



Australian Government

Department of the Prime Minister and Cabinet

TRANSFORMING PM&C FOR A BETTER AUSTRALIA

CORPORATE PLAN 2018-2022



SECRETARY'S STATEMENT

The Department of the Prime Minister and Cabinet's Corporate Plan is a living document that shapes the direction for our organisation over the next four years.

Our mission remains clear—our role is to advance the wellbeing of all Australians by providing the highest-quality advice and support to the Prime Minister and the Cabinet. Our commitment to improving the lives of First Australians remains strong and unwavering.

While our mission remains the same, what we do and how we deliver on it must always adapt to the dynamic and complex environment in which we operate.

The role of PM&C is to provide continuity during a change of government or leadership. The Morrison Government was sworn in just prior to the publication of this Plan and we need to be responsive in meeting the needs of the Government and decisive and focussed in helping to deliver on their priorities.

Our Corporate Plan turns our mission into action through high-quality advice and support, evidence-based policy development and well-targeted implementation.

We have set six key priorities over the next four years:

- Supporting the Prime Minister and the Cabinet to the highest possible standard through understanding and delivery of government priorities.
- Providing national leadership on major domestic, international and national security policy and program delivery.
- Working with First Australians to accelerate economic and education opportunities and make communities safe.
- Stopping violence against women and children and increasing economic security for Australia's women.
- Leading the Australian Public Service (APS) and ensuring the APS is best placed to serve the Australian people into the future.
- Improving the essential services on which Australians rely.

We cannot achieve these priorities in isolation. We will work closely with governments, communities and First Australians to ensure we listen and meet the needs of the Government and the Australian public.

Our greatest asset is our staff across the country.

Our officers are committed to excellence, whether they are developing national security policy from Canberra or building partnerships with Aboriginal and Torres Strait Islander people in some of the most remote communities across Australia.

Together, we are working to transform PM&C, building a curious, knowledge-based organisation; one that's technologically adept, collaborative and inclusive. This will ensure we are a modern, responsive and fit-for-purpose department in a complex, changing environment.

In presenting this Plan I would like to acknowledge the unique opportunity PM&C has in working with First Australians, pay my respects to Aboriginal and Torres Strait Islander people and recognise the contributions of our Indigenous staff.

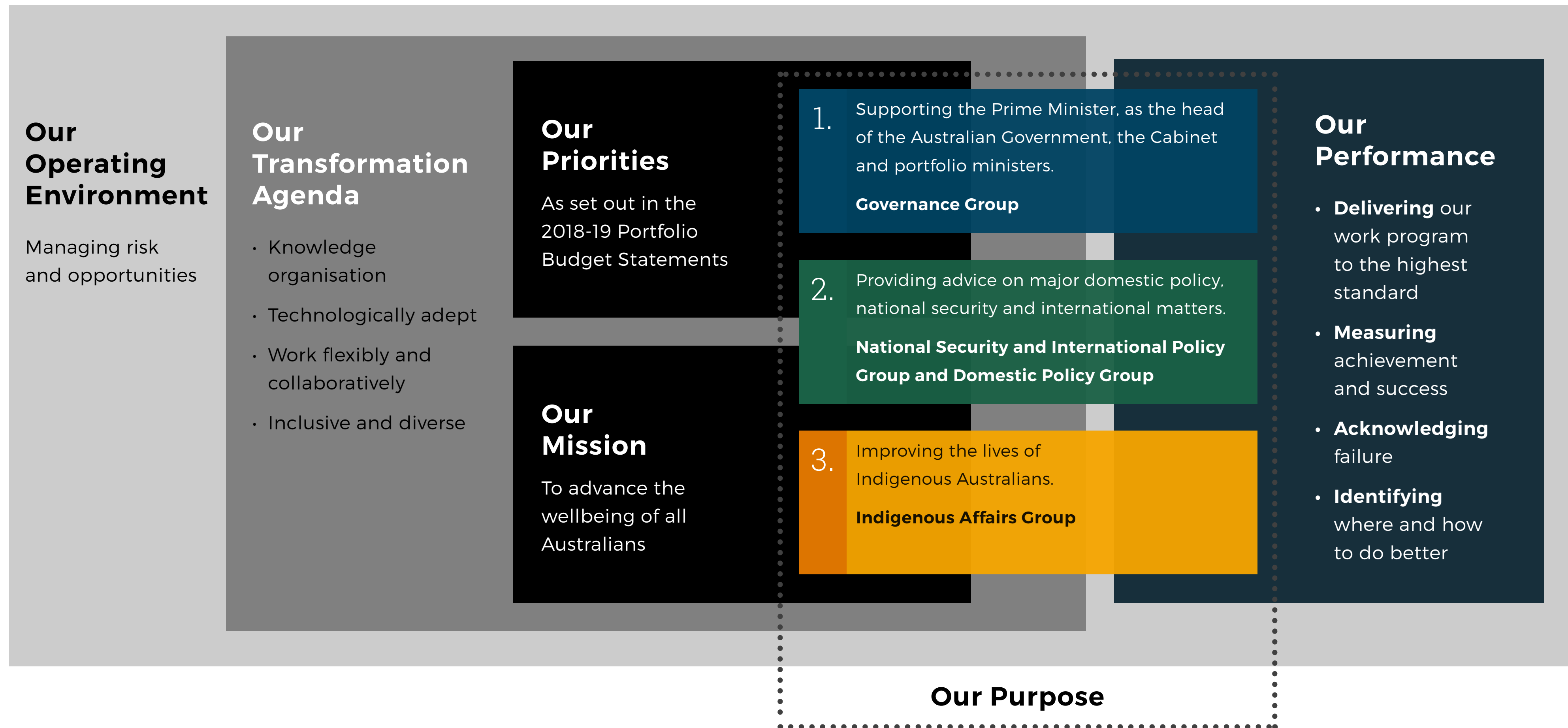
I am pleased to present the Department's Corporate Plan, for the reporting period 2018–19 to 2021–22, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



Dr Martin Parkinson AC PSM

Secretary
Department of the Prime Minister and Cabinet

INTEGRATED PERFORMANCE MODEL



This diagram explains how the elements of our Corporate Plan work together to drive our performance, deliver on our priorities and meet the high expectations of the Prime Minister, the Cabinet, our key stakeholders and the Australian people.

MISSION

THE DEPARTMENT OF THE PRIME MINISTER AND CABINET (PM&C) ADVANCES THE WELLBEING OF AUSTRALIANS BY DELIVERING HIGH QUALITY SUPPORT TO THE PRIME MINISTER AND CABINET.

We take a whole-of-nation approach, working closely with communities, stakeholders and across all areas of government and acknowledge the special place of the First Peoples of our nation. We lead the APS in rigorous and collaborative policy development, implementation and program delivery.



OUR PURPOSE

1. Supporting the Prime Minister, as the head of the Australian Government, the Cabinet and portfolio ministers.

2. Providing advice on major domestic policy, national security and international matters.

3. Improving the lives of Indigenous Australians.



PURPOSE

ONE

SUPPORTING THE
PRIME MINISTER,
AS THE HEAD OF
THE AUSTRALIAN
GOVERNMENT,
THE CABINET
AND PORTFOLIO
MINISTERS.

PURPOSE 1 SUPPORTING THE PRIME MINISTER, AS THE HEAD OF THE AUSTRALIAN GOVERNMENT, THE CABINET AND PORTFOLIO MINISTERS.

We safeguard the integrity and maximise the effectiveness of Government decision-making by providing high-quality support to the Prime Minister, the Cabinet and the Governor-General.

Our diverse work, over the next four years of this plan, includes legal policy and governance advice, and operational, logistical and communications support for the work of the Prime Minister and portfolio ministers.

Key focus areas

- Providing high-quality expert advice to the Prime Minister on governance and legal policy matters.
- Supporting the integrity and effectiveness of Government decision making by providing high-quality support to the Prime Minister, the Cabinet and the Governor-General.
- Advancing Australia's interests through effective and well-executed programs for the Prime Minister's overseas engagements and for incoming visits by Heads of State and Government.
- Advising the Government and informing the community about Australian honours and symbols, honouring dignitaries for their contribution to Australia with State Funerals and Memorial Services, and maintaining the Official Residences for future generations of Australians.
- Providing communications support for the Prime Minister and for Government programs so that Australians understand what is being delivered, how they benefit and how to access services.

PURPOSE

TWO

PROVIDING ADVICE
ON MAJOR
DOMESTIC POLICY,
NATIONAL SECURITY
AND INTERNATIONAL
MATTERS.

PURPOSE 2.1 DOMESTIC POLICY

We advise the Prime Minister, the Cabinet and Portfolio Ministers on issues that drive job creation, economic growth and better essential services. To do so, over the next four years of this plan, we will address diverse areas such as industry, infrastructure, agriculture and regional development, innovation, health, welfare, education, the environment, energy and resources, and the differential impact these focus areas have on women. Our aim is to build a successful, prosperous, strong and cohesive Australia.

We support the implementation of the Government's agenda by monitoring and reporting to the Prime Minister on progressing priority initiatives. We have established a Taskforce to develop a more strategic approach to discharging this core responsibility and understanding implementation of policies across Government with a view to sharing best practice.

Key focus areas

- Helping the Government achieve its medium-term fiscal strategy, including delivery of taxation and welfare reforms to drive improvements in economic and social outcomes for all Australians.
- Collaborating across governments and the private sector to deliver a reliable, secure and affordable energy sector for households and businesses.
- Working to ensure nationally consistent and consumer-focused services in major national systems such as education, health, aged care, welfare, disability and human services.
- Assisting the Minister for Women and the Prime Minister to advance gender equality through policy and program advice to reduce violence against women and increase women's workforce participation and leadership representation.
- Supporting our rural communities, families and farming sectors by taking swift action in response to the current drought.
- Supporting the Government's planning and delivery of nationally significant infrastructure priorities, including the Western Sydney Airport, Inland Rail, the National Broadband Network and Snowy Hydro 2.0.
- Designing and delivering improved policy and services underpinned by data, digital transformation and innovative approaches including behavioural insights, agile methods and experimental techniques.

PURPOSE

TWO

PROVIDING ADVICE ON MAJOR DOMESTIC POLICY, NATIONAL SECURITY AND INTERNATIONAL MATTERS.

PURPOSE 2.2 NATIONAL SECURITY AND INTERNATIONAL POLICY

Over the four years of this plan, we will work to enhance the safety, security and prosperity of all Australians.

We support the Prime Minister and the Cabinet with timely and comprehensive advice in order to defend and promote Australia's foreign, defence, security and intelligence interests. We chair the Secretaries Committees on National Security, Naval Shipbuilding, and Cyber Strategy, to support cross-agency coordination and delivery of the Government's security and international policy objectives.

We adopt a holistic approach to our work by balancing national security imperatives with the liberties and personal freedoms that are integral to a cohesive community and our way of life.

Recent reforms to Australia's intelligence and national security architecture, give us the opportunity to embed greater coordination across the national security landscape.

The work we do to support the Prime Minister's engagement with foreign counterparts and business leaders strengthens and diversifies Australia's partnerships internationally, contributing to a more successful and prosperous Australia.

Key focus areas

- Supporting the Prime Minister to: lead and deliver foreign policy outcomes that advance the Government's Indo-Pacific agenda; reinforce Australia's alliance with the United States; and step up Australia's support for a more resilient Pacific region.
- Assisting the Prime Minister, through targeted efforts, to remove unwanted barriers to trade and investment by expanding and strengthening our trade relationships and promoting the global trading system.
- Working across governments, the private sector, academia and the community to maintain the integrity of Australia's democratic institutions and critical infrastructure, including by enhancing Australia's resilience to cyber threats and foreign interference.
- Providing advice on how best to foster a harmonious multicultural society through strong border security and coordinated national efforts to counter crime and terrorism threats.
- Supporting the establishment of a sovereign and sustainable Australian defence industrial base, in particular the naval shipbuilding program.

PURPOSE

THREE

IMPROVING
THE LIVES OF
INDIGENOUS
AUSTRALIANS.

PURPOSE 3 INDIGENOUS AFFAIRS

We work with Aboriginal and Torres Strait Islander communities and across governments to advance the wellbeing of First Australians.

Through our Regional Network, we support locally-driven solutions, identifying and giving effect to the priorities and aspirations of people and communities, ensuring they have a genuine say in the services delivered. We believe it is crucial that everyone, regardless of age or gender, feels safe, secure and empowered to participate in community, leadership and life opportunities.

We continue to respond to our changing strategic context, supporting the emerging economic opportunities for First Australians and a desire on the part of Aboriginal and Torres Strait Islander people to fully participate in the economy.

Our own range of programs contribute to closing the disadvantage gap with non-Indigenous Australia. We also work across governments, both Commonwealth and states and territories, to influence programs and services delivered by mainstream departments so they advance the wellbeing of First Australians. In all that we do, we recognise that our program investment is strengthened by evidence and data and, most importantly, by the experience of First Australians.

We strive to ensure our leadership works effectively, not just top down, or even bottom up – but across systems, levels of government, sectors, stakeholders, service providers, and with Aboriginal and Torres Strait Islander people and communities to better design and deliver programs and services.

PURPOSE

THREE

IMPROVING
THE LIVES OF
INDIGENOUS
AUSTRALIANS.

PURPOSE 3 INDIGENOUS AFFAIRS

Key focus areas

- **Maximising our partnerships with First Australians** to co-design and co-deliver fit-for-purpose arrangements through community empowerment and place-based partnership models, driving better public sector collaboration across all levels of government, and leveraging mainstream policies and programs for better outcomes for Aboriginal and Torres Strait Islander people, while supporting locally-driven solutions through our Regional Network.
- **Accelerating economic opportunities** for First Australians by supporting the growing Aboriginal and Torres Strait Islander business sector, enabling more jobseekers to secure sustainable jobs and investing in better housing options for remote communities across the Northern Territory.
- **Driving lasting generational change** through the Closing the Gap Refresh and doubling our commitment to Aboriginal and Torres Strait Islander children through harmonising policies and smarter, more targeted investment in early learning, health and positive cultural identity.
- **Promoting culture, innovation and strong leadership** by unlocking the growth potential of native title reform, enhancing local governance and decision-making structures, and increasing the use of modern digital platforms to embrace the central role of language, culture and tradition among First Australians.
- **Using evidence, research and evaluation to ensure investment is well targeted and adaptable**, and to develop a rich, detailed and culturally appropriate understanding of the experiences of First Australians.

OUR OPERATING ENVIRONMENT

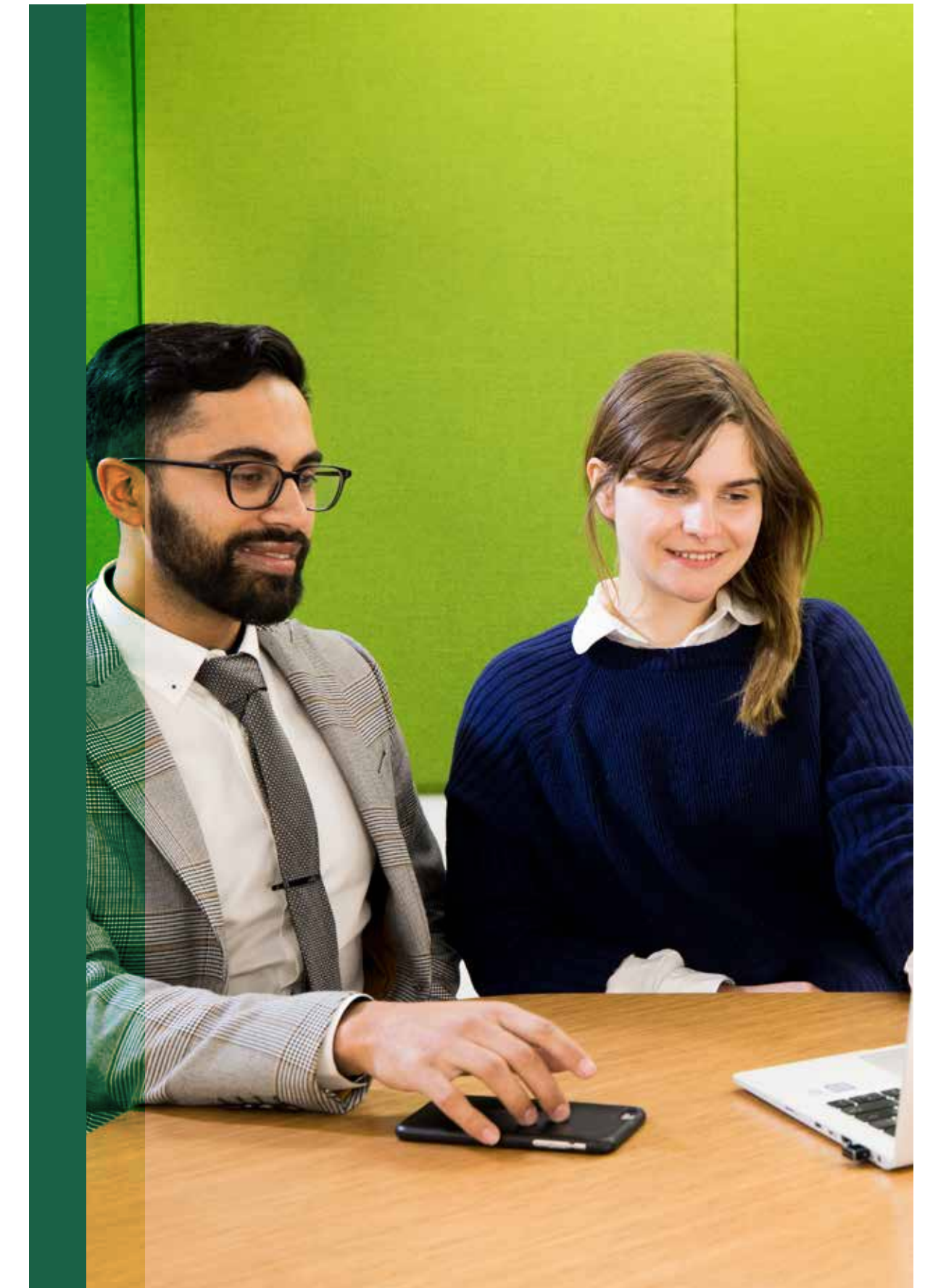
PM&C operates in a fast-changing environment. In the face of high levels of uncertainty, we need to be rigorous in setting priorities based on a determination of what we can control and what we can influence.

The Department confronts four major challenges for the foreseeable future.

First is the erosion of trust in traditional institutions around the world. Despite experiencing the longest period of economic growth in the developed world, Australian households are feeling less secure and less able to achieve their expectations. Uncertainty about the impact of future technologies on jobs has only exacerbated these feelings. How well we know the citizens we serve and the size of the gap – real and perceived – between the APS and the community we serve, will impact on how well we are trusted. This in turn impacts on our ability to support Government to enact necessary and meaningful reform.

The **second** is that technology and social change are fundamentally affecting how we work, socialise, communicate and consume goods and services. Technological change is already providing immense benefits to our lives and will continue to do so in ways we cannot predict. This presents significant opportunities to improve productivity and harness new sources of growth to deliver the next stage of economic prosperity for Australia. At the same time, our policy settings will need to respond to the changing nature of work, and the emergence of new technologies, while we also address the innate social and cultural challenges of such a period of disruption.

The **third** is change in the international order. At a time of rapid change and growing strategic rivalries, Australia's international policies must seek opportunity while protecting our interests in the face of complexity and uncertainty. As power shifts globally, the rules and institutions on which we rely will become more important to our interests even as they come under challenge, including from growing protectionism. In this environment, PM&C will need to support the current and future Governments to maximise our international influence, identify risk and design and implement policies to ensure Australia has the strength, dynamism and flexibility to advance our interests. It will be critical that our domestic and international policies reinforce each other.



OUR OPERATING ENVIRONMENT

The **fourth**, is the environment in which Indigenous affairs operates. It is complex and has changed significantly. The rapidly growing Aboriginal and Torres Strait Islander business market, the recognition of Indigenous rights and interests over more than 40% of Australia's land area, and the growth in Aboriginal and Torres Strait Islander governance maturity and professional expertise supports us moving from a deficit, social welfare lens to one focussed on strength, opportunity and economic development. We need to build on and extend our partnerships with Aboriginal and Torres Strait Islander communities to deliver on this promise. The Closing the Gap refresh will be an opportunity to drive generational change, by focussing targeted investment in areas with the biggest long term impact – early learning, health and positive cultural identity.

Further challenges

The coming 12 months also present some specific challenges. We need to be responsive, decisive and focussed in delivering on the Government's priorities. We will also need to prepare for a Federal election and ramp up our support to manage an effective care taker period and smooth incoming government process. Our priority will be to ensure government can continue to deliver for the Australian public throughout – and that the incoming government, whether returned or new, is well supported to hit the ground running.

Our recent serious security breach also highlighted the need to improve security practices across the public service. We are committed to be an exemplar of best practice in protective security. To this end, we are driving a program of cultural change within PM&C that will strengthen PM&C's physical, personnel and information security, through initiatives that reach across people, systems and technology.

We are also taking a strong leadership role in shaping the future of the Australian Public Service. The major independent review of the Australian Public Service is an opportunity to build a modern, fit-for-purpose APS that delivers for government and for the community. How we position ourselves to best adapt to our changing environment in the years and decades ahead will be informed by this review. PM&C has assembled an agile taskforce to support the important work of the panel undertaking the review.



CAPABILITY, PEOPLE, VALUES

PM&C'S TRANSFORMATION AGENDA

PM&C needs to be a modern, collaborative and responsive organisation, that drives excellence across the APS and delivers quality outcomes for the Government and Australian public.

In a rapidly changing environment, continuing to deliver on this mission requires ongoing transformation. To keep pace in our changing world, we need to transform the way we work. We need to work smarter and rally the right people who bring their curiosity and expertise to bear in finding opportunities to better serve the interests of all Australians. To meet this challenge, two years ago we began a transformation journey. We established an agenda to support PM&C becoming a knowledge organisation; technologically adept; flexible and collaborative; and inclusive and diverse – the four pillars of transformation.

The transformation agenda, and these four pillars, provide a frame of reference for everything we do.

Continued investment in our people and capability will be fundamental to the success of our transformation agenda. This means making sure our people have the right skills and mindset to thrive in our new environment. And supporting this new way of working means getting the basics right, from embedding a strong protective security culture to improving our enabling services.

FOUR PILLARS OF TRANSFORMATION

Knowledge organisation

Technologically adept

Flexible and collaborative

Inclusive and diverse

CAPABILITY, PEOPLE, VALUES

KNOWLEDGE ORGANISATION

'We should be a knowledge organisation with staff who are curious, well read – one with big ambitions for Australia' – Dr Martin Parkinson

PM&C's ability to harness our role and influence at the centre of government to promote the wellbeing of Australians is founded on us being a knowledge organisation.

This requires us to have a genuine sense of curiosity – a desire to know and understand more about the people we serve and the challenges and opportunities for Australians in a changing world.

We are building our capability as a knowledge organisation by:

- Promoting a culture of learning, enquiry and safe spaces to test ideas.
- Making clear that strategic thinking is part of everyone's 'business-as-usual', because we make better decisions when we understand the broader landscape.
- Building the capability of our staff and recruiting expertise from outside PM&C – because PM&C should encourage the movement of great people in and out of the organisation while investing in our talent.

TECHNOLOGICALLY ADEPT

'Our department should be technologically adept – with great tools and the necessary capability, support and systems' – Dr Martin Parkinson

PM&C's ability to embrace the right technology will strengthen our ability to deliver for government and the Australian people.

Key to this will be a tech-savvy workforce, embracing the digital tools they need to deliver better outcomes, faster and for less effort or expense.

Fit for purpose technology, adopted across our organisation and the APS more broadly, will:

- Strengthen our ability to capture and store data, producing key insights in policy development and program delivery.
- Support collaboration and co-design across teams, regions and organisations.
- Provide seamless and secure access to information, supporting our people to produce work flexibly, and ensuring that our leaders can engage with our quality advice whenever and wherever they need it.

CAPABILITY, PEOPLE, VALUES

WORK FLEXIBLY AND COLLABORATIVELY

‘We need to be able to work flexibly and collaboratively – like Working Your Way and working collaboratively with colleagues and stakeholders’ – Dr Martin Parkinson

PM&C's ability to gather the right people – from across and outside of government – will ensure we are best placed to deliver good outcomes on complex problems.

PM&C is organising itself in ways that support teams to pursue new ways of thinking, that can support informed decision making and better outcomes for Australia.

The flexibility afforded by Working your Way (WyW) is also supporting the well-being of our people, encouraging and enabling them to integrate their work with their everyday lives.

We are building our capacity as a flexible and collaborative workplace by:

- Sharing and leveraging resources, talent, and experience across our organisation, the APS and beyond.
- Fostering a flexible and agile working environment, to ensure broad ownership for delivery and continuity regardless of staff movement.
- Transforming our physical workspaces, through WyW, to facilitate this new way of working. By taking advantage of innovative workspaces and mobile technologies, staff are able to work in a more connected, inclusive and agile way.

INCLUSIVE AND DIVERSE

‘More diverse workforces and more inclusive work practices deliver better results. The more we reflect the citizens we serve, the more likely we are to create citizen-centric policy that delivers better outcomes for Australians.’ - Dr Martin Parkinson

Promoting diversity and inclusion is critical for PM&C if we are to achieve our goal of best supporting government and improving outcomes for all Australians.

An inclusive PM&C workplace is one that makes staff feel respected, valued and fulfilled. More diverse and inclusive organisations tend to be more innovative, creative and successful than homogenous ones. They attract a broader range of better candidates and they can harness the different skills, experience and perspectives of their staff to deliver better outcomes.

We are building the diversity and inclusiveness of PM&C through:

- An overarching Inclusion and Diversity Strategy.
- Senior level diversity champions and staff-driven action plans and strategies to ensure that our systems and culture support staff who may previously have felt marginalised.
- Employee networks for women, people with disability, people who identify as Aboriginal and Torres Strait Islander, people who identify as LGBTI, and people of culturally and linguistically diverse backgrounds.
- Various policies and plans, such as Gender Equality Plan, Reconciliation Action Plan, Disability Action Plan, our White Ribbon Workplace Accreditation and our Breastfeeding at Work Policy.

CAPABILITY, PEOPLE, VALUES

SUPPORTING THE DEPARTMENT THROUGH CORPORATE AND ENABLING SERVICES

We enable and support the Department to deliver on its mission and priorities.

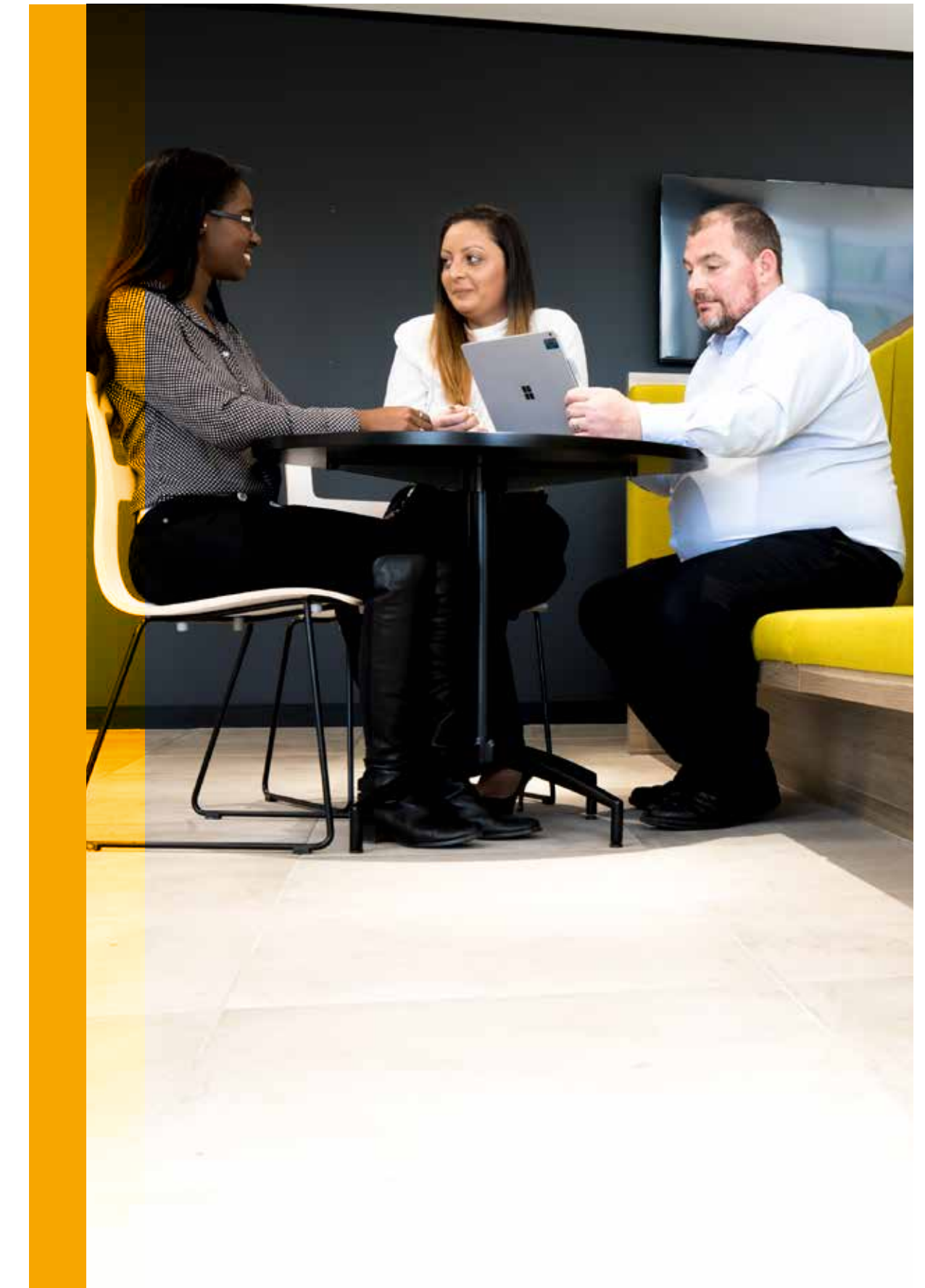
Our Corporate and enabling services are driving change in the Department by establishing new ways of working. We drive PM&C's transformation agenda, providing our staff with the practical tools and support they need to excel.

We are committed to building a future-ready workforce by developing our staff and improving technological capability across our network. We are creating an activity-based working ecosystem where our people are better connected and can collaborate in a more flexible and mobile way. Our current ICT strategy supports our future way of working by enabling an agile digital environment, ensuring our people are prepared to meet our current and future challenges.

We are building modern, inclusive and responsive services across all our enabling functions including ICT, security, HR, property and financial management to better support the policy and program work of the Department.

Key focus areas

- Embedding a positive client service culture where our clients are at the centre of all that we do.
- Equipping managers with the capabilities and tools to build the workforce and drive performance.
- Creating networked corporate services through the use of activity based environments.
- Building an enduring protective security culture that exemplifies best practice in the APS.



RISK MANAGEMENT AND OVERSIGHT

MANAGING RISK

To effectively build a more diverse, collaborative, technologically aware, data driven and progressive workforce, we must be comfortable engaging with risk. Weaving innovation into the fabric of our organisation is essential to progress, but at the same time we must maintain our trusted reputation.

Understanding the environment in which we are operating, including all the potential risks, helps us build a sensible path towards our ambitious goals. We need to effectively manage risks so they don't derail us or undermine confidence in our ability to achieve our purposes and deliver for the Government and for the Australian people.

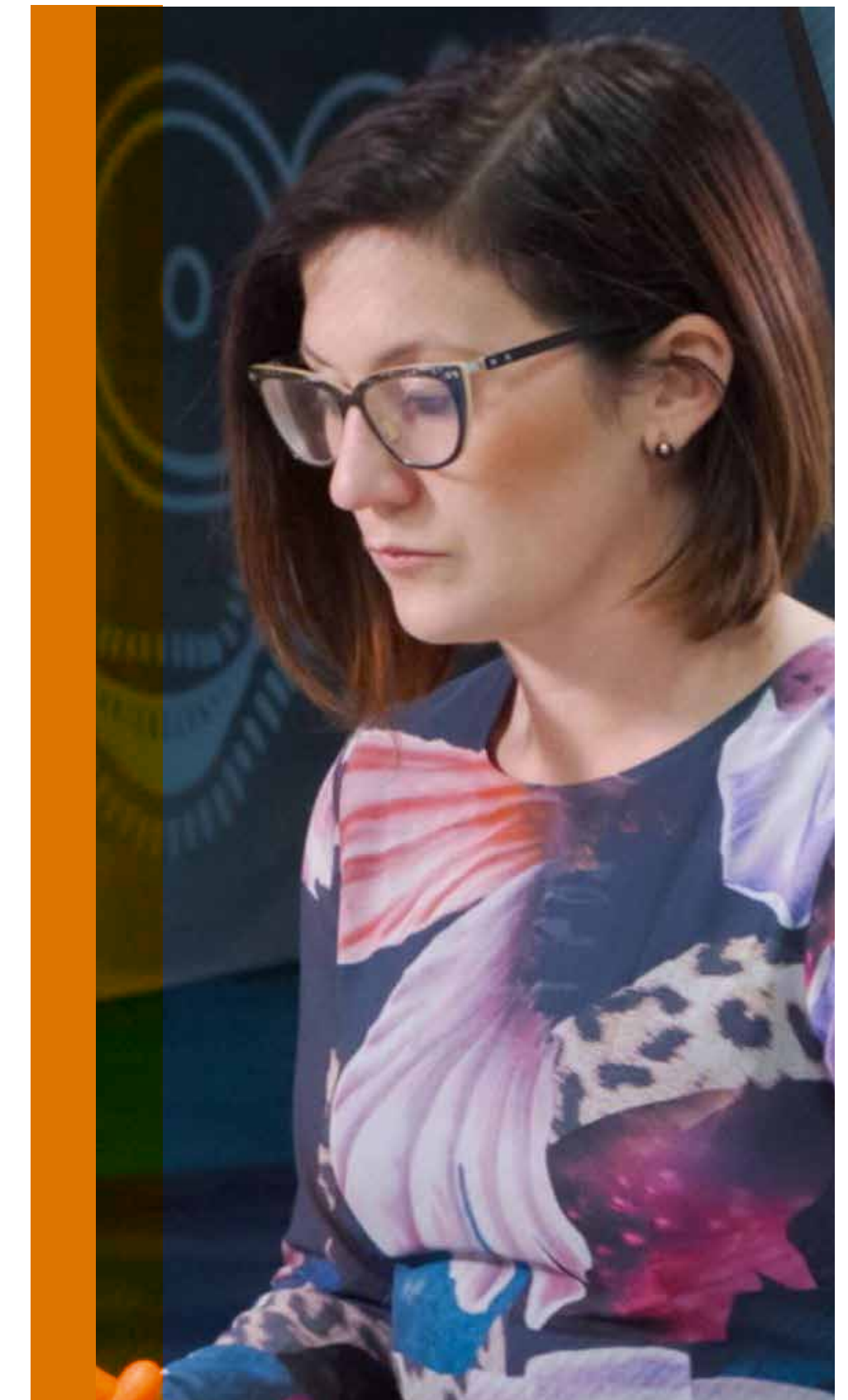
Our new Risk Management Policy and Framework guides our risk management approach at the strategic and enterprise levels.

- **Strategic risks** originate from sources external to PM&C and include changes from government, changes from other Commonwealth agencies and jurisdictions, and international events. While we have limited control over external risks, horizon scanning and adaptable leadership helps to maximise our preparedness for these changes.
- **Enterprise risks** originate from internal or external sources and are risks over which we have greater control including in the areas of security, fraud, program and project delivery, workplace health and safety, and dissemination of information to stakeholders.

Our processes help us effectively manage risk including: appropriate escalation practices, appropriate decision-making delegations, formal instructions to support consistent decision-making and compliance, internal audits, and independent assurance through the Audit Committee. Financial delegations and formal instructions from the Secretary also support consistent decision-making and compliance. Our Chief Risk Officer drives best practice and innovation to improve our risk culture.

PM&C operates with a medium risk appetite in all areas apart from Workplace Health and Safety, which is our only category with a low risk tolerance – directing that all reasonable controls need to be in place.

Focused improvements in our capability, managed through the transformation agenda and business planning, will strengthen areas where we are vulnerable. In 2018-19 we are focussed on protective security, with dedicated resources implementing the review findings in response to our recent serious security breach.



PERFORMANCE

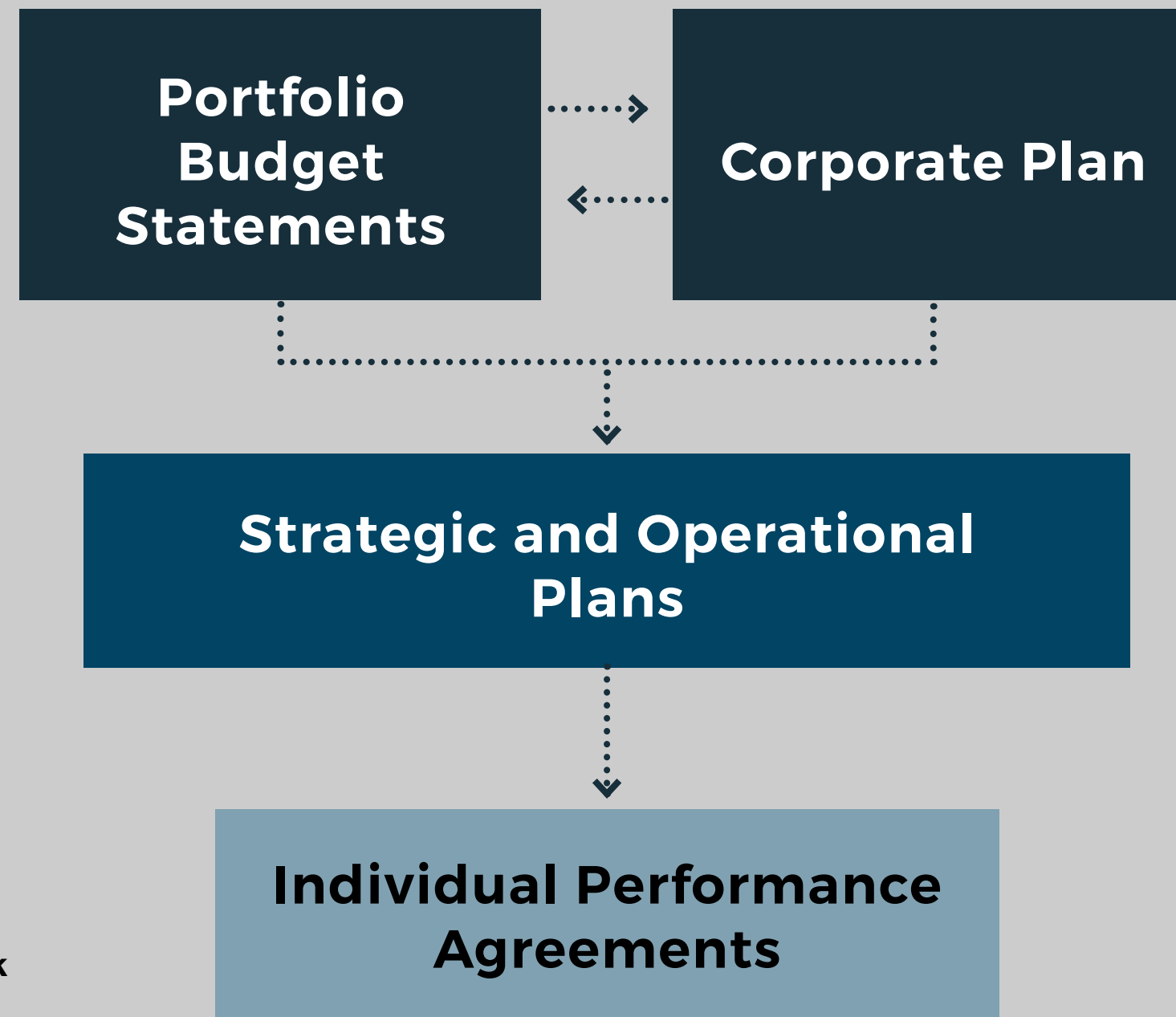
The performance assessments have been designed to cover core aspects of our work and the impact on stakeholders. The Department plans, measures and reports on performance in line with its performance framework.

Performance is reported through:

Annual Report / Annual Performance Statement

Governance and oversight provided by:

Executive Board, Operations Committee, People Committee, Audit Committee, Risk Management Framework and Fraud Control Plan



The results of our performance for this 2018-19 year will be tabled in Parliament and published in our performance statement (within our annual report) by 30 September 2019. The Department primarily measures performance through a combination of independent surveys of stakeholders, evaluation and case studies.

Divisions prepare operational plans to align with the key priorities, focus areas, and purposes set out in the Corporate Plan. Operational plans include activities, KPIs and performance measures for the year ahead. They are used to measure and report performance to the Executive Board on a quarterly basis. Deputy Secretaries monitor progress against their Group's performance measures to ensure activities are on track. To evaluate performance, the Department uses a combination of independent and internal assessments. Baseline targets are consistent with those published in the 2017-21 Corporate Plan and the 2018-19 PBS.

PERFORMANCE MEASURES

WE ADVANCE THE WELLBEING OF ALL AUSTRALIANS BY:



¹Assessments of performance are measured annually, over the four years of this plan, through independent stakeholder feedback, operational data, pulse surveys, independent assessment, evaluation or case studies. Targets are set at a high level of stakeholder satisfaction (71% satisfaction rating) and align with those specified in the 2018-19 Portfolio Budget Statements. PM&C's performance framework contains lower level measures mapped to key focus areas in this Corporate Plan.