



Secretaries Board Communique

Date: 19 November 2025

The Secretaries Board met today at the Department of the Prime Minister and Cabinet to discuss the following matters.

Strategic Outlook

The Board discussed government priorities, strategic issues and emerging risks.

The Board received an update on geostrategic issues from Mr Craig Maclachlan, Deputy Secretary, Department of Foreign Affairs and Trade, and Ms Justine Greig, Deputy Secretary, Department of Defence.

The Board received an economic and budget update from Ms Jenny Wilkinson PSM, Secretary, Department of the Treasury, and Mr Matt Yannopoulos PSM, Secretary, Department of Finance.

Regulatory Reform

The Board received an annual update on the activities of the Regulator Leadership Cohort from Ms Clare Savage, Chair, Regulator Leadership Cohort.

Secretary Yannopoulos briefed the Board on the next phase of the Regulatory Reform Agenda.

Closing the Gap

The Board welcomed the Minister for Indigenous Australians, Senator the Hon Malarndirri McCarthy, to the meeting.

The Board approved the Closing the Gap Commonwealth Priority Reforms Roadmap. The Roadmap will be published on the National Indigenous Australians Agency website and other Australian Public Service channels.

Brisbane 2032 Olympic and Paralympic Games

The Board discussed the Brisbane 2032 Olympic and Paralympic Games and the opportunities they present for Australia.

CALD Update

Mr Jim Betts, Secretary, Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts, and APS CALD Champion, updated the Board on the APS CALD Employment Strategy, including initiatives to improve CALD SES representation.

Whole-of-Government Evaluation Plan 2026-2030

The Board endorsed the *Strengthening Evaluation in the Australian Government – Action Plan 2026-2030* and agreed to publish the Action Plan on the Department of the Treasury's website.

Machinery of Government Changes

The Board noted an update on implementation of machinery of government changes following changes to the Administrative Arrangements Order on 13 May 2025.

Australian Government Security Vetting Agency (AGSVA) Annual Update 2024-25

The Board noted the AGSVA Annual Update 2024-25.

Non-SES Performance Framework

The Board approved the Performance Framework for non-SES APS employees and noted the Framework will be published in late 2025.

Merit List Sharing

The Board agreed to measures to support merit-list sharing across the APS and noted implementation will commence from February 2026.

Other Business

The Board congratulated Ms Julie-Ann Guivarra on the announcement of her appointment as Chief Executive Officer of the National Indigenous Australians Agency.

Next Meetings

The next Secretaries Board meeting is scheduled for 28 January 2026.