



Australian Government

Department of the
Prime Minister and Cabinet



Corporate Plan

2023–2024

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Acknowledgement of Country

The Department of the Prime Minister and Cabinet acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to 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.





Secretary's statement



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

Towards the end of 2022, the Prime Minister thanked staff from the Department of the Prime Minister and Cabinet (PM&C) for their service, saying, 'This takes a lot of effort ... But it matters for Australia.'

In substance, the Prime Minister's words express the meaning of the vital work we do as public servants, delivering for Australians and Australia. The words give purpose, also, to the priorities we set as PM&C.

PM&C sits at the heart of policy and planning. On social policy and the economy, and in the international and defence spheres, PM&C works hard to anticipate, respond to, and implement the Australian Government's complex agenda.

The budget initiatives in which PM&C plays a key role will continue to be implemented in the years ahead. Delivering and supporting those initiatives determines our next phase of work.

PM&C has an excellent vantage point. The range of programs this department leads, coordinates or contributes to gives us access to perspectives from regional communities, state and territory governments, industry, unions, and the international stage. This overview of the nation is critical to our support to the Prime Minister and the Cabinet to improve the lives of all Australians.

From mid-2023, achieving this goal includes establishing the Net Zero Authority, maintaining the NDIS Review Taskforce, continuing to support implementation of the Jenkins Report on Commonwealth parliamentary workplaces, rolling out gender responsive budgeting across the budget and delivering the ASEAN-Australia Special Summit 2024. Further, PM&C is establishing an in-house consulting function – which aims to reduce reliance on external consultants and enable the department to work in partnership with portfolios to deliver Government priorities.

Alongside and integral to this is the department’s participation in the work of Australian Public Service (APS) reform to prioritise integrity, people and capability within the public service. We are home to the APS Integrity Taskforce, and in due course will support the transition of the APS Reform Office over to the Australian Public Service Commission. Ultimately, the Government’s APS Reform agenda is the practical expression of our collective resolve to make sure the APS is a respected, trusted and purposeful institution.

The first legislative change in support of these priorities is to enshrine ‘stewardship’ as an APS Value. In the public sector, stewardship is the ability to anticipate and plan ahead, and to record outcomes and learn from the past. I regard the inclusion of stewardship as an opportunity to manage our collective memory and to build our capacity to act now, and well into the future.

Pre-eminent among the lessons of my first year as Secretary of PM&C is that the learning never stops. I’m impressed by the commitment of my colleagues across the department to learning and doing better all the time, and to building a more diverse and inclusive workplace, where we welcome multiple perspectives and incorporate them into our work.

I look forward to seeing all of this vital work progress across the year ahead, and to seeing PM&C continue to learn, grow, build capacity, and make a difference to Australia and its people.

Statement of preparation

I, as the accountable authority of the Department of the Prime Minister and Cabinet, present the 2023–24 Corporate Plan, which covers the 4-year period from 2023–24 to 2026–27, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Professor Glyn Davis AC
Secretary
August 2023

Corporate Plan on a page

How we measure our performance

Portfolio Budget Statements 2023–24

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

Corporate Plan 2023–24

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 and 2



2. Helping our partner agencies deliver on Government priorities
Performance measures 3 and 4



3. Coordination and support for national and international agendas
Performance measures 5 to 9



4. Collaborate, communicate and engage
Performance measures 10 and 11



5. Deliver Government programs and priorities
Performance measures 12 to 17

How we monitor and report

Annual performance statements in Annual Report 2023–24

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, capability 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 pro-actively engages with risk in a way that enables us to be accountable.



ICT 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 communications technology (ICT) capability is a critical enabler of our success.



Values and behaviours

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



Culture

PM&C actively promotes a pro-integrity culture with an emphasis on ethical leadership and fostering psychological safety in our workplace. This includes seeking diverse perspectives on potential barriers to achieve this culture.

Purpose and role





Part one

1. Purpose and role

Our role

The Department of the Prime Minister and Cabinet (PM&C) plays a unique role within the Australian Public Service (APS) in our support to the Government. Our purpose and role is to support 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.

As the lead department for the APS, we take a whole-of-government and whole-of-nation approach, working with stakeholders across the APS and 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 2 reporting periods, we have continued to develop our corporate plan and performance reporting framework. In 2021–22, continuing into 2022–23, we reviewed and revised our performance reporting framework, consolidating our performance measures under 5 key activities.

These activities reflect the way we work and the role PM&C plays in supporting the Government.

Our key activities are:



Effective and timely advice

The department's primary function is to provide the Prime Minister, the Cabinet and our portfolio ministers and assistant 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 a diverse range of stakeholders. The department supports the Prime Minister in his leadership roles – leader of the Australian Government, Chair of the Cabinet and Chair of National Cabinet.



Helping our partner agencies deliver on Government priorities

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



Coordination and support for national and international agendas

In supporting the Prime Minister and our portfolio ministers and assistant ministers, PM&C applies whole-of-nation and whole-of-government lenses 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, and develop and deliver frameworks and programs that enhance Australia's wellbeing, prosperity, safety and security domestically, across the region and around the globe.

Purpose and role



Collaborate, communicate and 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 activities.



Deliver Government programs and priorities

PM&C is directly responsible for delivering a range of Australian Government programs, frameworks and services, including various 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 working in collaboration with the APS Commissioner in their APS stewardship responsibilities.



Our core work and values

At PM&C, we recognise the unique position we hold at the centre of government:

- We serve the Prime Minister, who is invested in all areas of policy and delivery as the leader of the Australian Government.
- We support the Cabinet as the focal point of government decision-making.
- We assist our Secretary, who (working in collaboration with the APS Commissioner) has a stewardship role as head of the APS.
- We support the Office for Women, and the Minister for Women, to advance the Government's commitment to achieve gender equality and improve the lives of people in Australia.

In fulfilling this unique role, we deliver influential and impartial advice, judgement, excellence and collaboration, and by focusing on the big picture.

To support our people to deliver this important work, the department has established an organisational framework that outlines the core values and behaviours expected of all staff at all levels of the department – to strive for excellence in everything we do, and to act collaboratively and with integrity.

PM&C continues to strengthen core capabilities within all staff, while identifying and investing in emerging capability needs. Our commitment to building this capability, complements and aligns to the objectives of the APS Reform agenda.

Environment





Part two

2. Environment

Our operating environment

This section sets out the nature of PM&C's operating environment over the 4-year period of this corporate plan. 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 out a clear agenda, outlining his expectations for the department – that we ensure the Government's priorities are delivered to the highest standards, and in the timeframes required, on behalf of the Australian people. It is the role of the Prime Minister's department to ensure we support the Prime Minister in delivering on his commitments.

The department will play a critical role to coordinate work across the APS, ensuring a joined-up approach to policymaking and program delivery.

Australia's economic and fiscal outlook

Australia is facing a challenging economic environment in an uncertain world. Inflation has passed its peak but is still high. Headwinds in the global economy continue to build, increasing uncertainty in the global economic outlook. Global growth over the next 2 years is expected to be the weakest in over 2 decades, excluding the global financial crisis and the pandemic. Global inflation peaked in the second half of 2022, but remains well above central bank targets.

Key risks include more persistent than expected inflation, requiring interest rates to be higher for longer, and further interruptions to global food and energy supplies stemming from Russia's invasion of Ukraine.

The department supports the Government to deal with these economic challenges, including supporting the development of policies to provide cost-of-living relief to Australians including those targeting energy prices, housing and child care.

Workforce issues, including those in care sectors, continue to be a challenge. Achievements in the past 12 months include securing award wage increases for aged care workers and passing workplace relations reform legislation. PM&C will continue to support the work of the Care and Support Economy Taskforce, and the Government's migration policies.

The past year has seen economic policymakers in Australia and overseas refocus from the COVID-19 recovery to dealing with high inflation. Central banks have raised interest rates to their highest levels in decades, which has seen a slowdown in economic growth and an easing of employment growth across many advanced economies, including Australia. Reflecting this, the International Monetary Fund recently downgraded its forecasts for global growth and flagged that risks remain heavily weighted to the downside.

In this context, inflationary pressures are easing, though still tight labour markets will continue to dominate policy considerations across advanced economies, alongside emerging signs of financial sector vulnerabilities in some markets.

In Australia, the focus of fiscal policy in the short term has been on providing cost-of-living relief to those most in need, while avoiding adding to inflationary pressures. Over the medium to longer term, efforts are underway to manage growing expenditures over several policy areas to help improve the structural budget position. We continue to support the Government to deliver its priorities while improving budget sustainability.

In addition to these pressures, the Australian economy is also witnessing a range of broader structural shifts, including climate change adaptation, the expanding use of data and digital technology, and the ongoing impacts of an ageing population. We will work to support the Government in navigating these significant policy changes.

Environment

Social context

PM&C has an important role in assisting the Government to progress domestic reforms to support Australian families and communities.

Many Australians are struggling to access secure, safe, and affordable housing as reflected in the 2021 census result, with the national rental vacancy rate at historical lows of around 1 per cent. The department will support the Government to address these issues by supporting and facilitating housing strategies across agencies, governments, sectors, and the community. The delivery of the landmark National Housing Accord demonstrates the Government's focus on building a shared ambition to improve housing outcomes for all Australians.

Over the past 12 months, the department has supported the work of National Cabinet to improve housing supply and affordability, and the Government's \$2 billion Social Housing Accelerator Payment that will build thousands of new social rental homes across the country. In 2023–24, the department will continue to support the Government to deliver its \$10 billion Housing Australia Future Fund.

Recent, widespread skill shortages have demonstrated the importance of investing in the skills Australia needs to deliver secure, well-paid jobs and drive future economic growth. PM&C will continue to support the Government in delivering a new vision for Vocational Education and Training and higher education.

The Government's commitment to working in genuine partnership to improve life outcomes for First Nations people will continue to be a key focus for the department in 2023–24. We will support the Government in its commitment to the National Agreement on Closing the Gap, which establishes a formal partnership between First Nations organisations and all levels of government, and requires governments to make significant structural changes in the way they work with First Nations people. Australians will have the opportunity to have their say on recognising the First Peoples of Australia in the Constitution through an Aboriginal and Torres Strait Islander Voice. The department will continue to support work across the APS to implement the significant First Nations policy agenda and ensure that Aboriginal and Torres Strait Islander people have a say on matters that affect their lives.

PM&C supports consideration of health reform through both the Cabinet and collaborative work with state and territory governments through National Cabinet.

In the 2023–24 Budget, the Government invested \$5.7 billion in strengthening Medicare, implementing broad and ambitious reforms to improve access to primary care and medicines, support more multidisciplinary care, reduce pressure on hospitals and improve the health workforce.

The Government is committed to improving the aged care system and continues to progress reforms to provide older Australians in care with the safety and respect they deserve.

The recently established Aged Care Taskforce housed within the department, will review funding arrangements for aged care and develop options for a system that is fair and equitable for everyone in Australia. The Taskforce will provide a report to Government by the end of 2023.

To close gender gaps and advance gender equality, the Government is embedding gender responsive budgeting and gender impact assessments in its policy making and budgeting decisions.

The Office for Women is leading the implementation of gender responsive budgeting by developing guidance and tools to support gender analysis in the budget process, incorporating analysis into an annual Women’s Budget Statement, collecting gender-disaggregated data and building capability of public servants.



Environment

The global context and national security

Keeping Australians safe and our economy prosperous are key priorities for the Government. As the Prime Minister said during his Shangri La Dialogue keynote, peace, prosperity and stability can never be taken for granted. To achieve this, Australia must build and maintain strong and productive strategic partnerships across our region and the globe. PM&C continues to support these partnerships, including bilaterally and multilaterally, through key forums like the East Asia Summit, the Pacific Islands Forum, the United Nations, the Quad, ASEAN, Asia-Pacific Economic Cooperation and the G20. 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.

Australia's region, the Indo-Pacific, faces increasing competition that operates on multiple levels – political, economic and military. Australia's goal is to secure these interests through deterrence and reassurance, building resilience in the Indo-Pacific, and keeping multilateral institutions effective to deliver for Australia and the needs of our region. The prosperity of Australia's region has always been driven by shared opportunity and the stability of our region can only be secured through collective responsibility.

PM&C will support the new strategic conceptual approach to Australia's defence planning and strategy – National Defence – which takes a whole-of-nation approach to security. It will require a more active Australian statecraft working to support the maintenance of a regional balance of power, broader utilisation of Australia's national power and alignment of government policy. Our statecraft will be directed at both deepening diplomatic engagement and building stronger defence capabilities – to deter coercion and lower the risk of conflict. The trilateral AUKUS security partnership will strengthen our capabilities through the most challenging times of this century. Australia's conventionally-armed nuclear-powered submarine capability will enable AUKUS partners, in collaboration with likeminded countries, to better contribute to a sovereign and resilient Indo-Pacific and to deter aggression more effectively. All three AUKUS partners are committed to ensuring the Indo-Pacific remains a region where all countries – big or small – are able to act in their sovereign interests to shape their own future free from coercion.

The Government is committed to Australia's longstanding alliance with the United States. The Australia-United States relationship is unprecedented in scale, scope and significance, reflecting more than 100 years of partnership between our nations. It is underpinned by an enduring foundation of trust, a long record of achievement and continues to build to tackle emerging challenges – including by making climate change cooperation the third pillar of our alliance.

Increasing geostrategic competition is challenging multilateral cooperation and threatening the global economic and financial architecture we rely on. PM&C will drive integration of domestic, international, economic and strategic policy to shape Australia's international economic engagement so it supports economic prosperity and resilience at home and throughout our region. Maintaining Australia's constructive engagement as a bridge between advanced and emerging economies will help bolster support for multilateralism and the international rules-based order, which are central to achieving this objective.

Domestic security and economic prosperity are mutually reinforcing and remain the foundations of Australia's success. Strengthening Australia's social cohesion will be central to the health of our democracy and to 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 trade, investment 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. In recent years, Australians have experienced unprecedented bushfires and floods, as well as the effects of the 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.

ASEAN–Australia Special Summit 2024

The Indo-Pacific, with the Association of Southeast Asian Nations (ASEAN) at its centre, is pivotal to global prosperity and security. Deepening engagement with Southeast Asia is a key priority for Australia. We want to maximise the significant trade, investment and other economic opportunities for Australia and our region, and enhance people-to-people ties.

ASEAN is an intergovernmental organisation that brings together Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam to promote political, economic and social cooperation along with regional security and stability. This year will mark the 50th Anniversary of Australia's Dialogue Partnership with ASEAN, and the Prime Minister has agreed to host a Special Summit in Australia to mark this important milestone.

The Special Summit provides a unique opportunity to expand our cooperation in fields such as business, maritime, emerging leadership, climate change and clean energy transition. A Taskforce has been stood up to deliver a world class summit that is safe, substantive and forward-looking for all participants.

Environment

APS Reform

The APS Reform Office, currently located within PM&C, is tasked with supporting and overseeing the successful implementation of the Government's APS Reform agenda. The APS Reform Office will transition to the Australian Public Service Commission by the end of 2023 and continue to lead and support the reform agenda.

Recognising the importance of this agenda, and what it means as a strategic Government priority, PM&C is committed to working with the APS Reform Office and partner agencies to support the ongoing implementation APS Reform initiatives.

Further, PM&C is a lead agency and leader across the service with regards to public sector reform. We understand that it is our responsibility – in line with community values and expectations of stewardship – to not only deliver as a department on specific APS Reform initiatives, but also act as a role model and an enabler of the agenda across the public service.

In this way, PM&C intends to focus on the following outcomes of the APS Reform agenda:

- Outcome 1: Public sector employees act with and champion integrity
- Outcome 2: Public service employees are stewards of the public service
- Outcome 4: The APS has effective relationships and partnerships with First Nations peoples
- Outcome 7: The APS sets the standard for First Nations employment and cultural competency
- Outcome 8: The APS continuously improves its capabilities.

PM&C is establishing the Australian Government Consulting function within PM&C. The function is a flagship initiative within the APS Reform agenda.

Parliamentary workplace reforms

PM&C, through the Jenkins Report Implementation Team is supporting the Government's commitment to work across the Parliament to implement the Set the Standard report. The former Sex Discrimination Commissioner's report made 28 recommendations to help ensure Commonwealth parliamentary workplaces are safe and respectful. We work closely with the Department of Finance, including on the establishment of a new statutory Parliamentary Workplace Support Service (PWSS).

The new PWSS will provide human resources support to parliamentarians and their staff. PM&C is also supporting the establishment of an Independent Parliamentary Standards Commission, which will investigate complaints of behaviour code and standards breaches in Commonwealth parliamentary workplaces.

Net Zero Authority

The Australian Government is establishing a new authority – the Net Zero Authority (the Authority) – to ensure the workers, industries and communities that have powered Australia for generations can seize the opportunities of Australia’s net zero transformation. The Authority will be established by legislation, which will occur following established parliamentary processes.

In the meantime, the Net Zero Economy Agency (the Agency), which was established on 1 July 2023, is starting this important work by engaging with communities, regional bodies, industry, investors, unions and First Nations groups to start to develop strategies for how it can best support positive transformation. This includes:

- helping investors and companies to engage with net zero transformation opportunities
- coordinating programs and policies across government to support regions and communities to attract and take advantage of new clean energy industries and set those industries up for success
- supporting workers in emissions-intensive sectors to access new employment, skills and support as the net zero transformation continues.

The Agency is also working through the detailed design of the new Authority in consultation with key stakeholders. This includes defining the Authority’s functions, powers and governance. This work will ultimately feed into the legislative process.

A Net Zero Economy Advisory Board has been established to provide advice to the Chair and Chief Executive Officer of the Agency, and to support the Agency achieve its functions with a focus on organisational strategy, performance and development.

3. Capability

Our commitment to capability

The ongoing development of PM&C's capability ensures that 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

We seek to reflect the diversity of Australians in our workforce and leverage the voices, skills and experience of our people to deliver advice and outcomes for the Government and the Australian people. To do this, we foster a workplace that is supportive, respectful, safe and inclusive – giving everyone permission to perform at their best.

Our Inclusion and Diversity Strategy 2023–26 and Reconciliation Action Plan 2021–23 will help guide this work over the forward years, and we will seek to refresh our Reconciliation Action Plan in 2024. Our employee networks and senior executive champions will continue to play a lead role across gender, pride, ability, wellbeing, cultural and linguistic diversity, First Nations people (the Mara Network) and reconciliation. Our approach is informed by a range of APS-wide diversity and inclusion strategies.

We will continue to invest in our workforce through a range of learning offerings, to ensure that we have the capability we need to do our jobs well. We will focus on critical capability areas such as economics, gender responsive budgeting, policy, communication, consulting, digital and data literacy, research, analysis and evaluation, and a range of other core APS learning priorities identified by the APS Academy. PM&C will also work with the APS Academy to identify a range of other core capability requirements, in line with the APS Reform agenda and the Capability Reinvestment Fund.

Developing good leaders through the ongoing delivery of our Executive Management and Leadership Program will underpin this. Our leaders are responsible for building high levels of engagement, productivity and integrity in our teams so we can collectively deliver great outcomes.

PM&C, and the APS more broadly, is operating in a highly competitive labour market. We must continue to evolve our attraction, recruitment and workforce planning frameworks so that we have the expertise needed to meet the changing needs of government and the community. Part of our approach is offering a range of flexible working options, including working in a hybrid capacity (that is, both from home and in the office) to ensure we can access Australia's diverse nationwide talent pool. In doing so we are guided by the principles of flexible work in the APS.

Equally important is providing staff with access to contemporary wellbeing supports and reasonable adjustments so that they can thrive at work. We focus on both physical and psychological health and seek to continue to lead the APS in the implementation of the APS Mental Health Capability Framework. We are committed to providing a psychologically safe workplace, to be an employer of choice, support staff wellbeing, and drive a pro-integrity culture.

In 2023–24, we will bargain for a replacement enterprise agreement for non–Senior Executive Service staff, to include common APS-wide employment conditions and promote the APS as a model employer that can attract and retain the right people. We will also make important updates to our employment framework to reflect and comply with Commonwealth legislative changes, including the establishment of the National Anti-Corruption Commission and Respect@Work.

Our forward priorities in this area align with the APS Reform agenda, which commits to building a stronger APS that delivers better outcomes for the community, acts as a model employer and contributes to a fairer and more inclusive Australia.

Information and communication technology tools and capability

PM&C strives to be a strategic and trusted adviser on digital, information and communications technology (ICT) services, and in service delivery for the Prime Minister, portfolio ministers and assistant ministers, the department, and our shared services agencies.

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 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 technologies, we can meet business needs and deliver technology and information solutions that are future-proof, flexible and secure, while continuing to maximise value.

4. Risk management

Our approach to 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, to act with integrity, and uphold the reputation of the department.

Risk oversight and management

The Executive Board determines our risk appetite and tolerance, and oversees enterprise risks that may affect our ability to achieve our purpose. By clearly identifying our risk appetite and tolerance, we are able to positively and consistently engage with risk.

The Executive Board has identified and oversees 6 enterprise risks (Table 1), which are managed in line with the PM&C Risk Management Policy and Framework.

As a critical part of our risk oversight and management, the Audit and Risk Committee provides independent advice to the Secretary and senior executives on the appropriateness of PM&C's system of risk oversight and strategies to manage key risks.

We will continue to promote effective risk management by ensuring we have fit-for-purpose risk policies, frameworks and tools are in place to support all staff to effectively identify and manage risk.

Our risk culture involves being curious, thoughtful and deliberate when it comes to seizing opportunities and managing threats. All staff – including managers, secondees and contractors – play a crucial role in applying sound risk management principles and practices in their daily activities. Each person's efforts enhance and strengthen our desired risk culture. PM&C supports our people in risk management by providing fit-for-purpose policy, tools, guidance and ongoing training.

PM&C also recognises that it must actively manage emerging categories of risk. Through education and consultation, PM&C strives to understand how these risks intersect with the work we are responsible for, and identify how these risks can be managed and reported on to meet legislated requirements.

During 2023–24, we will further mature our risk management policy and framework (and associated tools) to ensure they are fit-for-purpose, and continue to enhance and embed the integration of risk management into existing processes.

Enterprise risk	Management of the risk
<p>Enterprise risk 1</p> <p>We are not influential and fail to lead, collaborate, and anticipate policy direction.</p>	<p>PM&C effectively uses mechanisms such as the Secretaries 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. 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 surveys to find any areas for improvement.</p>
<p>Enterprise risk 2</p> <p>We are not able to maintain the confidence and trust of the Prime Minister, the Government or the public.</p>	<p>PM&C continues to invest in the wellbeing of our staff, with initiatives that cover physical health, 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. This includes implementing the many-faceted APS Mental Health Capability Framework, the Parliamentary Workplace Support Service, and wellbeing-focused communications campaigns.</p>
<p>Enterprise risk 3</p> <p>We do not provide an environment that cultivates a positive culture or behaviours to support the safety and wellbeing of our people.</p>	<p>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.</p>
<p>Enterprise risk 4</p> <p>We do not have the capability or capacity to deliver and meet emerging priorities.</p>	<p>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.</p>
<p>Enterprise risk 5</p> <p>We do not have effective, efficient and fit-for-purpose IT systems and services.</p>	<p>Security and reliability are core considerations and 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.</p>
<p>Enterprise risk 6</p> <p>We fail to protect our information and IT systems.</p>	<p>Security and reliability are core considerations and 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.</p>

5. Collaboration and cooperation

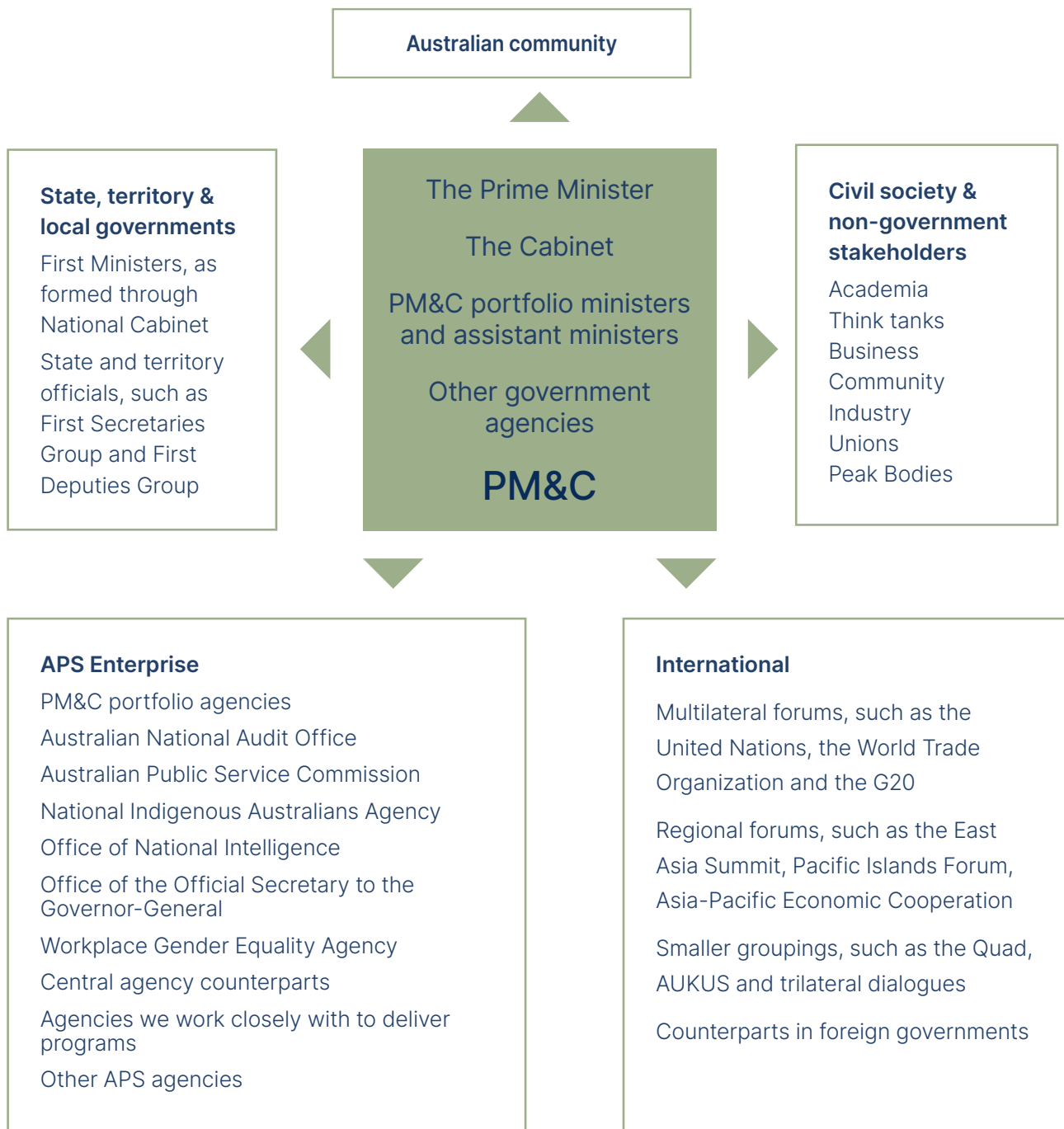
Collaborating with stakeholders

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 that 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 (Figure 1).

In addition, PM&C is committed to Pillar 2 of the APS Reform agenda: The APS puts people and business at the centre of policy and services.

PM&C 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.

Figure 1: PM&C's stakeholders



6. Performance reporting framework

How we measure our performance

The Corporate Plan 2023–24 outlines 5 key activities that reflect the way we work and how we will deliver on our purpose. The activities also consolidate our performance measures, which provide a basis for monitoring, assessing and reporting on our performance over time.

We have designed our measures to include a mix of quantitative and qualitative measures, and we continue to refine the methodologies that support the measurement of our performance. Our measures rely on a variety of data sources, including information that is gathered through internal reporting mechanisms. PM&C also seeks to gain insights on our performance through independent stakeholder surveys, including interviews with PM&C’s portfolio ministers or their delegates.

Moving forward, PM&C will continue to look for opportunities to develop and mature our performance reporting framework. We will report annually on our performance and will review the measures each year to ensure they remain relevant and appropriate. As part of this process, we will continue to enhance our measures and supporting targets (where appropriate) to provide a clear reporting line between our portfolio budget statements, corporate plan and annual report.

Key elements of the performance reporting framework

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 mission

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

Our outcome

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.

Source: Outcome 1, Program 1.1, Department of the Prime Minister and Cabinet, Portfolio Budget Statements 2023–24 (Prime Minister and Cabinet portfolio), pp. 28–31.

Other key elements

Our 5 key activities reflect the department's core work and enable us to serve the Prime Minister and deliver the Government's key priorities. The activities 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.

Targets describe the results we are aiming for against each performance measure – both within the 2023–24 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 portfolio budget statements. In identifying appropriate methodologies to measure performance, we aim for a mix of qualitative, quantitative, output, effectiveness and efficiency measures. Where effectiveness or efficiency measures are unavailable, we aim to set appropriate proxy measures – that is, an indirect performance measure that is strongly correlated with effectiveness or efficiency. We have designed our measures in line with the *Public Governance, Performance and Accountability Act 2013* and the Department of Finance's Resource Management Guide No. 131 ('Developing performance measures') and No. 132 ('Corporate plans for Commonwealth entities').

Performance reporting framework

Developing our performance reporting framework

PM&C is committed to producing accurate, accountable and transparent performance 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.

In 2023–24, the major changes are:

- the removal and insertion of performance measures to demonstrate the changed environment of PM&C priorities and the maturity of our performance reporting process
- the inclusion of targets for all but one of the 17 performance measures to provide a stronger basis for an assessment of our performance over time
- the removal of case studies from performance measure methodologies to reduce the risk of optimism and selection bias within the reporting of results
- the updating of several performance measures to more clearly capture the link between the measure, the rationale (why do we measure this?), the data source used to support the result, and the methodology used to calculate the result
- the renumbering of performance measures to simplify our performance framework.

Assessing our performance

Over the reporting period, business areas will be responsible for tracking, monitoring and reporting their performance against their relevant key activities and measures. All measures will be reported on using a predetermined performance methodology (as outlined within each measure).

Intended results

All performance measures are weighted equally. Where an intended result has more than one performance measure, we will determine whether we have achieved the intended result by assessing the number of performance measures achieved. This is captured within the results criteria (Table 2).

Performance measure targets

Where a performance measure is supported by a target, business areas will be required to report against the target to demonstrate performance against the key activity and measure. For all performance measures, business areas will assign a result rating for each measure, supported by clear evidence and data analysis. This is captured within the results criteria (Table 2).

Table 2: Intended results and performance measure target criteria for 2023–24

Result	Criteria
Achieved	<ul style="list-style-type: none">• Intended result: Equal to or greater than 75% of performance measures achieved equates to the intended result being achieved.• Performance measure targets: In the 2023–24 reporting period, the department delivered against the performance measure target.
Partially achieved	<ul style="list-style-type: none">• Intended result: Between 51 and 74% of performance measures achieved equates to the intended result being partially achieved.• Performance measure targets: In the 2023–24 reporting period, the department partially achieved against the performance measure target.
Not achieved	<ul style="list-style-type: none">• Intended result: Less than 51% of performance measures achieved equates to the intended result not being achieved.• Performance measure target: In the 2023–24 reporting period, the department did not achieve against the performance measure target.

Data integrity

PM&C recognises that accurate reporting of our performance measures requires an ongoing focus on data integrity. To support data integrity, we have systems and controls in place to ensure the data, evidence and information we collect to support our performance results are reliable, verifiable and unbiased.

Uplifting, supporting and maintaining data integrity will remain a critical focus area for our performance reporting framework and the ongoing maturity of our performance measures.

Performance measures





Part three

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 and assistant ministers are provided with effective and timely advice. It is important that this advice 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 evaluate this activity by measuring the extent to which our stakeholders are satisfied with our efforts, and the timeliness of our advice.



Intended result 1.1

PM&C provides effective and timely advice to inform ministerial decision-making

Performance measure 1: Percentage of ministers, ministerial and non-ministerial stakeholders satisfied with effectiveness, timeliness and responsiveness of advice received

Targets	2023–24	2024–25	2025–26	2026–27
	76% satisfied	77% satisfied	78% satisfied	79% satisfied
Why do we measure this?	Maintaining minister, ministerial and non-ministerial 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.			
Data source	Responses to the annual minister, ministerial and non-ministerial stakeholder surveys. The surveys are conducted by an independent provider. Further information on the definition of a stakeholder can be found in Note 2.			
Methodology	Results are calculated based on the annual minister, ministerial and non-ministerial stakeholder surveys.			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output, effectiveness and efficiency 			
Changes since previous year	The wording of the measure (previously identified as 1.1.1) has been updated to promote a clear link between the measure and the rationale ('Why do we measure this?'). We have also updated the measure to include greater clarity on the stakeholders involved in providing input for the performance result – in this case, ministers, ministerial and non-ministerial stakeholders. We have also made updates to better define our data source and methodology.			

Key activity 1

Performance measure 2: Percentage of ministerial briefs provided within agreed timeframes

Targets	2023–24	2024–25	2025–26	2026–27
	81%	82%	83%	84%
Why do we measure this?	Providing timely advice is an important part of our role in supporting the Prime Minister, the Cabinet portfolio ministers and assistant ministers. This is an important way to measure achievement against our purpose.			
Data source	The source data for this performance measure is collected within the Parliamentary Document Management System (PDMS).			
Methodology	<p>The number of briefs (considered in scope) for the reporting period that are provided within agreed timeframes, divided by the total number of in scope briefs for the reporting period, multiplied by 100.</p> <p>The result will be supplemented by an analysis of PDMS data. The analysis will assess information from the 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.</p> <p>We will provide the results of this analysis within the annual performance statements in the annual report.</p>			
Type	<ul style="list-style-type: none"> Quantitative Output and efficiency 			
Changes since previous year	The wording of this measure (previously identified as 1.1.2) has been changed to reflect the percentage, rather than 'proportion', of ministerial briefs provided within agreed timeframes. We have updated the methodology to remove the use of a case study to supplement the reporting on our performance against the measure. Instead, the reporting will be supplemented by an analysis.			



Key activity 2

Helping our partner agencies 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 (including our role of shadowing government departments and our understanding of the Prime Minister's priorities) to help APS agencies to succeed and ensure Government policies, programs and decisions are successfully implemented.

We evaluate this activity by measuring the extent to which ministers and ministerial stakeholders are satisfied with the level of monitoring and reporting on the delivery of Government priorities, and the extent to which non-ministerial stakeholders are satisfied with our monitoring, reporting and understanding of the Prime Minister's priorities.



Intended result 2.1

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

Performance measure 3: Percentage of ministers and ministerial stakeholders satisfied with the level of monitoring and reporting on the delivery of Government priorities

Targets	2023–24	2024–25	2025–26	2026–27
	76% satisfied	77% satisfied	78% satisfied	79% satisfied
Why do we measure this?	Maintaining the satisfaction of ministers and ministerial stakeholders with the level of monitoring and reporting on the delivery of Government priorities, is key to achieving our purpose and is an important way to measure our success.			
Data source	Responses to the annual minister and ministerial stakeholder surveys. The surveys are conducted by an independent provider. Further information on the definition of a stakeholder can be found in Note 2.			
Methodology	Results are calculated based on the annual minister and ministerial stakeholder surveys.			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output and effectiveness 			
Changes since previous year	The wording of the measure (previously identified as 2.1.1) has been updated to promote a clear link between the measure and the rationale ('Why do we measure this?'). We have also updated the measure to include greater clarity on the stakeholders involved in providing input for the performance result – in this case, ministers and ministerial stakeholders. We have also made updates to better define our data source and methodology.			

Key activity 2

Performance measure 4: Percentage of non-ministerial stakeholders satisfied with PM&C's monitoring, reporting and understanding of the Prime Minister's priorities

Targets	2023–24	2024–25	2025–26	2026–27
	76% satisfied	77% satisfied	78% satisfied	79% satisfied
Why do we measure this?	Maintaining the satisfaction of non-ministerial stakeholders with our ability to monitor, report and understand the Prime Minister's priorities, is key to achieving our purpose and is an important way to measure our success.			
Data source	Responses to the annual non-ministerial stakeholder survey. The survey is conducted by an independent provider. Further information on the definition of a stakeholder can be found in Note 2.			
Methodology	Results are calculated based on the annual non-ministerial stakeholder survey.			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output and effectiveness 			
Changes since previous year	The wording of the measure (previously 2.1.2) has been updated to promote a clear link between the measure and the rationale ('Why do we measure this?'). We have also updated the measure to include greater clarity on the stakeholders involved in providing input for the performance result – in this case, non-ministerial stakeholders. We have also made updates to better define our data source and methodology.			



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. These relationships are important in influencing national and international frameworks that advance and protect Australia's interests.

We evaluate this key activity through a collection of measures that capture 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

Performance measure 5: Number of national plans and responses that achieved a key milestone during the reporting period

Targets	2023–24	2024–25	2025–26	2026–27
	One milestone achieved, per national plan or responses, during the reporting period.			
Why do we measure this?	Our role is to support the government of the day, and to support our partner agencies to develop and implement national plans and responses to important issues and achieve the agreed milestones. Through this work, we are able promote a whole-of-government and whole-of-nation perspective. This is an important way to measure achievement against our purpose and our impact.			
Data source	PM&C divisional records (unique to each division and subject to the size, scope and complexity of each plan).			
Methodology	<p>Number of national plans and responses that achieved a key milestone during the reporting period. A key milestone may include (but is not limited to) the endorsement or launch of the plan or response, an identified milestone in the implementation plan (that has an impact externally to PM&C), or the closure of a plan or response.</p> <p>Reporting on this measure will be supported by an analysis using information collected from PM&C divisions to indicate the breadth and variety of national plans and responses, Government priorities and key milestones coordinated and supported during the period.</p> <p>The analysis will be provided within the annual performance statements in the annual report.</p> <p>Note on targets: Targets will remain constant across forward years in recognition of the impact that fluctuations and complexities in the operating environment may have on the volume and types of national plan and responses delivered during any given reporting period. We have set a practical target for this measure, noting that we will work to deliver milestones efficiently and effectively during the course of a national plan or response. PM&C regularly monitors the department’s work on national plans and responses.</p>			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output and effectiveness 			
Changes since previous year	This measure was previously identified as 3.1.1.			

Key activity 3

Performance measure 6: Percentage of ministers, ministerial and non-ministerial stakeholders satisfied with the coordination and support provided by PM&C in the delivery of national plans and responses

Targets	2023–24	2024–25	2025–26	2026–27
	76% satisfied	77% satisfied	78% satisfied	79% satisfied
Why do we measure this?	Maintaining the satisfaction of ministers, ministerial and non-ministerial stakeholders with the coordination and support provided by PM&C in the delivery of national plans and responses, is key to achieving our purpose and is an important way to measure our success.			
Data source	Responses to the annual minister, ministerial and non-ministerial stakeholder surveys. The surveys are conducted by an independent provider. Further information on the definition of a stakeholder can be found in Note 2.			
Methodology	Results are calculated based on the annual minister, ministerial and non-ministerial stakeholder surveys.			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output and effectiveness 			
Changes since previous year	The wording of the measure (previously identified as 3.1.2) has been updated to promote a clear link between the measure and the rationale ('Why do we measure this?'). We have also updated the measure to include greater clarity on the stakeholders involved in providing input for the performance result – in this case, ministers, ministerial and non-ministerial stakeholders. We have also made updates to better define our data source and methodology.			



Intended result 3.2

PM&C effectively coordinates and supports the Prime Minister’s and portfolio ministers’ international engagements

Performance measure 7: Percentage of Prime Minister’s international visits, virtual engagements and Guest of Government visits delivered

Targets	2023–24	2024–25	2025–26	2026–27
	100% delivered	100% delivered	100% delivered	100% delivered
Why do we measure this?	National and international relationships are important in influencing frameworks that advance and protect Australia’s interests. Supporting the Prime Minister to collaborate closely with state and territory governments, and foreign counterparts, to develop relationships, is key to achieving our purpose and is an important way to measure our success.			
Data source	Data collected and reported via PM&C’s international visits and engagements tracker.			
Methodology	<p>The number of international visits, virtual engagements and Guest of Government visits delivered, divided by the total number of such visits and engagements, multiplied by 100.</p> <p>The result will be supplemented by an analysis from PM&C’s international visits and engagements 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, and how they may impact our achievement of the targets.</p> <p>The analysis will be provided within the annual performance statements in the annual report.</p>			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output 			
Changes since previous year	The wording of the measure (previously identified as 3.2.1) has been updated to promote a clear link between the measure and the rationale (‘Why do we measure this?’). We have also updated the measure to include targets. The methodology has been updated to remove the use of a case study to supplement the reporting on our performance against the measure. Instead, the reporting will be supplemented by an analysis.			

Key activity 3

Performance measure 8: Percentage of ministers, ministerial and non-ministerial stakeholders satisfied with PM&C’s coordination and support for international engagements undertaken by the Minister for Women and by other key parties supported by the Office for Women

Targets	2023–24	2024–25	2025–26	2026–27
	76% satisfied	77% satisfied	78% satisfied	79% satisfied
Why do we measure this?	Maintaining the satisfaction of ministers, ministerial and non-ministerial stakeholders with PM&C’s coordination and support for the international engagements undertaken by the Minister for Women, and by other key parties supported by the Office for Women, is key to achieving our purpose and is an important way to measure our success.			
Data source	Responses to the annual minister, ministerial and non-ministerial stakeholder surveys. The surveys are conducted by an independent provider. Further information on the definition of a stakeholder can be found in Note 2.			
Methodology	Results are calculated based on the annual minister, ministerial and non-ministerial stakeholder surveys.			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output and effectiveness 			
Changes since previous year	The wording of the measure (previously identified as 3.2.2) has been updated to promote a clear link between the measure and the rationale ('Why do we measure this?'). We have also updated the measure to include greater clarity on the stakeholders involved in providing input for the performance result – in this case, ministers, ministerial and non-ministerial stakeholders. We have also made updates to better define our data source and methodology.			



Performance measure 9: Percentage of ministers, ministerial and non-ministerial stakeholders satisfied with the coordination and support provided by PM&C for the Prime Minister’s international engagements

Targets	2023–24	2024–25	2025–26	2026–27
	76% satisfied	77% satisfied	78% satisfied	79% satisfied
Why do we measure this?	Maintaining the satisfaction of ministers, ministerial and non-ministerial stakeholders with the coordination and support provided by PM&C for the Prime Minister’s international engagements, is key to achieving our purpose and is an important way to measure our success.			
Data source	Responses to the annual minister, ministerial and non-ministerial stakeholder surveys. The surveys are conducted by an independent provider. Further information on the definition of a stakeholder can be found in Note 2.			
Methodology	Results are calculated based on the annual minister, ministerial and non-ministerial stakeholder surveys.			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output and effectiveness 			
Changes since previous year	The wording of the measure (previously identified as 3.2.3) has been updated to promote a clear link between the measure and the rationale (‘Why do we measure this?’). We have also updated the measure to include greater clarity on the stakeholders involved in providing input for the performance result – in this case, ministers and ministerial and non-ministerial stakeholders. We have also made updates to better define our data source and methodology.			

Key activity 4

Collaborate, communicate and engage

PM&C provides support to the Prime Minister and our portfolio ministers and assistant ministers to engage with the community. This role requires our staff to have strong communication skills and expertise, as well as a deep understanding of audiences. Effective collaboration, communication and engagement are important aspects of delivering the other 4 key activities outlined in this corporate plan.

We evaluate this key activity by measuring the timeliness of our handling of incoming ministerial correspondence, and the extent to which our stakeholders are satisfied with our collaboration, communication and engagement activities.



Intended result 4.1

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

Performance measure 10: Percentage of incoming ministerial correspondence triaged and assigned for appropriate action within 5 working days

Targets	2023–24	2024–25	2025–26	2026–27
	95%	95%	95%	95%
Why do we measure this?	It is important that we triage all correspondence, consider response options, and assign correspondence 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.			
Data source	Data collected on percentage of incoming ministerial correspondence triaged and assigned for action via the Parliamentary Document Management System.			
Methodology	Number of items of incoming ministerial correspondence triaged and assigned in 5 days or less, divided by the total number of items of incoming ministerial correspondence received, multiplied by 100. Note on targets: Targets will remain constant across forward years in recognition of the impact that fluctuations and complexities in the operating environment may have on the volume of incoming ministerial correspondence received during any given reporting period.			
Type	<ul style="list-style-type: none">• Quantitative• Output and effectiveness (proxy)			
Changes since previous year	The wording of the measure (previously identified as 4.1.1) has been updated to promote a clear link between the measure and the rationale ('Why do we measure this?'). We have also made updates to better define our data source and methodology. Targets for the forward years have been more clearly identified, including explanatory text within the methodology.			

Key activity 4

Performance measure 11: Percentage of ministers, ministerial and non-ministerial stakeholders satisfied with the effectiveness of PM&C's stakeholder collaboration, communication and engagement activities

Targets	2023–24	2024–25	2025–26	2026–27
	76% satisfied	77% satisfied	78% satisfied	79% satisfied
Why do we measure this?	Maintaining the satisfaction of ministers, ministerial and non-ministerial stakeholders with the effectiveness of PM&C's stakeholder collaboration, communication and engagement activities, is key to achieving our purpose and is an important way to measure our success.			
Data source	Responses to the annual minister, ministerial and non-ministerial stakeholder surveys. The surveys are conducted by an independent provider. Further information on the definition of a stakeholder can be found in Note 2.			
Methodology	Results are calculated based on the annual minister, ministerial and non-ministerial stakeholder surveys.			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output and effectiveness 			
Changes since previous year	The wording of the measure (previously identified as 4.1.2) has been updated to promote a clear link between the measure and the rationale ('Why do we measure this?'). We have also updated the measure to include greater clarity on the stakeholders involved in providing input for the performance result – in this case, ministers, ministerial and non-ministerial stakeholders. We have also made updates to better define our data source and methodology.			



Key activity 5

Deliver Government programs and priorities

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 in their APS stewardship responsibilities. We deliver well-coordinated corporate and enabling services that support our business operations and those of our portfolio agencies.

In measuring our performance against this key activity, we primarily assess stakeholder satisfaction with our efforts and the volume of our output.



Intended result 5.1

PM&C effectively delivers the Women’s Leadership and Development Program

Performance measure 12: Percentage of government agreed grant funding decisions under the Women’s Leadership and Development Program executed by the department

Targets	2023–24	2024–25	2025–26	2026–27
	85%	90%	95%	95%
Why do we measure this?	The Office for Women administers the Women’s Leadership and Development Program, which funds and delivers a range of projects for women in Australia. Assessing the department’s execution of grant funding decisions under the program is an important way to measure our success.			
Data source	Data collected from the Department of Social Services Community Grants Hub’s grants processing system, finance systems and ShareHub document management system, and the Parliamentary Document Management System.			
Methodology	<p>The number of agreed grant funding decisions that have been executed (signed by the grantee and countersigned by the department) by the department, divided by the total number of agreed grant funding decisions, multiplied by 100.</p> <p>For the purposes of reporting against this performance measure, agreed 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.</p> <p>The result will be supplemented by an analysis of the grants funded under the Women’s Leadership and Development Program in line with the priorities of the program. The analysis will investigate the breadth and variety of projects, as well as a range of participant outcomes under the projects.</p> <p>The analysis will be provided within the annual performance statements in the annual report.</p>			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output, effectiveness and efficiency (proxy) 			
Changes since previous year	The wording of the measure (previously identified as 5.1.1) has been updated to promote a clear link between the measure and the rationale (‘Why do we measure this?’). We have also updated the methodology to remove the use of a case study to supplement the reporting on our performance against the measure. Instead, the reporting will be supplemented by an analysis.			

Key activity 5

Intended result 5.2

PM&C effectively supports the Cabinet and its committees

Performance measure 13: Percentage of ministers, ministerial and non-ministerial stakeholders satisfied with PM&C's support to the Cabinet and its committees

Targets	2023–24	2024–25	2025–26	2026–27
	76% satisfied	77% satisfied	78% satisfied	79% satisfied
Why do we measure this?	Maintaining the satisfaction of ministers, ministerial and non-ministerial 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.			
Data source	Responses to the ministers, ministerial and non-ministerial stakeholder surveys. The surveys are conducted by an independent provider. Further information on the definition of a stakeholder can be found in Note 2.			
Methodology	Results are calculated based on the annual minister, ministerial and non-ministerial stakeholder survey.			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output and effectiveness 			
Changes since previous year	The wording of the measure (previously identified as 5.2.1) has been updated to promote a clear link between the measure and the rationale ('Why do we measure this?'). We have also updated the measure to include greater clarity on the stakeholders involved in providing input for the performance result – in this case, ministers, ministerial and non-ministerial stakeholders. We have also made updates to better define our data source and methodology.			



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

Performance measure 14: Number of advisory and evaluation projects completed that contribute to the delivery of Government priorities through the application of behavioural insights

Targets	2023–24	2024–25	2025–26	2026–27
	20 projects	20 projects	20 projects	20 projects
Why do we measure this?	PM&C advances the wellbeing of Australians by applying behavioural insights in public policy and administration, and rigorously evaluating project outcomes. These are important aspects of how we build APS capability, provide advice to government and work collaboratively with partner agencies.			
Data source	Data collected on the number of advisory and evaluation projects through an overarching, internal project tracker.			
Methodology	Count all (in-scope) advisory and evaluation projects within the reporting period. Note on targets: Targets will remain constant across forward years in recognition of the impact that fluctuations and complexities in the operating environment may have on the volume and types of projects required during any given reporting period.			
Type	<ul style="list-style-type: none"> Quantitative Output 			
Changes since previous year	The measure (previously identified as 5.3.1) has been updated to promote a clear link between the measure and the rationale ('Why do we measure this?'). We have also made updates to better define our data source and methodology.			

Key activity 5

Performance measure 15: Percentage of ministers, ministerial and non-ministerial stakeholders satisfied that PM&C effectively contributes to the delivery of Government priorities by using structured policy analysis

Targets	2023–24	2024–25	2025–26	2026–27
	76% satisfied	77% satisfied	78% satisfied	79% satisfied
Why do we measure this?	Maintaining the satisfaction of ministers, ministerial and non-ministerial stakeholders with PM&C’s contribution to the delivery of Government priorities by using structured policy analysis, is key to achieving our purpose and is an important way to measure our success.			
Data source	Responses to the annual ministers, ministerial and non-ministerial stakeholder surveys. The surveys are conducted by an independent provider. Further information on the definition of a stakeholder can be found in Note 2.			
Methodology	Results are calculated based on the annual minister, ministerial and non-ministerial stakeholder survey.			
Type	<ul style="list-style-type: none"> Quantitative and qualitative Output, effectiveness and efficiency (proxy) 			
Changes since previous year	This measure was previously identified as 5.3.2.			



Intended result 5.4

PM&C supports APS Reform outcomes, and transitions the APS Reform Office functions to the Australian Public Service Commission

Performance measure 16: PM&C continues to support APS Reform outcomes and transitions the APS Reform Office functions to the Australian Public Service Commission

Targets	APS Reform Office transitioned to the Australian Public Service Commission (APSC) by 31 December 2023.
Why do we measure this?	<p>PM&C recognises that the successful transition of the APS Reform Office function to the APSC is key to the ongoing delivery of the APS Reform program. Reporting on our efforts to transition APS Reform Office to the APSC is key to achieving our purpose and is an important way to measure our success.</p> <p>In addition, PM&C is committed to acting as a leader and whole-of-service enabler of APS Reform outcomes. This includes providing support to key functions that support the delivery of APS Reform program outcomes, while also leading on a number of initiatives. Reporting on our efforts to lead and act as a whole-of-service enabler for APS reform, is key to achieving our purpose and is an important way to measure our success. This is a transition measure.</p>
Data source	Data from APS Reform Office transition records, APS Reform program reporting mechanisms.
Methodology	<p>The result will be presented as an analysis of the APS Reform Office to the APSC based on the data collected throughout the transition process.</p> <p>The result will be supplemented by an analysis of PM&C's efforts to act as a leader and whole-of-service enabler of APS Reform outcomes. The analysis will investigate the breadth and variety of work undertaken by PM&C to lead, support and embed APS reform across the sector – including program initiatives.</p> <p>The analysis will be provided within the annual performance statements in the annual report.</p>
Type	<ul style="list-style-type: none">• Quantitative and qualitative• Output and effectiveness
Changes since previous year	This is a new measure for the 2023–24 to 2026–27 reporting periods and replaces the measure '5.4.2: Establishment of a new APS Reform agenda'.

Key activity 5

Intended result 5.5

PM&C supports the establishment of the Net Zero Economy Agency

Performance measure 17: PM&C effectively establishes the Net Zero Economy Agency

Targets	Effectively establishes the Net Zero Economy Agency from 1 July 2023.
Why do we measure this?	PM&C is committed to supporting the effective establishment of the interim Net Zero Economy Agency from 1 July 2023. This will enable us to establish the Net Zero Authority, a key priority of the Australian Government, and begin some of its core functions. Delivering on key strategic priorities of the Australian Government is key to achieving our purpose and is an important way to measure our success.
Data source	Data collected from the Net Zero Economy Agency.
Methodology	Results are calculated based on records of the Net Zero Economy Agency. The result will be supplemented by an analysis of PM&C's contributions to supporting the establishment of the Net Zero Economy Agency. In addition, the analysis will assess our progress in establishing the Net Zero Authority (including some of its core functions). The analysis will be provided within the annual performance statements in the annual report.
Type	<ul style="list-style-type: none">• Quantitative• Output
Changes since previous year	This is a new measure for the 2023–24 to 2026–27 reporting period.



Notes on assessment, methodologies and data sources

Note 1: Assessment of key activities with multiple intended results

All intended results are weighted equally. Where a key activity has more than one intended result, we will determine whether we have achieved the key activity by assessing 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 and 74% of intended results achieved equates to the key activity being partially achieved.
- Less than 51% of intended results achieved equates to the key activity not being achieved.

Note 2: Independent annual surveys

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 and several performance measures. The surveys provide insights about stakeholder opinions on our effectiveness in achieving objectives and how efficiently we conduct our business.

Methodology

The surveys are sent to all key (high-level) stakeholders with whom the department worked during the reporting period, who observed our performance on measures outlined in the corporate plan, and who are in a position to provide feedback.

The stakeholder groups are as follows:

- Ministers – the Prime Minister, Assistant Minister to the Prime Minister, Minister for Women, Minister for the APS and the Cabinet Secretary
- Ministerial – stakeholders identified from ministerial offices
- Non-ministerial – stakeholders identified not from ministerial offices (i.e. officials from government agencies or departments).

The surveys are conducted by an independent provider and respondents can choose to remain anonymous. This approach ensures that responses are representative and that results are objective, independent and unbiased. The surveys are designed to reflect best practice.

We will provide further information on survey methodology, including the identification of stakeholders to participate in the surveys, in PM&C's Annual Report 2023–24.



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