 4.

Maintaining positive external and ministerial stakeholder opinions of the coordination and support provided by PM&C in the delivery of national plans and responses is key to delivering this measure and an important way to measure our success.

Type

Output and Effectiveness / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

Findings from the Department's 2021–2022 annual stakeholder survey were used to establish the benchmark target of 75%.



Our performance

Intended Result 3.2

PM&C effectively coordinates and supports the Prime Minister's and portfolio ministers' international engagements to promote Australia's interests

Rationale

We support the delivery of Government priorities that have national and international implications. This includes advancing Australia's strategic interests through international engagements that require coordination and collaboration across the APS and with our international counterparts, including overseas visits and attendance at forums. As a result, the measures for this key activity seek to evaluate the output delivered and the effectiveness of our coordination and support.

PBS Links

Outcome 1, Program 1.1 – Prime Minister and Cabinet, pp. 31–32



Our performance

Performance measure 3.2.1

Number of Prime Minister's overseas visits, virtual engagements and Guest of Government visits delivered

Targets

Targets not appropriate due to fluctuations in nature and complexity of visits and engagements in any given year.

Period

2022–2026

Data Source

Data collected and reported via the Departments international visits and engagement tracker.

Methodology

Number of international visits, virtual engagements and Guest of Government visits that went ahead during the reporting period. This measure is to be supported by a case study that uses information collected from the international visits and engagement tracker to provide an indication of the breadth and variety of visits and engagements coordinated and supported during the period; as well as a summary of the complexities and fluctuations in the operating environment. See note 5.

Type

Output / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

Nil.



Our performance

Performance measure 3.2.2

Proportion of key stakeholders satisfied with the coordination and support provided by PM&C for the Minister for Women’s (and other key parties supported by the Office for Women) international engagements

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
75% satisfied	76% satisfied	77% satisfied	78% satisfied

Period

2022–2026

Data Source / Methodology

Data collected and reported by the Department’s independent annual stakeholder satisfaction survey. See note 4.

Maintaining positive external and ministerial stakeholder opinions of the coordination and support provided by PM&C for the Minister for Women’s (and other key parties supported by the Office for Women) international engagements is key to delivering this measure and an important way to measure our success.

Type

Output and Effectiveness / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

In the 2021–2025 Corporate Plan, this measure was identified as 3.2.3. Performance measure 3.2.2 from the 2021–2025 Corporate Plan has been removed from the 2022–2026 Corporate Plan as it fell outside of the Department’s control. As such, this measure has been brought forward and is now identified as 3.2.2.

The scope of this measure has been expanded to include parties other than the Minister for Women, and to include all international engagements, not just forums. This ensures the measure can more effectively assess the Department’s effectiveness in coordinating support for attendance at international engagements to promote Australia’s interests. In consideration of the expanded scope, an initial target of 75% has been set for this performance measure.



Our performance

Performance measure 3.2.3

Proportion of key stakeholders satisfied with the coordination and support provided by PM&C for the Prime Minister's international engagements

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
75% satisfied	76% satisfied	77% satisfied	78% satisfied

Period

2022–2026

Data Source / Methodology

Data collected and reported by the Department's independent annual stakeholder satisfaction survey. See note 4.

Maintaining positive external and ministerial stakeholder opinions of the coordination and support provided by PM&C for the Prime Minister's international engagements is key to delivering this measure and an important way to measure our success.

Type

Output and Effectiveness / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

In the 2021–2025 Corporate Plan, this measure was identified as 3.2.4. Performance measure 3.2.2 from the 2021–2025 Corporate Plan has been removed from the 2022–2026 Corporate Plan as it fell outside of the Department's control. As such, this measure has been brought forward and is now identified as 3.2.3.

Findings from the Department's 2021–22 annual stakeholder survey were used to establish the benchmark target of 75%.



Our performance

Key Activity 4

Collaborate, communicate, engage

This key activity and the underpinning measures evaluate the support we provide to the Prime Minister and our portfolio ministers to engage with the community. They also capture stakeholder satisfaction with our key engagement activities undertaken as part of our everyday work. Effective collaboration and engagement is an important aspect in delivery against the other four key activities.

Intended Result 4.1

PM&C effectively communicates and engages with key stakeholders and the Australian community

Rationale

Effective collaboration, communication and engagement underpin every aspect of the Department's work. Our measures focus on the Department's effectiveness when engaging with a range of stakeholders and communicating with the Australian community.

PBS Links

Outcome 1, Program 1.1 – Prime Minister and Cabinet, pp. 31–32



Our performance

Performance measure 4.1.1

Proportion of incoming ministerial correspondence triaged and assigned for appropriate action within five working days

Targets

95%

Target will be maintained across forward years in recognition of the fluctuations and complexities in the operating environment that impact the volume of incoming ministerial correspondence received during the period.

Period

2022–2026

Data Source

Data collected on proportion of incoming ministerial correspondence triaged and assigned for action via the Parliamentary Document Management System (PDMS).

Methodology

Number of incoming ministerial correspondence triaged and assigned in five days or less, divided by total number of incoming ministerial correspondence received, multiplied by 100.

On receipt, correspondence is registered in PDMS, assessed and either assigned for response, referred to another department, or marked as no further action required and closed.

Personal and political correspondence does not require action by PM&C. Personal and / or political correspondence received is referred to the relevant Minister's Electorate Office or Minister's Office for appropriate action.

It is important that all correspondence is triaged, response options considered, and assigned for appropriate action as quickly and efficiently as possible. This is one of the primary ways we support the Prime Minister to engage with stakeholders and the Australian community.

Type

Output and Effectiveness / Quantitative.

Explanation of changes since 2021–2025 Corporate Plan

Nil.



Our performance

Performance measure 4.1.2

Proportion of stakeholders satisfied with the effectiveness of PM&C’s stakeholder collaboration, communication and engagement exercises

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
75% satisfied	76% satisfied	77% satisfied	78% satisfied

Period

2022–2026

Data Source / Methodology

Data collected and reported by the Department’s independent annual stakeholder satisfaction survey. See note 4.

Maintaining positive external and ministerial stakeholder opinions of the effectiveness of PM&C’s stakeholder collaboration, communication and engagement exercises is key to delivering this measure and an important way to measure our success.

This is a new performance measure, and we were unable to refer to past results in establishing this baseline. With this in mind, any result greater than 75% will be achieved, and any result greater than 50% will be partially achieved. We will review this target in 12 months when we have received the first set of results.

Type

Output and Effectiveness / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

The 2021–2025 performance measure read as inward facing because it counted the number of stakeholder engagement activities undertaken. This measure has been changed to capture stakeholder satisfaction with the Department’s stakeholder collaboration, communication and engagement exercises. PM&C aligns to IAP2 stakeholder engagement principles and quality assurance standards. In this context, stakeholder engagement is broadly defined as engaging with any individual, group of individuals or organisation with an interest or stake in the outcome of a decision. The changes to this performance measure more accurately represent our role and output in collaborating, communicating and engaging with stakeholders and the Australian community.



Our performance

Key Activity 5

Deliver

PM&C is directly responsible for delivering some Australian Government programs. We also support the Cabinet as the focal point of Government decision making and assist the PM&C Secretary and Secretary for Public Sector Reform in their APS stewardship responsibilities. We deliver well-coordinated corporate and enabling services that support our business operations and that of our portfolio agencies. In measuring the impact of this activity, we primarily assess stakeholder satisfaction with our efforts and volume of output.

Intended Result 5.1

PM&C delivers the Women's Leadership and Development Program

Rationale

The Department is directly responsible for successfully delivering some Australian Government programs. This includes the Women's Leadership and Development Program. This measure represents the volume of output for our efforts.

PBS Links

Outcome 1, Program 1.1 – Prime Minister and Cabinet, pp. 31–32



Our performance

Performance measure 5.1.1

Proportion of Government agreed grant funding decisions under the Women’s Leadership and Development Program executed by the Department

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
80%	85%	90%	95%

Period

2022–2026

Data Source

Case study data and data collected on percentage of Government agreed funding decisions that have been executed will be sourced from the Grants Processing System as well as the Department’s Finance Systems, ShareHub and the Parliamentary Document Management System.

Methodology

All grant agreement data is recorded and managed in the Department of Social Services Community Grants Hub’s Grants Processing System (GPS). All Government funding decisions are recorded in PDMS. For the purposes of reporting against this performance measure, grant funding decisions are those approved by the Minister for Women, seeking to allocate funding in the reporting period, and executed within the same reporting period.

The case study project will represent the priorities of the Women’s Leadership and Development Program to provide opportunities for participants to improve overall economic security, workforce participation, leadership representation and safety outcomes. The case study will demonstrate the breadth and variety of projects, as well as participant outcomes under the project. See note 5.

Type

Output, Effectiveness and Proxy Efficiency / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

In the 2021–2025 reporting period we counted the number of projects funded. This did not provide a robust picture of our performance in this area. The performance measure has since been changed to ‘Proportion of Government agreed funding decisions that have been executed’ so we can capture how efficiently we are executing the government’s decisions in this program, and the case study will be used to provide a summary of our effectiveness.



Our performance

Intended Result 5.2

PM&C effectively supports the Cabinet and its Committees

Rationale

The Department is directly responsible for successfully delivering a range of Australian Government programs, activities, frameworks and strategies. This includes our services in supporting the business activities of the Cabinet. This measure represents the proportion of stakeholders satisfied with our efforts.

PBS Links

Outcome 1, Program 1.1 – Prime Minister and Cabinet, pp. 31–32



Our performance

Performance measure 5.2.1

Proportion of stakeholders satisfied with support to the Cabinet and its Committees

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
75% satisfied	76% satisfied	77% satisfied	78% satisfied

Period

2022–2026

Data Source / Methodology

Data collected and reported by the Department's independent annual stakeholder satisfaction survey. See note 4.

Maintaining positive external and ministerial stakeholder opinions of the support provided to the Cabinet and its Committees is key to delivering this measure and an important way to measure our success. This measure is to be supported by a case study that demonstrates the types of support provided to the Expenditure Review Committee. See note 5.

Type

Output and Effectiveness / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

Findings from the Department's 2021–2022 annual stakeholder survey were used to establish the benchmark target of 75%.



Our performance

Intended Result 5.3

PM&C contributes to the delivery of Government priorities through high quality policy projects using structured policy analysis and application of behavioural insights

Rationale

The Department is directly responsible for successfully delivering a range of Australian Government programs, activities, frameworks and strategies. This includes the provision of high quality project and policy analysis to support the business activities of the Department, the Prime Minister, the Cabinet, portfolio ministers and the APS enterprise. This measure represents the volume of output for our efforts.

PBS Links

Outcome 1, Program 1.1 – Prime Minister and Cabinet, pp. 31–32



Our performance

Performance measure 5.3.1

Number of advisory and evaluation projects completed that contribute to the delivery of Government priorities through the application of behavioural insights

Targets

20 projects.

Target will be maintained across forward years. However, fluctuations and complexities in the operating environment may impact the volume and types of projects required during the period.

Period

2022–2026

Data Source

Data collected on number of advisory and evaluation projects via overarching project tracker.

Methodology

Count all in scope advisory and evaluation projects within the reporting period.

Type

Output / Quantitative.

Explanation of changes since 2021–2025 Corporate Plan

This measure has been updated to focus only on projects using the application of behavioural insights which can be clearly defined with targets. A new measure has been created to report against policy analysis, as these projects are harder to define due to the breadth and variety of requests, and they are difficult to count. Reference to agile methodology has been removed as it did not accurately describe the measure.



Our performance

Performance measure 5.3.2

Proportion of stakeholders satisfied that PM&C effectively contribute to the delivery of Government priorities using structured policy analysis

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
75% satisfied	76% satisfied	77% satisfied	78% satisfied

Period

2022–2026

Data Source / Methodology

Data collected and reported by the Department’s independent annual stakeholder satisfaction survey. See note 4.

Maintaining positive external and ministerial stakeholder opinions of PM&C’s contribution to the delivery of Government priorities using structured policy analysis is key to delivering this measure and an important way to measure our success.

Type

Output, Effectiveness and Proxy Efficiency / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

In the 2021–2025 Corporate Plan, we measured how effectively PM&C contributed to Government priorities using structured policy analysis through performance measure 5.3.1. Performance measure 5.3.1 counted the number of advisory and evaluation projects completed that used structured policy analysis and behavioural insights. However, projects using structured policy analysis are much harder to define and quantify when compared to projects that use behavioural insights. To better measure our effectiveness at contributing to Government priorities using structured policy analysis, we will now measure the proportion of stakeholders satisfied with the policy analysis provided to determine if the advice was responsive to the stakeholders needs and if it improved their understanding of the policy issue.



Our performance

Intended Result 5.4

PM&C drives public sector reform and continuous improvement

Rationale

The Department is responsible for leadership on APS Reform matters as well as overseeing a range of policy capability uplift activities.

PBS Links

Outcome 1, Program 1.1 – Prime Minister and Cabinet, pp. 31–32



Our performance

Performance measure 5.4.1

Proportion of APS enterprise employees satisfied with the training provided to uplift their policy capability

Targets

2022–23 Target	2023–24 Target	2024–25 Target	2025–26 Target
75% satisfied	76% satisfied	77% satisfied	78% satisfied

Period

2022–2026

Data Source

Data collected through training evaluation surveys.

Methodology

Training evaluation surveys used to determine the proportion of APS enterprise employees satisfied with the training they received to uplift their policy capability. This measure is to be supported by a case study that demonstrates the types of policy training provided, and the specific outcomes that contributed to continuous improvement. See note 5.

Type

Output and Effectiveness / Quantitative and Qualitative.

Explanation of changes since 2021–2025 Corporate Plan

In the 2021–2025 Corporate Plan, this measure was identified as 5.5.1. Performance measure 5.4.1 from the 2021–2025 Corporate Plan has been removed from the 2022–2026 Corporate Plan as it was inward facing. As such, this measure has been brought forward and is now identified as 5.4.1.

In 2021–2025 this performance measure counted the number of people trained to uplift policy capability. This measure has been matured to evaluate the effectiveness of the training delivered in uplifting policy capability.



Our performance

Performance measure 5.4.2

Establishment of a new APS Reform Agenda

Targets

New APS Reform Agenda developed and agreed, with implementation commenced / or agreed and established.

Period

2022–2023

Data Source

Data collected through APS Reform records and reporting tool.

Methodology

Following the change of Government, there is a significant body of work to establish an ambitious and enduring APS Reform Agenda. As such, this is a transition measure. Once the new APS Reform Agenda has been agreed and established, we will transition to performance reporting arrangements that measure outcomes and effectiveness of the reform program.

Type

Output / Quantitative.

Explanation of changes since 2021–2025 Corporate Plan

In the 2021–2025 Corporate Plan, this measure was identified as 5.5.2. Performance measure 5.4.1 from the 2021–2025 Corporate Plan has been removed from the 2022–2026 Corporate Plan as it was inward facing. As such, this measure has been brought forward and is now identified as 5.4.2.

Following the change in Government, this performance measure has been updated to monitor performance against the establishment of a new APS Reform Agenda. We were unable to continue with the previous measure (number of initiatives implemented under the former APS Reform Agenda), as we would not be able to make a fair comparison over time.

Our performance

Notes on assessment, methodologies and data sources

Note 1

Assessment of performance measures with multiple targets

All performance targets are weighted equally. Where a performance measure has more than one target, achievement of the measure will be determined by reference to the number of targets achieved.

- Equal to or greater than 75% of targets achieved equates to the measure being achieved.
- Between 51–74% of targets achieved equates to the measure being partially achieved.
- Less than 51% of targets achieved equates to the measure not being achieved.

Note 2

Assessment of intended results with multiple performance measures

All performance measures are weighted equally. Where an intended result has more than one performance measure, achievement of the intended result will be determined by reference to the number of performance measures achieved.

- Equal to or greater than 75% of performance measures achieved equates to the intended result being achieved.
- Between 51–74% of performance measure achieved equates to the intended result being partially achieved.
- Less than 51% of performance measures achieved equates to the intended result not being achieved.

Note 3

Assessment of key activities with multiple intended results

All intended results are weighted equally. Where a key activity has more than one intended result, achievement of the key activity will be determined by reference to the number of intended results achieved.

- Equal to or greater than 75% of intended results achieved equates to the key activity being achieved.
- Between 51–74% of intended results achieved equates to the key activity being partially achieved.
- Less than 51% of intended result achieved equates to the key activity not being achieved.

Our performance

Note 4

Independent Annual Stakeholder Survey

Rationale

Partnering with other government and non-government organisations, industry, business, community groups and other stakeholders domestically and internationally is an important part of what we do and key to our success. We use an annual stakeholder survey to help us evaluate our performance across key activity areas. The survey also provides insights about stakeholder opinions on our effectiveness in achieving objectives and how efficiently we conduct our business.

Methodology

We use an annual online survey to seek stakeholder views on our:

- effectiveness
- timeliness and
- responsiveness (as a proxy for efficiency).

The survey is sent to all key (high-level) stakeholders with whom the Department worked during the reporting period; who have observed our performance as outlined in the Corporate Plan; and are in a position to provide feedback. The survey is conducted by an external provider and respondents have the option to remain anonymous.

This approach ensures responses are representative and that results are objective, independent and unbiased. In addition to the online survey, the external provider conducts a series of in-depth interviews with a number of stakeholders across each of our key activity areas. The aim of these interviews is to provide detailed qualitative information on our performance over the previous year.

The survey is designed to comply with best practice. Further information on how stakeholders are selected to receive the survey and participate in interviews will be provided in the Department's 2022–2023 Annual Report.

Data/ Data Source

Information is stored in the external provider's 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.

Our performance

Note 5

Case studies

Rationale

Case studies have been used to supplement primary data sources and methodologies listed for performance measures to provide additional information as appropriate.

In some situations, case studies are provided to support measures where targets are not appropriate due to the complexity of and fluctuations within the operating environment. These case studies will be used to demonstrate the breadth and variety of the work undertaken, and to highlight the complexities in the environment that trigger or halt an activity. This will allow us to measure performance over time in the absence of targets.

Methodology

Case studies are not relied upon as a stand-alone measurement. Wherever possible, topics, scope, data sources and type of information being collected are determined before the Corporate Plan is published. Where this cannot happen, as is the case with projects and international trips, steps will be taken to ensure the final selection is random and within the scope of the case study. All case study topics are reviewed and endorsed by a moderation panel to ensure they are appropriate. The PM&C Moderation Panel is comprised of a mix of Senior Executive Service Band 2 Officers from across the Department. This avoids the risk of introducing bias where only favourable case studies that tell 'success stories' are selected.

Our performance

Note 6

Targets and measuring performance over time

Rationale

Targets for each performance measure have been provided in the corporate plan where it is reasonably practicable to set a target. Where targets have been provided, we are able to measure our performance against our purpose and key activities over time.

Circumstances where it is not reasonably practicable to set a target have occurred where:

- data that would allow the setting of a target is not available or difficult to establish (for example, for activities that are triggered by a request or external event including but not limited to advice, national plans, and international engagements),
- where a baseline is being developed, or
- where a methodology for measuring performance is yet to be finalised.

Methodology

Targets for performance measures are reviewed annually and where targets are not appropriate, an explanation has been provided. Where possible, PM&C will take action to establish targets in future reporting cycles.

In the genuine absence of targets, case studies have been identified to supplement the performance measure. The case study will discuss the breadth and variety of the activity undertaken, as well as the complexity and fluctuations in the operating environment which make targets inappropriate.

The use of case studies will allow us to measure our performance and demonstrate achievement against our purpose and key activities over time.

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2022–2026 Corporate Plan

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