



Australian Government

Department of the Prime Minister and Cabinet

Corporate Plan

2026–27



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Contents

Acknowledgement of Country	iv
Secretary's statement	1
Corporate plan on a page	2
Part 1 Purpose and key activities	3
Purpose	3
Key activities	3
Values and behaviours	3
Part 2 Operating context	4
Operating environment	4
Capability	7
Risk oversight and management	11
Cooperation and collaboration	14
Part 3 Performance	17
Key activity 1: Advise	18
Key activity 2: Collaborate	22
Key activity 3: Deliver	27
Appendices	33
Appendix A: Summary of changes to key activities and performance measures	33
Appendix B: Notes on performance measures methodologies, case studies and data sources	36
Appendix C: Corporate plan requirements	38

Acknowledgement of Country

The Department of the Prime Minister and Cabinet acknowledges the Traditional Custodians of Country throughout Australia and their continuing spiritual, social and cultural relationship with the land, waters, skies and community.

We pay our respects to their Elders past and present, and to their community leaders, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

Learn more about the artists and the stories behind the featured artworks in our [Reconciliation Action Plan](#).



Secretary's statement

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

From the centre of government, we provide influential and impartial advice. We do this with integrity, judgement and a spirit of partnership, to improve the lives of all Australians.

Like the nation it serves, PM&C operates in an environment shaped by volatility, complexity and rapid change. Recent global shocks, including disruptions to energy markets, are contributing to inflation and weaker economic growth, affecting Australians. We bring leadership, expertise and trust to issues that are complex, cross-cutting and consequential. Working in partnership with all levels of government, industry and the broader community, PM&C responds quickly to support the government's priorities. We lead the Australian Public Service (APS) to align effort, connect perspectives and deliver outcomes that matter. Recent examples include establishing the Office of AI and supporting the Fuel Supply Taskforce.

Delivering on these priorities require strong capability, sound systems and a clear sense of institutional purpose. Our recent capability review recognised our committed workforce, trusted relationships and strong record of collaboration and delivery. The review challenged us to build on those strengths with enhanced strategic focus, united leadership and effective governance.

In response, we are implementing a program of capability uplift with a clear focus on improvement, stewardship and performance to ensure PM&C remains well placed to meet future challenges.

I am confident we will deliver the priorities and activities set out in this plan, and I look forward to reporting on our progress in the Annual Report 2026–27.

Statement of preparation

As the accountable authority of PM&C, I am proud to present the Corporate Plan 2026–27. This plan covers the period 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. The corporate plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

Dr Steven Kennedy PSM, FASSA

Secretary of the Department
of the Prime Minister and Cabinet

August 2026



Corporate plan on a page

Purpose

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

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.

Program 1.1: Prime Minister and Cabinet

Operating context

PM&C operates in a complex, evolving environment shaped by geopolitical volatility, energy market disruptions, economic pressures and changing community expectations. Ongoing structural shifts – such as demographic change, the transition to net zero and technological advances – are reshaping policy priorities and increasing demand for government services. PM&C supports coordinated, whole-of-government responses to complex national challenges by delivering quality advice, influencing through collaboration and enabling effective delivery of the Australian Government's priorities.



Key activity 1: Advise

PM&C provides high-quality, evidence-based advice to the Prime Minister, the Cabinet and portfolio ministers to inform decision-making



Key activity 2: Collaborate

PM&C collaborates with stakeholders to influence and support significant government priorities



Key activity 3: Deliver

PM&C delivers and implements specialist functions to support effective operations of government

Performance measures

1.1 Percentage of key stakeholders (Prime Minister and relevant ministers) that are satisfied with PM&C's advice

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

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

1.4 Percentage of key stakeholders (Prime Minister and relevant ministers) satisfied with PM&C's support to the Cabinet and its committees

2.1 Percentage of key stakeholders (non-ministerial stakeholders) that are satisfied with PM&C's advice

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

2.3 Percentage of impact analyses published by the Office of Impact Analysis within 5 business days of notification

2.4 Percentage of key stakeholders (non-ministerial stakeholders) satisfied with PM&C's support to the Cabinet and its committees

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

3.1 PM&C effectively supports Commonwealth–state relations

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

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

3.4 Australian Government Consulting provides consulting services that benefit agencies across the Australian Government

Capability focus areas



Focus area 1:
**Empowering
our workforce**



Focus area 2:
**Delivering through
collaboration**



Focus area 3:
**Strengthening
how we operate**

Note: Since the publication of PM&C's Portfolio Budget Statements (PBS) 2026–27, we have changed our key activities and performance measures – refer to [appendix A](#).

Part 1

Purpose and key activities

PM&C plays a central role in supporting the Prime Minister, Cabinet and portfolio ministers to deliver strong outcomes for the Australian community. We shape government decisions, coordinate action across the Australian Public Service (APS), and provide clear, high-quality advice on the issues that matter most.

As the lead department for the APS, we bring a whole-of-government and whole-of-nation perspective to our work. We work closely with our partners across government, industry and the community to respond to emerging challenges and deliver lasting outcomes.

Purpose

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

Outcome and program

Outcome 1: Provide high-quality policy advice and support to the Prime Minister, the Cabinet, portfolio ministers and assistant ministers through coordination of government activities, policy development and program delivery.

Program 1.1: Prime Minister and Cabinet

Key activities



Key activity 1: Advise

PM&C provides high-quality, evidence-based advice to the Prime Minister, the Cabinet and portfolio ministers to inform decision-making



Key activity 2: Collaborate

PM&C collaborates with stakeholders to influence and support significant government priorities



Key activity 3: Deliver

PM&C delivers and implements specialist functions to support effective operations of government

Values and behaviours

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

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

Part 2

Operating context

Operating environment

Australia is navigating an increasingly complex and interconnected environment shaped by global uncertainty, economic pressures, a deteriorating security environment and changing community expectations. Economic conditions are expected to remain challenging, with subdued growth, persistent cost-of-living pressures and rising demand for government services. Inflation remains elevated due in part to global energy price shocks, with growth expected to soften in the near term before gradually recovering. At the same time, structural shifts – including the transition to net zero, demographic change, technological advances and changes in the global balance of power – will continue to reshape the economy and policy landscape.

The Office of AI was established in PM&C on 15 July 2026 to coordinate across Australian Government agencies to design and legislate the new Australia artificial intelligence (AI) standard and unlock AI training in Australia. The Office will ensure that investment in AI benefits the Australian people, is aligned with our values, and advances our national interests.

PM&C will support the government's economic agenda and its efforts to improve productivity, strengthen economic resilience, progress tax reform and ensure fiscal settings are disciplined, targeted and sustainable over the medium term. This includes supporting reforms to reduce regulatory burden, encourage business investment and innovation, and improve workforce participation and mobility. We will strengthen the policy and institutional frameworks underpinning economic management, including by improving the quality of advice, supporting effective decision-making and enhancing coordination across the public service.

Social conditions are evolving alongside these changes. Australia's ageing population will continue to drive demand for care and support services and ongoing reform across systems such as aged care and the National Disability Insurance Scheme (NDIS). Ensuring the sustainability of these systems, including through targeted reforms to moderate growth in expenditure, will remain a key priority. Improving outcomes for Aboriginal and Torres Strait Islander peoples, strengthening social cohesion and ensuring access to high-quality services will remain central to the government's priorities.

PM&C will support these priorities by working in partnership with other agencies to advance disability reform, including implementing changes to the NDIS and the rollout of Thriving Kids. We will contribute to the First Nations Economic Partnership and Closing the Gap, working collaboratively with communities, Aboriginal community-controlled organisations, and state and territory governments to improve outcomes. PM&C will continue to support the government's efforts to strengthen social cohesion, including in response to the Bondi antisemitic terrorist attack and through the Royal Commission on Antisemitism and Social Cohesion.

Persistent and complex gender inequality continues to shape Australia's social and economic environment. The national crisis of violence against women continues to impact the community, with ending violence remaining a key priority for the Government. Despite progress in workforce participation and reductions in the gender pay gap, disparities remain in areas such as economic security, unpaid care, leadership and health outcomes. Addressing challenges like this, as well as ending gender-based violence, requires sustained whole-of-government effort.

The Office for Women (OFW) within the department provides leadership to advance gender equality, focusing effort across government in line with *Working for Women: A Strategy for Gender Equality*. There is ongoing high expectation from government that gender considerations are applied to policy development and decision-making. As gender analysis capabilities and practices mature, OFW is continuing to support departments to deliver on the whole-of-government commitment to gender equality through the use of gender-responsive budgeting. Outside of budget processes, OFW is working across government to prevent the weaponisation of government systems, including child support, superannuation, tax and social security. OFW leads reporting against the government's women-in-leadership targets, and plays a key role in supporting a gender equality lens in the government's response to emerging challenges and priorities.

Australia operates in an increasingly fragmented and disordered global system. Intensifying long-term rivalry among major powers, rising protectionism, and rapid technological disruption are testing the foundations of Australian policy. Global shocks—including disruptions to energy markets—further amplify these pressures. At the same time, intersecting challenges such as geopolitical tension, economic fragmentation, climate change, and technological change are growing more complex. Recent conflicts, including in the Middle East, underscore the impacts of shocks on energy markets, national security, and crisis coordination.

AUKUS is a key component of delivering security and stability to our region. PM&C is playing a more prominent role in whole-of-government support for Australia's acquisition of conventionally armed, nuclear-powered submarines. This role is especially focused on working with all levels of government, industry and international partners to ensure the successful delivery of Australia's Nuclear-Powered Submarine Program.

PM&C is supporting the government in reforming Australia's disaster management system and is supporting implementation of the government's fuel security and resilience measures, including strengthening fuel supply chains and improving national preparedness for future shocks. We are focused on risk reduction and resilience and on ensuring the system is fit for purpose in safeguarding Australia's people and its economy.

Australians' expectations of government continue to shift, with increased emphasis on integrity, transparency and quick responses to emerging issues. At the same time, reliance on digital

systems is growing, with higher expectations for secure, resilient and real-time information to support decision-making.

Taskforces will continue to play an important role in responding to emerging government priorities. They provide focused capability to support policy advice, coordination and implementation in complex or time-sensitive areas. This includes addressing cross-portfolio issues and enabling timely, coordinated responses to national and international developments. In 2026–27, PM&C will continue to lead the Fuel Supply Taskforce, supporting the consolidation of advice and analysis across government to ensure consistent and coordinated updates on Australia's fuel supply and engagement with the states and territories on fuel security through National Cabinet. This work supports the government's broader fuel resilience and energy security agenda in response to global supply disruptions.

PM&C will continue to partner with stakeholders, bring together expertise and perspectives from across government to support coordinated responses to complex, cross-cutting challenges.

Taskforces

Taskforces are often incorporated into PM&C to help the government respond quickly to emerging priorities. They bring together policy, delivery and engagement capability, and provide coordination on complex or time-sensitive issues – particularly where action is needed across portfolios, jurisdictions and sectors. Taskforces are used where the government needs dedicated oversight, fast mobilisation and clear accountability to progress priority work.

The Fuel Supply Taskforce, which was provided \$9.2 million over 2 years from 2025–26, is a recent example that shows the value of a focused response to an urgent government priority. Established by the Australian Government to coordinate a nationally consistent response to fuel supply disruptions linked to conflict in the Middle East, the taskforce strengthens whole-of-government coordination, enables timely advice and supports consistent implementation of actions to ensure fuel security. We will include a case study on the Fuel Supply Taskforce in our Annual Report 2026–27.

Capability

A capability review of PM&C was conducted in late 2025, as required by the *Public Service Act 1999*. The review provided valuable insights into our strengths, including:

- our committed workforce
- our highly trusted and professional relationships with the Prime Minister's and portfolio ministers' offices
- the effectiveness of our specialist functions.

The review recognised the work already underway to build capability across a range of critical areas, while encouraging us to:

- sharpen our leadership and governance
- set and sequence strategy and priorities
- improve our internal and external collaboration.

In March 2026, we released our Capability Review Action Plan. This outlines how we will strengthen our capability to lead from the centre of the public service and support the Prime Minister, Cabinet and portfolio ministers to improve the lives of all Australians.

The action plan sets out 3 focus areas and 20 priority actions for the next 4 years. Together, these actions will help us respond to emerging challenges, risks and opportunities with greater agility.



Focus area 1:
**Empowering
our workforce**



Focus area 2:
**Delivering through
collaboration**



Focus area 3:
**Strengthening
how we operate**





Focus area 1: Empowering our workforce

We aim to enable a highly capable, future-ready workforce with a unified purpose, clear priorities and a coherent value proposition – equipped, trusted and empowered to take considered risks, make decisions and deliver for government.

We will enhance our capability by:

- refreshing our strategic direction and embedding our ways of working to help staff understand when and how to strategically engage on government priorities
- clearly and regularly articulating government and departmental priorities to help staff understand how they can best contribute to meeting them
- clarifying delegations of authority and risk tolerances so our people can confidently manage risk
- developing our workforce strategies to guide strategic planning and future workforce decisions, including fostering a diverse workforce
- refreshing our learning and development strategy to strengthen knowledge, expand access to high-quality training and support professional development
- developing a knowledge management framework to set out how we capture, store and share information to maintain strong corporate knowledge.

Strategic Workforce Plan

A central priority is the development and implementation of an enterprise-level Strategic Workforce Plan. This plan will establish a more forward-looking, evidence-based approach to workforce planning, enabling PM&C to identify future capability, capacity and workforce composition needs. It will support more deliberate decisions about how the department recruits, develops and deploys its people to meet evolving government priorities.

Through the Strategic Workforce Plan, PM&C will be better positioned to anticipate emerging skills needs, particularly in areas such as national security, international policy, program delivery, and data and digital capability. It will enable more coordinated workforce decisions and strengthen the department's ability to align its people and capability with future demands.

APS Strategic Commissioning Framework

In line with the APS Strategic Commissioning Framework, we have identified the following job families as PM&C's core work for 2026–27: policy; legal and parliamentary; senior executive; data and research; and portfolio program and project management.

During 2026–27, we will continue to embed the APS Strategic Commissioning Framework and strengthen our organisational capability. Our key actions include:

- continuing to monitor and report on the use of contractors in core work
- converting contractor roles to APS roles where possible across both core and non-core work
- maintaining visibility of the framework's requirements through procurement processes.

Additionally our Strategic Workforce Plan will enable more forward-looking, evidence-based decision-making on workforce issues.



Focus area 2: Delivering through collaboration

We aim to work cohesively as a department and in partnership with stakeholders to align priorities and deliver coordinated outcomes.

We will enhance our capability by:

- developing and communicating a well-defined central agency value proposition that reflects our unified purpose, the varied ways we deliver for government, and our role in upholding a culture of excellence across the APS
- showing leadership on government priorities by delivering high-quality advice that draws on perspectives from across government and the community
- developing an enterprise stakeholder engagement framework to support collaboration with external stakeholders
- reviewing and strengthening our strategic collaboration to better identify coordinated, whole-of-government priorities
- strengthening communication pathways and information flows to ensure staff at all levels have the context and knowledge to confidently make decisions
- strengthening Cabinet operations to embed better coordination, timeliness of advice and delivery of government priorities.



Focus area 3: **Strengthening how we operate**

We aim to make our systems more coherent and efficient to enable high-quality delivery.

We will enhance our capability by:

- designing a corporate operating model that clearly articulates our enabling service offer
- using forward-looking technology, including artificial intelligence, to harness efficiencies
- developing a data strategy and appointing a Chief Data Officer to uplift our data maturity
- embedding an enduring security culture to protect our people, information and assets
- improving risk management and reporting to enable us to understand our risk appetite and better respond to emerging risks and opportunities
- finalising our integrity framework to embed our integrity processes
- fostering a financially literate culture through targeted training, modern financial systems and streamlined processes
- streamlining operational workflows to reduce unnecessary complexity and improve efficiency.

Strengthening digital, technology and security capability

As a central agency, PM&C relies on secure, reliable and responsive digital capability. This supports time-critical decision-making, information sharing and coordination across portfolios and jurisdictions.

PM&C is accelerating the modernisation of core systems and transitioning legacy infrastructure to resilient, cloud-native architecture. This approach is improving scalability and supporting a more mobile workforce. Security best practice underpins this work, with a focus on protecting our assets, reinforcing secure handling practices and building organisational resilience in how we manage the Australian Government's most sensitive data.

Building on this foundation, PM&C is supporting the responsible adoption of emerging technologies, including artificial intelligence. A staged approach allows the department to test fit-for-purpose use cases – such as intelligent data analysis for evidence-based policy and routine process automation – while maintaining transparency, accountability and appropriate risk management.

Risk oversight and management

Managing risk is central to how PM&C supports effective operations of government. The department's approach recognises that risk is inherent in a complex and fast-paced operating environment but that it must be managed in a way that balances informed decision-making with maintaining public trust and confidence.

Our approach is underpinned by a framework that supports the identification, assessment and management of risk across all areas of the department. PM&C's Risk Management Policy and Framework complies with the Commonwealth Risk Management Policy, which supports the Secretary in meeting their obligations under section 16 of the *Public Governance, Performance and Accountability Act 2013*. This approach promotes clear accountability, open discussion and regular review, ensuring risks are considered as part of day-to-day business and strategic decision-making. It balances the need to enable innovation and responsiveness with protecting PM&C's integrity, reputation and ability to deliver outcomes.

Strengthening capability and culture remains a priority. PM&C will continue to build its risk management capability and culture by clarifying risk appetite and tolerance, improving reporting, and embedding consistent practices across the department. This includes supporting staff to confidently identify and manage risk, strengthening leadership capability, and reinforcing a culture that is confident and accountable in managing uncertainty.

Adapting to a changing environment is critical as risks become more complex, interconnected and unpredictable. PM&C will continue enhancing its ability to identify emerging risks and opportunities, ensuring its risk settings remain aligned to its operating context. This includes integrating risk considerations more effectively into policy development, coordination and delivery, and supporting the government to respond to evolving challenges in a timely and coordinated way.

Strategic and enterprise risks provide a structured focus for managing the most significant risks to the department's objectives. These risks are regularly reviewed through governance processes, with clear ownership and accountability. PM&C will continue to strengthen how these risks are monitored and managed, ensuring mitigation strategies remain effective and responsive to changing conditions. These are outlined in more detail in [table 1](#).

Table 1: PM&C's strategic and enterprise risks and management strategies

Risk statements	Management strategies
Risk 1 We are not influential and fail to lead, collaborate, and anticipate policy direction	This risk is managed through proactive stakeholder engagement and strong coordination. Efforts focus on maintaining influential relationships with ministers, agencies, and key stakeholders, providing leadership across the APS, and supporting the delivery of government priorities through timely advice and coordinated responses to emerging issues. Ongoing stakeholder feedback helps strengthen our effectiveness and identify opportunities for improvement. If realised, impacts are mitigated through policy realignment, targeted communication, and strengthened partnerships to minimise strategic and reputational impacts.
Risk 2 We are not able to effectively support government operations	This risk is managed through strong planning, governance, coordination, and stakeholder engagement. Efforts focus on maintaining operational readiness, supporting critical government functions, and delivering timely, high-quality support through established processes. Ongoing feedback and continuous improvement help ensure support remains effective and responsive to government needs. If realised, impacts are mitigated through prioritisation, surge responses, and targeted stakeholder engagement to minimise disruption to government operations.
Risk 3 We fail to maintain a strong integrity culture	This risk is managed through clear expectations, strong governance, ethical leadership, and comprehensive integrity frameworks. Efforts focus on promoting ethical behaviour, accountability, integrity awareness, and the effective management of integrity concerns through education, advice, and reporting mechanisms. If realised, impacts are mitigated through timely investigation, strengthened controls, targeted communication and training, and corrective action to minimise compliance, reputational, and trust impacts.
Risk 4 We do not have the capability or capacity to deliver and meet emerging priorities	This risk is managed through workforce planning, capability development, and flexible resource allocation. Efforts focus on building a skilled, adaptable, diverse and responsive workforce. Ongoing oversight supports the early identification of capability and capacity risks, enabling resources to be effectively deployed to meet current and emerging priorities. If realised, impacts are mitigated through reprioritisation, targeted capability interventions, and collaboration to minimise delivery delays and capability gaps.
Risk 5 We do not have effective, efficient and fit for purpose ICT systems and services	This risk is managed through strategic ICT planning, service management, technology modernisation, and targeted investment. Efforts focus on maintaining reliable, secure, and fit-for-purpose systems, strengthening workforce capability, and aligning ICT services with business needs. If realised, impacts are mitigated through continuity arrangements, system redundancy, incident response, and recovery measures to minimise operational disruption and maintain critical services.
Risk 6 We fail to secure our personnel and physical assets	This risk is managed through protective security controls, governance, and security awareness. Efforts focus on safeguarding personnel, facilities, and assets through robust security frameworks, compliance with government security requirements, ongoing risk assessment, and staff training. If realised, impacts are mitigated through incident response, recovery activities, and timely risk treatment to minimise harm, operational disruption, and reputational impacts.

Table 1: PM&C's strategic and enterprise risks and management strategies (continued)

Risk statements	Management strategies
Risk 7 We fail to protect our digital ecosystem from compromise	This risk is managed through cyber security controls, governance, and ongoing investment in secure and resilient ICT infrastructure. Efforts focus on monitoring and managing cyber security risks, strengthening resilience, promoting security awareness, and maintaining compliance with relevant security requirements. If realised, impacts are mitigated through incident response, containment, recovery activities, and collaboration across government to minimise data loss, system disruption, and operational impacts.
Risk 8 We fail to adopt, appropriately engage with and/or manage emerging/new technologies for PM&C	This risk is managed through strategic technology governance, architecture assurance, and informed decision-making. Efforts focus on monitoring emerging technologies, assessing opportunities and risks, building workforce capability, and supporting secure and responsible adoption aligned with departmental objectives. If realised, impacts are mitigated through enhanced oversight, targeted interventions, and implementation adjustments to minimise inefficiencies, risks, and missed opportunities.
Risk 9 We fail to provide a safe workplace that manages psychosocial or physical hazards to support the wellbeing of our people	This risk is managed through active leadership, staff consultation and proactive management of physical and psychosocial risks. Efforts focus on fostering a safe, healthy, respectful, and inclusive workplace through a comprehensive work health and safety management system including risk assessments, safety inspections, hazard reporting, wellbeing initiatives as well as diversity and inclusion programs. If realised, impacts are mitigated through early intervention, accessible support services such as the Employee Assistance Program, workplace adjustments, and corrective action to minimise harm, workforce disruption, and cultural impacts.

Cooperation and collaboration

Cooperation is fundamental to PM&C's role at the centre of government. It's how we achieve our purpose of supporting the Prime Minister, the Cabinet and portfolio ministers to improve the lives of all Australians, advance Australia's interests, and keep our country safe and prosperous. PM&C enables collective action on the government's most significant priorities. We do this through our stewardship of Cabinet processes, whole-of-government coordination, and partnerships across jurisdictions, sectors and communities.

PM&C maintains significant and enduring cooperative arrangements. These span the Australian Government, state, territory and local governments, international partners, and the broader Australian community. Many of these arrangements include formal governance mechanisms, regular engagement forums and shared responsibilities for delivering government priorities.

Prime Minister, Cabinet, portfolio ministers and whole-of-government governance

PM&C supports the Prime Minister, the Cabinet and portfolio ministers by providing high-quality advice, coordinating action across government and supporting effective decision-making. We work closely with ministers and their offices to identify emerging issues, develop policy options and deliver the government's priorities.

PM&C serves as the custodian of Cabinet processes and coordinates whole-of-government decision-making. We work closely with Australian Government departments and agencies to support the effective operation of the Cabinet and its committees.

We use Cabinet processes, Cabinet and interdepartmental committees, senior officials' forums and taskforces to bring together expertise from across government. These arrangements support collective decision-making on complex issues. This ensures policy proposals are rigorously considered, informed by diverse perspectives and aligned with government priorities.

PM&C enables cooperation across the APS through its oversight of Cabinet processes. We facilitate collaboration between portfolios, support the development of Cabinet submissions and decisions, and monitor the implementation of government priorities. This helps the Australian Government respond effectively to national opportunities and challenges.

We support delivery through collaborative governance, such as cross-government taskforces and other whole-of-government coordination mechanisms. These arrangements bring together expertise from across agencies to address complex policy and delivery challenges, build APS capability and help implement the government's priorities.

Examples include the Fuel Supply Taskforce, which coordinates advice and action across governments and agencies to strengthen fuel security and resilience; and Australian Government Consulting, which partners with agencies across the APS to help solve complex policy, delivery and organisational challenges as part of the Government's commitment to reduce reliance on external consultants.

APS collaboration

PM&C works across the APS to support coordinated policy development, decision-making and implementation of government priorities. As the APS's lead department, we bring together expertise and perspectives from across government.

We work closely with PM&C portfolio agencies and the broader APS to deliver government priorities.

For example, we collaborate with the Department of the Treasury and the Department of Finance on economic policy, fiscal and budget matters, and whole-of-government reform.

We work with the Department of Social Services, the Department of Health, Disability and Ageing, and other agencies to support major social policy reforms, such as disability and aged care reform, ending gender-based violence, and gender equality initiatives. We work with the National Emergency Management Agency to strengthen crisis preparedness, response and recovery arrangements.

These relationships strengthen our advice, coordination and delivery functions. They enable whole-of-government responses to complex and cross-cutting challenges.

Commonwealth–state and territory cooperation

PM&C has a central role in cooperation between the Commonwealth and state and territory governments. We support this through National Cabinet, ministerial forums, senior officials' meetings and other intergovernmental arrangements.

We work with premiers, chief ministers and their administrations to address shared national priorities. These include economic resilience, service delivery and disability reform, Closing the Gap, emergency management, ending gender-based violence, and national security.

These arrangements provide formal governance structures that support coordination, implementation and accountability across jurisdictions. They are critical to achieving outcomes that depend on collective action across government.

Non-government cooperation

PM&C supports the Australian Government to deliver policies, reforms and services that improve the lives of Australians. To inform this work, we draw on evidence, analysis and insights from across the Australian community, including community organisations, peak bodies, business and industry groups, unions, academia and research institutions.

This evidence helps us understand emerging issues, implementation challenges, and the needs and experiences of Australians. We use these insights to strengthen policy development and advice. This supports better decision-making and helps the government deliver coordinated, effective and responsive outcomes for the Australian community.

International cooperation

PM&C supports the Prime Minister's bilateral and multilateral engagement and works with international partners to advance Australia's national interests.

We maintain significant cooperative relationships with foreign governments, international organisations and regional forums, including the:

- United Nations
- G20
- APEC
- Pacific Islands Forum
- East Asia Summit
- AUKUS
- Quad.

These arrangements support cooperation on national security, economic resilience, regional stability, crisis response, supply chain resilience and gender equality.

Through these relationships, PM&C contributes to coordinated international action on shared challenges and supports Australia's strategic, economic and security objectives.

Part 3

Performance

The Corporate Plan 2026–27 is PM&C’s primary planning document and sets out how our performance will be measured and assessed in line with the requirements of section 16EA of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

Our performance framework establishes a clear line of sight between our purpose, key activities, performance measures and results, supporting accountability to the parliament and the public and helping ensure the effective use of public resources.

We continue to improve PM&C’s performance framework so that it better reflects what we do and how we do it. The framework is reviewed annually to ensure it remains aligned with PM&C’s purpose, government priorities and operating environment, and is underpinned by principles of completeness, accuracy, verifiability, transparency and continuous improvement.

We monitor and assess performance throughout the year using a combination of qualitative and quantitative measures, supported by robust data sources, including departmental records, independent stakeholder surveys and structured interviews with portfolio ministers or their representatives. These methods help us make better decisions and improve the reliability and verifiability of our performance reporting over time.

Performance results are monitored through regular reporting and assurance processes and are reported publicly each year in the annual performance statements included in PM&C’s Annual Report. Complementing our performance measures, case studies are used to provide practical examples of how PM&C’s work contributes to achieving outcomes for government and the Australian community. This assists us to provide insight into a broader range of departmental activities, including taskforces and urgent government priorities, and ensures a complete and balanced account of our performance.

During 2026–27, PM&C will achieve its purpose through 3 key activities:



Key activity 1: Advise

PM&C provides high-quality, evidence-based advice to the Prime Minister, the Cabinet and portfolio ministers to inform decision-making



Key activity 2: Collaborate

PM&C collaborates with stakeholders to influence and support significant government priorities



Key activity 3: Deliver

PM&C delivers and implements specialist functions to support effective operations of government

For more information about changes to our performance framework for 2026–27 refer to [appendix A](#) and [appendix B](#).



Key activity 1: Advise

PM&C provides high-quality, evidence-based advice to the Prime Minister, the Cabinet and portfolio ministers to inform decision-making

PM&C operates as a central agency, bringing a whole-of-government approach and a whole-of-nation perspective to support the Prime Minister, Cabinet and portfolio ministers in their decision-making. This is in pursuit of our purpose: to improve the lives of all Australians, advance Australia's interests, and keep our country safe and prosperous.

We support informed decision-making by providing robust, evidence-based advice that draws on diverse perspectives, is analysis driven and is provided in a timely manner reflecting the government's priorities. The effectiveness and timeliness of this advice are assessed through a series of performance measures.

Measure 1.1 Percentage of key stakeholders (Prime Minister and relevant ministers) that are satisfied with PM&C's advice				
Period	2026–27	2027–28	2028–29	2029–30
Target	79%	80%	80%	80%
Rationale	Maintaining stakeholder satisfaction with the effectiveness, timeliness and responsiveness of our advice is key to achieving our purpose and is an important way to measure our success.			
Methodology	Satisfaction is measured through a survey of the Prime Minister and relevant ministers. The survey is conducted by an independent provider and assesses overall satisfaction, effectiveness of advice, communication and engagement. Refer to Note 1 in appendix B for additional information on the survey approach.			
Data source	Data is collected from a survey of the Prime Minister and relevant ministers.			
Measure type	Quantitative and qualitative measuring effectiveness and timeliness.			
Caveats	• The measure only reflects the views of ministers (not other stakeholders). • The Prime Minister's response makes up 50% of the overall result.			
Changes from previous year	In the Corporate Plan 2025–26, this measure covered all key stakeholders and was identified as measure 1.1: Percentage of key stakeholders that are satisfied with PM&C's advice, under key activity 1: Provide informed, impactful and timely advice. From 2026–27, it has been split into 2 measures due to changes in PM&C's key activities: • measure 1.1: Percentage of key stakeholders (Prime Minister and relevant ministers) that are satisfied with PM&C's advice, under key activity 1: Advise • measure 2.1: Percentage of key stakeholders (non-ministerial stakeholders) that are satisfied with PM&C's advice, under key activity 2: Collaborate.			

Measure 1.2 Percentage of key stakeholders satisfied with the coordination and support provided for international engagements				
Period	2026–27	2027–28	2028–29	2029–30
Target	79%	80%	80%	80%
Rationale	Maintaining the satisfaction of stakeholders with the coordination and support provided by PM&C for international engagements is key to achieving our purpose and is an important way to measure our success.			
Methodology	Satisfaction with and effectiveness of communication and engagement efforts are measured through a survey with key external stakeholders. The survey is conducted by an independent survey provider. Refer to note 1 in appendix B for additional information on the survey approach.			
Data source	Data is collected from a survey of ministerial and non-ministerial external stakeholders.			
Measure type	Quantitative and qualitative measuring effectiveness and timeliness.			
Caveats	• The measure reflects satisfaction with both coordination and support and the timeliness of advice. • It reflects the views of the Prime Minister, relevant portfolio ministers and non-ministerial stakeholders. • Results are weighted equally between ministerial and non-ministerial stakeholders. • The Prime Minister's response makes up 25% of the overall result.			
Changes from previous year	In the Corporate Plan 2025–26, this measure was identified as measure 2.2, under key activity 2: Provide coordination and support for government priorities and initiatives. From 2026–27, it has been moved to key activity 1: Advise. This reflects changes to PM&C's key activities.			

Measure 1.3 Percentage of incoming ministerial correspondence triaged and assigned for appropriate action within 5 working days				
Period	2026–27	2027–28	2028–29	2029–30
Target	95%	95%	95%	95%
Rationale	Timely and effective handling of correspondence is a key way PM&C supports the Prime Minister to engage with stakeholders and the Australian community. Ministerial correspondence includes correspondence to the Prime Minister from heads of government and heads of state, members of parliament, organisations or members of the public. Managing this correspondence is one of the primary ways we support the Prime Minister to engage with stakeholders and the Australian community. It is important that we triage all correspondence, consider response options, and assign correspondence for appropriate action as efficiently as possible. This includes triage, consideration of response options, and assignment of high-volume correspondence from a range of stakeholders, including heads of government and state, parliamentarians, organisations and members of the public.			
Methodology	Performance is assessed based on the proportion of incoming ministerial correspondence triaged and assigned within 5 working days. Results are reported using a 3-point scale: • Achieved – 95% or more of correspondence triaged and assigned in 5 working days • Partially achieved – 70% to 94% of correspondence triaged and assigned in 5 working days • Not achieved – less than 70% of correspondence triaged and assigned in 5 working days. Data is extracted from the Parliamentary Document Management System (PDMS) through a request to the Department of Finance, which manages the system. The dataset includes correspondence received via the Contact the PM web form, Australia Post, emails to PM&C ministerial offices, and correspondence referred from electorate or ministerial offices. Results are calculated as the number of items triaged and assigned within 5 working days, divided by the total number of items received during the reporting period, multiplied by 100. Triaging correspondence within 5 working days supports timeliness, accountability, effective risk management and informed decision-making. It underpins public confidence and safeguards the integrity of government processes.			
Data source	Data is drawn from PDMS, which supports the management of ministerial correspondence, executive communications, briefings and submissions, and general communications (up to the PROTECTED level).			
Measure type	Quantitative measuring output and timeliness.			
Caveats	• Correspondence volumes can vary significantly due to global and domestic events and media cycles. • These fluctuations can affect performance and make results difficult to predict. • This measure applies only to correspondence to the Prime Minister, not other portfolio ministers.			
Changes from previous year	Not applicable.			

Measure 1.4 Percentage of key stakeholders (Prime Minister and relevant ministers) satisfied with PM&C's support to the Cabinet and its committees				
Period	2026–27	2027–28	2028–29	2029–30
Target	79%	80%	80%	80%
Rationale	Maintaining the satisfaction of stakeholders with PM&C's support to the Cabinet and its committees is key to achieving our purpose and is an important way to measure our success.			
Methodology	Satisfaction with and effectiveness of communication and engagement are measured through a survey of the Prime Minister and relevant ministers. The survey is conducted by an independent provider and assesses overall satisfaction with and effectiveness of support. Refer to note 1 in appendix B for additional information on the survey approach.			
Data source	Data is collected from a survey of the Prime Minister and relevant ministers.			
Measure type	Quantitative and qualitative measuring effectiveness and timeliness.			
Caveats	• The measure reflects the views of ministers only (not non-ministerial stakeholders). • It relates to satisfaction with the effectiveness and timeliness of support to the Cabinet and its committees. • The Prime Minister's response makes up 50% of the overall result.			
Changes from previous year	In the Corporate Plan 2025–26, this measure was identified as measure 3.1: Percentage of key stakeholders that are satisfied with PM&C's support to the Cabinet and its committees, under key activity 3: Enable Cabinet operations. From 2026–27, it has been split into 2 measures due to changes in PM&C's key activities: • measure 1.4: Percentage of key stakeholders (Prime Minister and relevant ministers) that are satisfied with PM&C's support to the Cabinet and its committees, under key activity 1: Advise • measure 2.4: Percentage of key stakeholders (non-ministerial stakeholders) satisfied with PM&C's support to the Cabinet and its committees, under key activity 2: Collaborate.			



Key activity 2: Collaborate

PM&C collaborates with stakeholders to influence and support significant government priorities

PM&C plays a key leadership role in supporting the delivery of the government's priorities by working in close collaboration with stakeholders across and beyond government. As a central agency, we bring together perspectives from across the APS, ministers' offices and state and territory governments to influence and align priorities, support coordinated decision-making and address complex, cross-cutting issues.

Through established mechanisms such as interdepartmental committees and taskforces¹, we facilitate the effective coordination and implementation of government policies and programs with other APS departments and agencies. These engagements strengthen the evidence base for decision-making, ensure diverse perspectives are considered, and help identify emerging issues and opportunities. This enables coordinated, timely and practical responses to the government's priorities, and supports improved outcomes for Australians.

Maintaining strong stakeholder satisfaction with the effectiveness, timeliness and responsiveness of this advice and coordination is central to how we assess our performance.

Measure 2.1 Percentage of key stakeholders (non-ministerial stakeholders) that are satisfied with PM&C's advice				
Period	2026–27	2027–28	2028–29	2029–30
Target	79%	80%	80%	80%
Rationale	Maintaining stakeholder satisfaction with the effectiveness, timeliness and responsiveness of our advice is key to achieving our purpose and is an important way to measure our success. It reflects how well PM&C engages with stakeholders to bring together evidence, expertise and perspectives to support informed decision-making.			
Methodology	Satisfaction with and effectiveness of communication and engagement are measured through a survey of non-ministerial stakeholders. The survey is conducted by an independent provider and assesses overall satisfaction, effectiveness of advice, and communication and engagement. Refer to note 1 in appendix B for additional information on the survey approach.			
Data source	Data is collected from a survey of non-ministerial external stakeholders.			
Measure type	Quantitative and qualitative measuring effectiveness and timeliness.			
Caveats	- The measure reflects the views of non-ministerial stakeholders only (not the Prime Minister or relevant ministers). - It relates to satisfaction with the effectiveness and timeliness of advice.			
Changes from previous year	In the Corporate Plan 2025–26, this measure was identified as measure 1.1: Percentage of key stakeholders that are satisfied with PM&C's advice, under key activity 1: Provide informed, impactful and timely advice. From 2026–27, it has been split into 2 measures due to changes in PM&C's key activities: - measure 1.1: Percentage of key stakeholders (Prime Minister and relevant ministers) that are satisfied with PM&C's advice, under key activity 1: Advise - measure 2.1: Percentage of key stakeholders (non-ministerial stakeholders) that are satisfied with PM&C's advice, under key activity 2: Collaborate.			

¹ Refer to page 6 for more information about taskforces and how PM&C addresses emerging priorities.

Measure 2.2 Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities				
Period	2026–27	2027–28	2028–29	2029–30
Target	79%	80%	80%	80%
Rationale	Maintaining the satisfaction of stakeholders with the coordination and support provided by PM&C in the delivery of government priorities is key to achieving our purpose and is an important way to measure our success. It reflects how well PM&C works with others to bring together evidence, expertise and perspectives to support delivery and informed decision-making.			
Methodology	Satisfaction with and effectiveness of communication and engagement are measured through a survey of stakeholders, including ministerial and non-ministerial stakeholders. The survey is conducted by an independent provider and assesses overall satisfaction, coordination and support, and communication and engagement. Refer to note 1 in appendix B for additional information on the survey approach.			
Data source	Data is collected from a survey of ministerial and non-ministerial external stakeholders.			
Measure type	Quantitative and qualitative measuring effectiveness and timeliness.			
Caveats	• The measure reflects the views of the Prime Minister, relevant portfolio ministers and non-ministerial stakeholders. • It relates to satisfaction with the effectiveness and timeliness of coordination and support. • Results are weighted equally between ministerial and non-ministerial stakeholders. • The Prime Minister's response will constitute 25% of the overall result.			
Changes from previous year	In the Corporate Plan 2025–26, this measure was identified as measure 2.1, under key activity 2: Provide coordination and support for government priorities and initiatives. From 2026–27, it has been renumbered as measure 2.2, under key activity 2: Collaborate.			

Measure 2.3 Percentage of impact analyses published by the Office of Impact Analysis (OIA) within 5 business days of notification				
Period	2026–27	2027–28	2028–29	2029–30
Target	95%	95%	95%	95%
Rationale	The Australian Government's Impact Analysis Framework supports transparent, evidence-informed decision-making. The Office of Impact Analysis administers the framework and assists agencies to use the framework to support policy decisions. OIA provides expert guidance to agencies on technical issues related to the framework's use and conducts training to assist policy officers in preparing impact analyses. In addition, OIA works with agencies to meet the framework's requirements and to publish impact analyses following policy announcements. This performance measure captures the OIA's role in supporting the transparency of government decision-making. Further information on the work of the Office of Impact Analysis and the framework is available at oia.pmc.gov.au			
Methodology	This measure is calculated as the number of impact analyses published within 5 business days of notification by the relevant agency of the policy announcement, divided by the number of impact analyses published in the relevant reporting period, multiplied by 100. Overall performance is based on a 3-point scale: • Achieved – 95% of impact analyses published within 5 business days of notification by the responsible agency of the policy announcement • Partially achieved – 80% to 94% of impact analyses published within 5 business days of notification by the responsible agency of the policy announcement • Not achieved – less than 80% of impact analyses published within 5 business days of notification by the responsible agency of the policy announcement.			
Data source	Publication records maintained by the Office of Impact Analysis.			
Measure type	Quantitative measuring output and timeliness.			
Caveats	• The measure excludes impact analyses where publication is delayed for external reasons. • This measure is being reviewed during 2026–27.			
Changes from previous year	In the Corporate Plan 2025–26, this measure was identified as measure 1.4, under key activity 1: Provide informed, impactful and timely advice. From 2026–27, it has been renumbered as measure 2.3, under key activity 2: Collaborate.			

Measure 2.4 Percentage of key stakeholders (non-ministerial stakeholders) satisfied with PM&C's support to the Cabinet and its committees				
Period	2026–27	2027–28	2028–29	2029–30
Target	79%	80%	80%	80%
Rationale	Maintaining the satisfaction of stakeholders with PM&C's support to the Cabinet and its committees is key to achieving our purpose and is an important way to measure our success. PM&C works in close collaboration with non-ministerial stakeholders to support the Cabinet and its committees in delivering significant government priorities.			
Methodology	Satisfaction with and effectiveness of communication and engagement are measured through a survey of non-ministerial stakeholders. The survey is conducted by an independent provider and assesses overall satisfaction, effectiveness of support, and communication and engagement. Refer to note 1 in appendix B for additional information on the survey approach.			
Data source	Data is collected from a survey of ministerial and non-ministerial external stakeholders.			
Measure type	Quantitative and qualitative measuring effectiveness and timeliness.			
Caveats	• The measure reflects the views of non-ministerial stakeholders only. • It relates to satisfaction with the effectiveness and timeliness of support to the Cabinet and its committees.			
Changes from previous year	In the Corporate Plan 2025–26, this measure was identified as measure 3.1, under key activity 3: Enable Cabinet operations. From 2026–27, it has been split into 2 measures due to changes in PM&C's key activities: • measure 1.4: ministerial satisfaction, under key activity 1: Advise • measure 2.4: non-ministerial stakeholder satisfaction, under key activity 2: Collaborate.			

Measure 2.5 Annual review of the Australian Government Crisis Management Framework is undertaken in consultation with Australian Government agencies to ensure it remains fit for purpose				
Period	2026–27	2027–28	2028–29	2029–30
Target	Annual updates of the administrative review are released on time	As per 2026–27	As per 2027–28	Updates from the comprehensive review are released on time
Rationale	PM&C is responsible for setting whole-of-government crisis management policy and coordinating the Australian Government's response to significant national emergencies. The Australian Government Crisis Management Framework (AGCMF) outlines how the Australian Government prepares for, responds to and supports recovery from crises in a more consistent and coordinated way with state and territories, non-government organisations, industry partners and the broader community in Australia, including the Indian Ocean Territories, Norfolk Island and the Jervis Bay Territory, and overseas where crises may affect Australians.			
Methodology	Continuous improvement of the AGCMF draws on learnings from the evaluation of exercises and crisis events the Australian Government conducts. In ensuring the AGCMF remains effective, relevant and aligned with the Australian Government strategic goals, PM&C has introduced a 2-tier review and update process: • Annual/administrative review: Conducted in years where a comprehensive review is not scheduled. Updates are released ahead of the higher risk weather season (generally October to March/April) and focus on maintaining currency and operational relevance. • Comprehensive review: Undertaken every 5 years, or sooner where required following a significant or novel crisis, to reassess the overall framework, assumptions and strategic settings. Reviews of and updates to the AGCMF are led by PM&C in partnership with the National Emergency Management Agency (NEMA), other Australian Government agencies, state and territory agencies, non-government organisations, industry partners and international partners. PM&C maintains editorial control over the AGCMF. The targets for the measure are heavily influenced by alignment with the Australian Government strategic goals and operational and contextual factors such as natural disasters, extreme weather, and pandemics.			
Data source	Departmental records such as meeting papers, executive briefs and minutes, lists of stakeholders consulted, and feedback from the publication of the reviews and the updated AGCMF on the PM&C website.			
Measure type	Quantitative measuring outputs.			
Caveats	• Reviews and updates are contingent on whole-of-government consultation, governance and approval processes, and impacted by significant or novel crises, Cabinet and committee scheduling, and the availability of cross-government resources. • We may adjust timeframes or scope to prioritise operational response activities or align with government consideration of broader reforms.			
Changes from previous year	Not applicable.			



Key activity 3: Deliver

PM&C delivers and implements specialist functions to support effective operations of government

PM&C plays a unique role, delivering a range of specialist functions that enable the effective operations of government and help turn government priorities into action. This includes providing secretariat and policy support to Cabinet and its committees and ensuring processes are orderly, advice is coordinated and decisions are implemented efficiently. PM&C supports National Cabinet by facilitating coordination between the Commonwealth and states and territories on issues of national significance, enabling consistent and collective responses to complex challenges.

PM&C delivers specialist advisory and capability functions to strengthen the performance of the APS and support government priorities. This includes Australian Government Consulting, which provides high-quality internal consulting services to help agencies solve complex problems and improve delivery.

PM&C leads the government's gender equality strategy, *Working for Women: A Strategy for Gender Equality*, by coordinating policy development, supporting implementation, and working with agencies and stakeholders to drive progress against agreed outcomes.

Strong delivery is timely, well-coordinated and focused on outcomes. Collectively, specialist functions reflect PM&C's role translating government priorities into action. The effectiveness and timeliness of our delivery is assessed through a series of performance measures.

Measure 3.1 PM&C effectively supports Commonwealth–state relations				
Period	2026–27	2027–28	2028–29	2029–30
Target	79%	80%	80%	80%
Rationale	Productive relationships between state, territory and Commonwealth governments are key to promoting policy reforms that are of national significance, and to ensuring that government policies, programs and decisions are successfully aligned and implemented.			
Methodology	Satisfaction with and effectiveness of communication and engagement are measured through a survey of key stakeholders. The survey is conducted by an independent provider and assesses overall satisfaction, effectiveness of support, and communication and engagement. Refer to note 1 in appendix B for additional information on the survey approach.			
Data source	Data is collected from a survey of ministerial and non-ministerial external stakeholders.			
Measure type	Quantitative and qualitative measuring effectiveness and timeliness.			
Caveats	• The measure reflects satisfaction with and effectiveness of support for Commonwealth–state relations. • It reflects the views of the Prime Minister, relevant portfolio ministers, and non-ministerial stakeholders. • Results are weighted equally between ministerial and non-ministerial stakeholders. • The Prime Minister's response makes up 25% of the overall result.			
Changes from previous year	In the Corporate Plan 2025–26, this measure was identified as measure 2.4, under key activity 2: Provide coordination and support for government priorities and initiatives. From 2026–27, it has been renumbered as measure 3.1, under key activity 3: Deliver. This reflects changes to PM&C's key activities.			

Measure 3.2

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

Period	2026–27	2027–28	2028–29	2029–30
Target	All 4 metrics achieved	All 4 metrics achieved	All 4 metrics achieved	All 4 metrics achieved

Metric 1
Transfer of Cabinet material to the National Archives of Australia within statutory timeframes² under the *Archives Act 1983* and Cabinet Proceedings Records Disposal Authority 2024/00626638

Period	2026–27	2027–28	2028–29	2029–30
Target	100% of files transferred to the National Archives of Australia within statutory timeframes under the <i>Archives Act 1983</i> and Cabinet Proceedings Records Disposal Authority 2024/00626638	As per 2026–27	As per 2026–27	As per 2026–27

Metric 2
Timeliness of production of Cabinet meeting minutes for the Cabinet Secretary

Period	2026–27	2027–28	2028–29	2029–30
Target	90% of minutes provided within 48 hours of the conclusion of the Cabinet (or Cabinet committee) meeting	As per 2026–27	As per 2026–27	As per 2026–27

Metric 3
Timeliness of preparation of Cabinet Appointments briefs for Cabinet, to support consideration by the Prime Minister within timeframes prescribed in paragraph 160 of the Cabinet Handbook (16th edition)

Period	2026–27	2027–28	2028–29	2029–30
Target	85% of Cabinet Appointments briefs prepared within 10 working days of receiving incoming appointments requests from the Prime Minister's Office	As per 2026–27	As per 2026–27	As per 2026–27

Metric 4
Availability and accessibility of the CabNet+ application for users

Period	2026–27	2027–28	2028–29	2029–30
Target	The CabNet+ application is available and accessible to users at least 95% of the time	As per 2026–27	As per 2026–27	As per 2026–27

² The statutory timeframes outlined here refer to paragraph 11 of the Cabinet Proceedings Records Disposal Authority, which states: ‘the determination of Commonwealth records as archival resources of the Commonwealth obliges agencies to transfer the records to the National Archives when they cease to be current and, in any event, within 15 years of the records coming into existence, under section 27 of the *Archives Act 1983*’.

Rationale	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. Metrics 1, 2 and 3 demonstrate the department's support to the executive branch of government, the Cabinet and its committees in their role as decision-makers. We are the custodian of critical and sensitive records for government. Maintaining these records is imperative in order to maintain the trust and confidence of the Prime Minister, Cabinet and the broader APS. Metric 4 demonstrates the availability of the CabNet+ system, which enables storage and circulation of cabinet material across the Australian Government.
Methodology	This is a composite measure that consists of 4 equally weighted metrics. Overall performance is based on a 3-point scale: • Achieved – all 4 metrics meet their targets • Partially achieved – 3 metrics meet their targets • Not achieved – 2 or fewer metrics meet their targets. Metric 1: Physical Cabinet documents are cross-checked against a CabNet+ report of files to be transferred to the National Archives of Australia. The target of 100% compliance with the <i>Archives Act 1983</i> and related authorities reflects the need to comply with legislative requirements. Metric 2: Once note-takers clear and quality assure the minutes, these minutes are marked as 'Ready for Cabinet Secretary' in the CabNet+ system. Using time stamps, a minute's timeline report is extracted from the CabNet+ system and undergoes a quality assurance process. The target of 90% of minutes provided within 48 hours demonstrates the balance between the need for clear and accurate decisions and timely distribution of decisions. Metric 3: Relevant data is extracted from the CabNet+ system to determine the time from creation of a CabNet+ entry for each appointment to the time when the box is checked indicating that the PM&C Secretary has cleared the appointments brief and immediately provided it to the Prime Minister's Office. The target of 85% of briefs being provided within 10 working days reflects the importance of timely support to the Prime Minister regarding Cabinet appointments. Metric 4: A report outlining incidents that impact user access, external network and internal network, and the length of time of the incidents is extracted from the CabNet+ system. Information in the report is used to perform calculations to determine 'application availability' and 'application downtime'. • Application downtime is calculated by adding planned and unplanned outage figures for external network and internal network. • Application availability/uptime is calculated by: $(365 \times 24) - (\text{planned outages} + \text{unplanned outages}) \div (365 \times 24)$. The target of 95% reflects the minimum acceptable availability for users.
Data source	All metrics use data from departmental records and the CabNet+ system. The CabNet+ system is a whole-of-government system used to support the end-to-end Cabinet process. It provides electronic access at the PROTECTED and SECRET security classifications from approved government networks. It is available to ministers, ministerial staff and officials.
Measure type	Quantitative measuring outputs, effectiveness and timeliness.
Caveats	• Metrics 2 and 3 could be impacted by unexpected surges in requests or items, number of meetings and complexity of decisions to be recorded. This especially applies to minutes of the Expenditure Review Committee, where decisions can be quite detailed and final details often need to be confirmed after the meeting. • The process for clearing and marking minutes as 'Ready for Cabinet Secretary' will continue to evolve over the next 12 months and therefore metric 2 will be reviewed during 2026–27.
Changes from previous year	The assessment scale for this measure has been simplified from a percentage scale to a numerical scale. Timeframes in metric 3 has reduced from 15 working days to 10 working days to support consideration by the Prime Minister as set out in the updated Cabinet Handbook.

Measure 3.3

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

Period	2026–27	2027–28	2028–29	2029–30
Target	All 4 metrics achieved	All 4 metrics achieved	All 4 metrics achieved	All 4 metrics achieved

Metric 1 Annual publication of the Status of Women Report Card				
Period	2026–27	2027–28	2028–29	2029–30
Target	Publish the Status of Women Report Card annually (by International Women's Day)	As per 2026–27	As per 2026–27	As per 2026–27

Metric 2 Contribution to the Women's Budget Statement each budget cycle, by Budget each year				
Period	2026–27	2027–28	2028–29	2029–30
Target	Effective support provided to prepare the Women's Budget Statement	As per 2026–27	As per 2026–27	As per 2026–27

Metric 3 Convening cross-government governance forums to support implementation of Working for Women				
Period	2026–27	2027–28	2028–29	2029–30
Target	At least 2 meetings (each) of the Working for Women interdepartmental committee and strategy group are held yearly	As per 2026–27	As per 2026–27	As per 2026–27

Metric 4 Percentage of stakeholders satisfied with the department's coordination and reporting efforts, to support implementation of Working for Women across government				
Period	2026–27	2027–28	2028–29	2029–30
Target	79%	80%	80%	80%

Rationale	The Office for Women (OFW) has responsibility for leading action on the Australian Government's commitment to advancing gender equality as a national priority. Working for Women outlines the Australian Government's vision to make progress towards gender equality over the next 10 years. It focuses on 5 priority areas: gender-based violence; unpaid and paid care; economic equality and security; health; and leadership, representation and decision-making. Agencies across the APS, including PM&C, are responsible for: • delivering on Working for Women's outcomes, ambitions and vision • embedding gender equality as part of their core business and in the policies, programs and services they provide • demonstrating leadership on gender equality as employers • investing in the uplift required to ensure staff have the skills, information and resources to deliver high-quality gender analysis.			
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Methodology	This is a composite measure that consists of 4 equally weighted metrics. Overall performance is based on a 3-point scale: • Achieved – all 4 metrics meet their targets • Partially achieved – 3 metrics meet their targets • Not achieved – 2 or fewer metrics meet their targets. Metric 1: The date of publication of the annual Status of Women Report Card by International Women's Day is verifiable at genderequality.gov.au/status-women-report-cards. The Report Card is an important mechanism for taking stock of where Australia is making progress towards gender equality, and where challenges remain. It presents updated and new data points for social and economic equality issues facing women and girls in Australia. Metric 2: The effectiveness of support provided to prepare the Women's Budget Statement (WBS) is measured by PM&C's contribution through seconding a dedicated OFW staff member to the Treasury, and the engagement of OFW as a division in the development of the WBS. The target of effective support for the WBS is important as the WBS updates the Australian community on the government's gender-responsive policies and highlights significant investments in improving equality for women across the priorities of Working for Women. Metric 3: Departmental records such as agendas and meeting minutes are used to confirm that OFW convened core governance forums as outlined under this metric. The target of at least 2 meetings each held yearly reflects that these forums provide a mechanism to coordinate action to progress gender equality and offer an opportunity for intelligence gathering on risks and issues that may impact the advancement of Working for Women. It underpins the coordinated, whole-of-government approach to achieving long-term progress in gender equality set out in Working for Women. Metric 4: Satisfaction with and effectiveness of communication and engagement are measured through a survey of key stakeholders. The survey is conducted by an independent provider. Refer to note 1 in appendix B for additional information on the survey approach.
Data source	Metrics 1, 2 and 3 use data from the PDMS and departmental records. Metric 4 uses data from a survey of ministerial and non-ministerial external stakeholders.
Measure type	Quantitative measuring outputs, effectiveness and timeliness.
Caveats	Metric 4 (Satisfaction with and effectiveness of coordination and implementation of Working for Women) reflects the views of the Prime Minister, relevant portfolio ministers, and non-ministerial stakeholders. Results are weighted equally between ministerial and non-ministerial stakeholders. The Prime Minister's response makes up 25% of the overall result.
Changes from previous year	In the Corporate Plan 2025–26, this measure was identified as measure 2.3, under key activity 2: Provide coordination and support for government priorities and initiatives. From 2026–27, it has been renumbered as measure 3.3, under key activity 3: Deliver. The assessment scale for metrics has been simplified from percentages to a numerical scale.

Measure 3.4

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

Period	2026–27	2027–28	2028–29	2029–30
Target	75% client satisfaction	75% client satisfaction	75% client satisfaction	75% client satisfaction
Rationale	Australian Government Consulting (AGC) is an in-house consultancy for the APS within PM&C. AGC helps APS agencies to address strategy, policy and organisational performance opportunities. AGC is an APS capability that helps agencies deliver high-quality projects and advice that contribute to the government's agenda to reduce reliance on external consultants. Maintaining a high level of client satisfaction with the quality of consultancy services is critical to the viability of AGC and an important way to measure success.			
Methodology	Performance will be measured by level of client satisfaction with AGC's services in delivering consulting projects for the APS. A census approach will be used with clients who are in a position to provide an informed assessment of AGC's performance. Clients will be invited to participate in a post-project feedback survey. Overall satisfaction scores will be reported as an average of the scores in response to the question 'Overall, how satisfied are you with AGC's services?' using a 5-point scale rating. The sum of the response scores is divided by the total maximum possible score.			
Data source	Responses to post-project feedback client survey, conducted by AGC in-house.			
Measure type	Quantitative measuring effectiveness and timeliness.			
Caveats	Response rate to the post-project feedback client survey will be maximised. However, there is a risk that the response rate will be limited because AGC is still in its early stages of growth and the overall satisfaction score may be reported on a relatively small sample size. This is expected to stabilise in the out years as AGC grows its client base and service offering.			
Changes from previous year	In the Corporate Plan 2025–26, this measure was identified as measure 2.6, under key activity 2: Provide coordination and support for government priorities and initiatives. In 2025–26, AGC was only funded for one year and therefore the measure was a composite measure with 2 metrics: metric 1, revenue received (interim target); and metric 2, client satisfaction (baselining target). During the 2025–26 Mid-Year Economic and Fiscal Outlook, the government established AGC as an enduring APS capability and committed to expanding it to 150 staff over the next 4 years. The significant change in the operating context required the performance measure to be updated. From 2026–27, the measure has been renumbered as measure 3.4, under key activity 3: Deliver. Targets have now been included for client satisfaction.			

Appendices

The following appendices provide further information about our performance framework.

[Appendix A: Summary of changes to key activities and performance measures](#)

[Appendix B: Notes on performance measures methodologies, case studies and data sources](#)

[Appendix C: Corporate plan requirements](#)

Appendix A: Summary of changes to key activities and performance measures

Changes to key activities

PM&C has revised its key activities to better align with the department's purpose and to focus on areas of work undertaken by PM&C that are distinct and make a significant contribution to achieving its purpose, including its objectives, functions and role.

A summary of the changes to key activities is captured in [table A1](#).

Table A1: Changes to key activities

	Key activity 1	Key activity 2	Key activity 3
Key activity in Corporate Plan 2025–26	Provide informed, impactful and timely advice	Provide coordination and support for government priorities and initiatives	Enable Cabinet operations
New key activity in Corporate Plan 2026–27	Advise PM&C provides high-quality, evidence-based advice to the Prime Minister, Cabinet and portfolio ministers to inform decision-making	Collaborate PM&C collaborates with stakeholders to influence and support significant government priorities	Deliver PM&C delivers and implements specialist functions to support effective operations of government

Changes to performance measures

PM&C reviews its performance measures each year to:

- ensure there is a clear link between the performance measures and PM&C's key activities and purpose
- ensure the performance measures facilitate accurate and meaningful performance reporting
- determine what information should be included in the corporate plan (including caveats and disclosures).

In its Corporate Plan 2025–26, PM&C identified 12 performance measures. PM&C has identified 13 performance measures for its Corporate Plan 2026–27. A summary of changes to performance measures is captured in [table A2](#).

Table A2: Changes to performance measures

Program 1.1: Prime Minister and Cabinet					
Performance measure number in 2025–26	Corporate Plan 2025–26	Portfolio Budget Statements (PBS) 2026–27	Performance measure number in 2026–27	Corporate Plan 2026–27	Change
1.1	Percentage of key stakeholders that are satisfied with PM&C's advice	Percentage of key stakeholders that are satisfied with PM&C's advice	1.1	Percentage of key stakeholders (Prime Minister and relevant ministers) that are satisfied with PM&C's advice	New measure created due to split of performance measure 1.1 by stakeholder group
1.2	Percentage of ministerial briefs provided within agreed timeframes	Not included in PBS	N/A	N/A	Measure removed
1.3	Percentage of incoming ministerial correspondence triaged and assigned for appropriate action within 5 working days	Not included in PBS	1.3	Percentage of incoming ministerial correspondence triaged and assigned for appropriate action within 5 working days	No change
1.4	Percentage of impact analyses published by the Office of Impact Analysis within 5 business days of notification	Not included in PBS	2.3	Percentage of impact analyses published by the Office of Impact Analysis within 5 business days of notification	Renumbered
2.1	Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities	Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities	2.2	Percentage of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of government priorities	Renumbered
2.2	Percentage of key stakeholders satisfied with the coordination and support provided for international engagements	Not included in PBS	1.2	Percentage of key stakeholders satisfied with the coordination and support provided for international engagements	Renumbered
2.3	PM&C effectively coordinates across government and reports on the implementation of <i>Working for Women: A Strategy for Gender Equality</i> (Working for Women)	Not included in PBS	3.3	PM&C effectively coordinates across government and reports on the implementation of <i>Working for Women: A Strategy for Gender Equality</i> (Working for Women)	Renumbered

Table A2: Changes to performance measures (continued)

Program 1.1: Prime Minister and Cabinet					
Performance measure number in 2025–26	Corporate Plan 2025–26	Portfolio Budget Statements (PBS) 2026–27	Performance measure number in 2026–27	Corporate Plan 2026–27	Change
2.4	PM&C effectively supports Commonwealth–state relations	Not included in PBS	3.1	PM&C effectively supports Commonwealth–state relations	Renumbered
2.5	Annual Review of the Australian Government Crisis Management Framework is undertaken in consultation with Australian Government agencies to ensure it remains fit for purpose	Not included in PBS	2.5	Annual Review of the Australian Government Crisis Management Framework is undertaken in consultation with Australian Government agencies to ensure it remains fit for purpose	No change
2.6	Australian Government Consulting provides consulting services that benefit agencies across the Australian Government	Not included in PBS	3.4	Australian Government Consulting provides consulting services that benefit agencies across the Australian Government	Renumbered and updated to remove metric 1
3.1	Percentage of key stakeholders satisfied with PM&C's support to the Cabinet and its committees	Percentage of key stakeholders satisfied with PM&C's support to the Cabinet and its committees	1.4	Percentage of key stakeholders (Prime Minister and relevant ministers) satisfied with PM&C's support to the Cabinet and its committees	New measure created due to split of performance measure 3.1 by stakeholder group
3.2	PM&C provides effective support to the Cabinet and its committees	Not included in PBS	3.2	PM&C provides effective secretariat support to the Cabinet and its committees	The timeframes in metric 3 has changed from 15 working days to 10 working days
N/A	N/A	N/A	2.1	Percentage of key stakeholders (non-ministerial stakeholders) that are satisfied with PM&C's advice	New measure created due to split of performance measure 1.1 by stakeholder group
N/A	N/A	N/A	2.4	Percentage of key stakeholders (non-ministerial stakeholders) satisfied with PM&C's support to the Cabinet and its committees	New measure created due to split of performance measure 3.1 by stakeholder group

Appendix B: Notes on performance measures methodologies, case studies and data sources

Note 1: Annual stakeholder survey

Each year we run an external stakeholder survey to seek views from our key stakeholders. The survey helps us assess how well we are delivering on our objectives, including whether we are effective, timely and responsive. It helps us identify where we can improve and add more value. Eight of the 13 performance measures rely on the stakeholder survey: measures 1.1, 1.2, 1.4, 2.1, 2.2, 2.4, 3.1, and 3.3 metric 4.

Methodology

The survey seeks feedback from key stakeholders on the quality and impact of advice on informing decision-making, and other factors. The survey is conducted by an independent provider. The 2 stakeholder groups are:

- ministers: the Prime Minister, Assistant Minister to the Prime Minister, Minister for Women and Minister for the Public Service, and Cabinet Secretary
- non-ministerial stakeholders: key external stakeholders, such as officials from other government and non-government organisations.

Ministers (or their delegates) provide feedback through one-on-one interviews, which are conducted by a senior PM&C staff member and/or a senior representative of the survey provider. For non-ministerial stakeholders, we invite selected stakeholders who are well placed to provide informed feedback on our performance during the reporting period to respond to an online survey. PM&C business areas identify survey recipients using agreed criteria detailed in our Stakeholder Measurement Framework.

Stakeholders can choose to respond anonymously, and identified responses are not provided to the department as part of the performance results. An option to provide free-text comments is included in the online survey questionnaire. This approach supports honest and open feedback, which helps ensure results are objective and unbiased. Where stakeholders indicate they are willing, the survey provider may conduct follow-up interviews. These interviews provide additional context for the survey results and help identify opportunities to improve. Interview participants are selected by the survey provider.

The survey provider aggregates the results using the agreed method in the PM&C Stakeholder Measurement Framework and gives PM&C a report on the findings.

Where a performance measure relies on both stakeholder groups, the 2 results will be averaged (weighted equally) to provide an overall performance metric. Where a performance measure relies on only one stakeholder group, the weighting is 100%. All 4 PM&C portfolio ministers are interviewed. A response-rate management strategy is implemented for non-ministerial stakeholders, with the aim of maximising response rates to the online survey.

To assess PM&C's performance, we have used a standardised approach for our overall targets, which increase by 1% every year until we reach 80% and are then carried over. These targets are reviewed yearly. Any adjustments to the targets will be reflected in our Corporate Plan 2027–28.

The assessment scale for performance measures using the survey is:

- Achieved – 79% or above stakeholder satisfaction
- Partially achieved – 65% to 78% stakeholder satisfaction
- Not achieved – less than 65% stakeholder satisfaction.

More information on the survey methodology will be published with the survey results in the annual performance statements in PM&C's Annual Report 2026–27.

Data sources and management

Stakeholders receive a unique survey link. This lets us send targeted reminders and allows respondents to complete the survey in stages, return to their answers, and make changes during the survey period. Free-text comments are provided as an aggregated dataset so they can be analysed without affecting data integrity.

Survey information is collected and stored in the survey provider's secure online survey platform and provided to the department through a report. The platform is designed to be accessible (compliant with Web Content Accessibility Guidelines (WCAG) 2.1) and is accredited to the ISO 27001 information security standard, meeting Australian Government information and data security requirements.

Note 2: Case studies

From 2026–27, we will use case studies to complement our performance framework. Case studies provide evidence-based narratives that explain what was achieved, how it was achieved, and why the results matter. They help demonstrate outcomes and impact that are not always captured through quantitative measures alone, and strengthen the links between our purpose, key activities, measures and results.

Methodology

We use 2 approaches to selecting case studies. Pre-selected case study topics are either disclosed in the corporate plan or documented internally within the first quarter of the reporting period. This aligns with the timing of the department's planning cycle. This supports early planning for evidence collection and assurance. Additional case studies may be identified later in the reporting period to reflect emerging priorities, taskforces, or urgent government work. The case studies are chosen to provide a balanced and credible account of performance, including challenges, limitations, and the factors that influenced results.

Data sources

Case studies draw on a mix of qualitative and quantitative evidence. Evidence may include program and project records, administrative data and reporting systems, internal briefings and decision records, published material, stakeholder feedback, and other documentation that can be retrieved if requested. The department maintains source records and an evidence log to support assurance and record-keeping requirements and the preparation of the case study report at the end of the reporting period.

Appendix C: Corporate plan requirements

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

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

[Table C1](#) lists the 5 required topics that must be included in a corporate plan and provides page references for where these items appear in the PM&C Corporate Plan 2026–27.

Table C1: PGPA Rule requirements for corporate plans

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1 of the PGPA Rule	Introduction	The following: (a) a statement that the plan is prepared for paragraph 35(1) (b) of the Act; (b) the reporting period for which the plan is prepared; (c) the reporting periods covered by the plan.	1
s16E(2) item 2 of the PGPA Rule	Purposes	The purposes of the entity.	3
s16E(2) item 3 of the PGPA Rule	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	3
s16E(2) item 4 of the PGPA Rule	Operating context	For the entire period covered by the plan, the following:	4–16
s16E(2) item 4(a) of the PGPA Rule	(a) Environment	(a) the environment in which the entity will operate;	4–6
16E(2) item 4(b) of the PGPA Rule	(b) Capability	(b) The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	7–10
s16E(2) item 4(c) of the PGPA Rule	(c) Risk	(c) a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed;	11–13
s16E(2) item 4(d) of the PGPA Rule	(d) Cooperation	(d) details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes;	14–16

Table C1: PGPA Rule requirements for corporate plans (continued)

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 4(e) of the PGPA Rule	(e) Subsidiaries	(e) how any subsidiary of the entity will contribute to achieving the entity's purposes.	N/A Our entity does not have any subsidiaries.
s16E(2) item 5 of the PGPA Rule	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA; and (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	17–32



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