



Australian Government

Department of the Prime Minister and Cabinet

Corporate Plan 2020–24

Corporate Plan 2020–2024

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Secretary's Statement



Philip Gaetjens
Secretary
Department of the Prime
Minister and Cabinet

The mission of the Department of the Prime Minister and Cabinet (PM&C) is to improve the lives of all Australians.

The prelude to 2020-21 in Australia saw drought, floods and intense bushfires in multiple states followed by the national health, economic and social impacts of the global Novel Coronavirus (COVID-19) pandemic. The health crisis is far

from over and the economic and fiscal impacts arising from these events, in particular the global pandemic are the largest in several generations going back to the Great Depression.

PM&C's primary task in 2020-21 will be to support the Prime Minister and the Cabinet to protect the health of Australians, rebuild jobs and the economy, support Australian families, businesses and regions through this challenging time, and protect Australians and Australia's national interest in a complex domestic and global environment. We will also need to be ready to respond to other critical issues.

A new responsibility from early 2020 is to support the Prime Minister as the chair of the National Cabinet, comprising the Prime Minister and state and territory leaders. This new leader-led arrangement to Commonwealth-State relations has already seen a more dynamic and purpose-driven approach. The Australian Government and each jurisdiction have committed through National Cabinet to protecting the health of Australians and to a national agenda for creating jobs and growing incomes.

The COVID-19 pandemic has accelerated a deterioration in Australia's strategic environment. Our region has become the centre of intensifying geostrategic competition, eroding confidence in the rules-based order, which has underpinned global work and investment that has benefitted Australia. Increasing foreign interference and coercion challenge our traditional approaches to security. In this environment, PM&C will continue to support the Prime Minister in growing and diversifying our international partnerships, while also working with relevant portfolios to adapt and strengthen our approach to national security.

The Australian Public Service (APS) has responded to the COVID-19 crisis with remarkable capability, flexibility and energy. As head of the APS, I will

SECRETARY'S STATEMENT

continue to focus on uniting the public service to operate as an APS-enterprise which can work together to prioritise policy design and service delivery, solve problems, share data, and mobilise people to deliver vital services for Australians. We have shown the APS can achieve this at the same time as working in new, COVID-safe ways. Our response has already delivered on many of the aspirations of the Government's December 2019 public service reform agenda, *Delivering for Australians*. The APS Commissioner Peter Woolcott AO, the Secretaries Board and I have never been more proud of the public service we lead, and of the sense of duty and purpose that public servants have shown.

The APS will remain vital to managing the ongoing crisis, supporting Australia's recovery and delivering other Government priorities. The Secretaries Board I chair has agreed to deliver a series of immediate, practical reforms to support the APS's capacity to meet the needs posed by our new operating environment. We will drive an APS-enterprise wide approach to digital investment and capability development and continue to support our workforce to build critical leadership and other in-demand capabilities. APS leaders will work to ensure the public service is able to deliver the Government's priorities.

The Secretaries Board and I, supported by the Chief Operating Officers Committee, will continue to drive practical reform actions that directly support the APS in responding to the crisis and supporting Australia's recovery, while building long-term APS capability. The immediate COVID-19 crisis has driven the APS to be our best and we are determined to retain and build on this platform.

This Corporate Plan, for the period 2020-24, sets out how PM&C intends to deliver on our responsibilities at a critical point in our national history.

The operating environment this year is vastly different, more demanding and more challenging than that of recent years. Both this Department and the APS more broadly will continue to adapt and respond to the needs of government at a time when our contribution is more critical than ever before.

Purpose of the entity

We influence, coordinate and drive the Government's agenda through direct engagement with the Prime Minister, the Cabinet and strong networks across the APS to achieve 6 main purposes:

- 1 Growing our economy, incomes and creating jobs**
- 2 Vibrant and resilient regions**
- 3 Strengthening families and communities**
- 4 Enhancing Australia's international and national security**
- 5 Governing well**
- 6 Preparing well to respond to critical issues**

Operating Context

The Department of the Prime Minister and Cabinet (PM&C) provides support to the Prime Minister in his many roles — leader of the Australian Government, Chair of the Cabinet, Chair of the National Cabinet and Minister for the Australian Public Service (APS).

PM&C's role in responding to the priorities of the Government also underpins its work in supporting the Secretary as the leader of the APS. This occurs in the context of our goal to promote a united public service operating as an APS-enterprise. Driving a public service reform agenda, PM&C will deliver Government priorities with a focus on recovery.

In 2020, the already complex issues facing Government have been eclipsed by the once in a one hundred year global COVID-19 pandemic. The importance of protecting the health of all Australians, along with safeguarding Australia's economic and national security interests, has never been greater. The need for Government to respond quickly to the pandemic in collaboration and alignment with state and territory governments has been critical to Australia's capacity to manage the significant consequences of the pandemic.

While the risks presented by COVID-19 and its ongoing impact remain, the operating environment in which we live and work will continue to be uncertain.

The new leader-led framework for Commonwealth-State relations established through the National Cabinet during the COVID-19 pandemic was an essential part of Australia's successful response so far, by embedding regular discussion and collaboration in response to this national and international health and economic emergency. National Cabinet's decision to streamline ministerial councils from the previous Council of Australian Governments arrangements will further strengthen the new architecture and allow policy and implementation issues to be addressed via a more dynamic and purpose-driven approach to reset the economy for growth and recovery.

PM&C recognises and promotes a whole-of-government perspective, partly through our unique policy coordination role; we contribute a nationwide perspective through our support to the National Cabinet and our understanding of the Prime Minister's expectations. Given PM&C's experience in maintaining and delivering robust Cabinet processes, Parliamentary practice and Executive Council support, we also bring to bear our expertise on good governance.

OPERATING CONTEXT

Governing in a democracy presents challenges. It requires continual effort, change is rapid and ever-present and public expectations of elected governments have never been greater. PM&C is in a position to connect complex issues in order to build our understanding and shape outcomes, to effectively co-ordinate across government, to meet accountability obligations and to support the Prime Minister in all his responsibilities.

We maintain oversight of the ongoing business of government by engaging our relationships across portfolios and jurisdictions, as well as building close relationships with external stakeholders, including the private sector, non-government organisations (NGOs) and academics. Monitoring the delivery of the Government's priorities brings discipline and structure to ensure the implementation of key activities remain on track. Australia's role in contributing to the international efforts against COVID-19 are also vital. In an increasingly interconnected world it is critical that we maintain visibility of the full range of issues facing our international partners to ensure we are providing robust advice and support.

Across the portfolio, PM&C also supports and shares services with a number of agencies that have been set up to respond to issues of significance:

- The National Indigenous Australians Agency leads and coordinates Commonwealth policy development, program design and implementation and service delivery for Aboriginal and Torres Strait Islander peoples and related roles, including leading the APS's implementation of the National Agreement on Closing the Gap.

- The National Drought and North Queensland Flood Response and Recovery Agency works hand-in-hand with communities, all levels of government, charities and agricultural organisations to support farmers and other rural and regional Australians living through the immediate and longer-term effects of drought and flood.
- The National Bushfire Recovery Agency works with state, territory and local governments, non-government stakeholders and communities to lead and coordinate national recovery of bushfire-affected communities.
- The National COVID-19 Commission (NCC) Advisory Board has a strategic advisory role in providing a business perspective to the Prime Minister on Australia's economic recovery. The Advisory Board concentrates its effort on supporting the Government's plans for Australia's economic recovery and getting people back into jobs as quickly as possible.

COVID-19 has accelerated global economic and strategic trends, making Australia's outlook more complex and challenging. Protecting and advancing Australia's interests in this environment will require sophisticated, cross-cutting policy development, advocacy and implementation at home and abroad, with all parts of this portfolio and all APS agencies contributing to the task.

Capability

The APS has a vital role in supporting Australia manage and recover from the COVID-19 crisis – supporting the Government in developing and delivering its recovery agenda and other priorities and providing essential services and programs for Australians, while managing the ongoing health risks and other challenges. We need to operate effectively together as a unified APS-enterprise, sharing data, solving problems together and directing our resources and expertise where they are needed most. The capable, collaborative and flexible response to the immediate COVID-19 crisis demonstrated the depth and breadth of the APS's capability.

Building on this momentum, PM&C will support the Secretaries Board to deliver the Government's December 2019 response to the Independent Review of the APS and its public service reform agenda, *Delivering for Australians*. In doing so, the Board will focus on practical actions to help the APS respond to the needs of our changed operating environment while building longer-term APS capability. This includes prioritising investment in and development of digital skills and capabilities that are focussed on meeting the needs of the broader APS-enterprise, investing in APS leadership and other critical skills, and ensuring that, as a united APS, we are focused on working together to solve problems for Australians. We will also enable the effective operation of the APS through our role in supporting critical APS mechanisms such as the Secretaries Board, other Secretary-level committees and the

Chief Operating Officers Committee, and in helping track and drive delivery of Government priorities across the APS.

PM&C has outstanding people and we will continue to draw on the talent, experience and enthusiasm of our staff to navigate through the COVID-19 response and recovery phase. In supporting the Government to meet these challenges, PM&C itself must have the right mix of talent, capacity and capability in place. A new workforce strategy is currently being developed and will ensure our workforce investment aligns with PM&C and APS priorities. The strategy will support proactive management of the welfare of our people and better position us to respond to emerging needs of Government.

Investment in our ICT systems and capability will also continue to be a focus. Over the course of the pandemic so far we have successfully adapted our ICT systems to support the changing work practices as PM&C balanced staff working in the office and from home. PM&C's ICT Strategy 2021-2023 will guide PM&C's investment decisions, approaches and practices through to 2023. It consists of four key ICT leadership aspirations: customer focus; flexible, scalable and efficient foundations; secure, resilient, reliable and reusable assets; and confidence in our digital capabilities.

Recent and ongoing events have demonstrated the need for the Department's risk management to remain robust in this complex, evolving and

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dynamic environment. Our recently released PM&C Risk Management Policy and Framework clearly sets out the Department's appetite, tolerance and approach for managing risk at both a strategic and an operational level. The risk framework champions a positive risk culture and fosters a 'no surprises' approach to managing risk across PM&C. The Chief Risk Officer (CRO) promotes this culture through regular communications and participation in decision-making as a member of the Executive Board.

By continuing to evolve and adapt, we will be well-positioned to not only serve the government of the day, but also maintain the public's confidence that we are doing our best, with the best tools available, in their best interests. PM&C has already demonstrated a great deal of flexibility and adaptability in responding to emerging priorities and evolving conditions — supporting multiple taskforces and Government priorities in addition to changing working arrangements.



Our Purposes

1 Growing our economy, incomes and creating jobs

Overview

We support the Government to deliver sustainable economic growth and job creation, which improves the lives of Australians and helps individuals, families and communities.

PM&C achieves this by providing the Prime Minister, the Cabinet, Portfolio Ministers and Assistant Ministers with high-quality evidence-based advice about policy choices and trade-offs in the context of evolving domestic, international and national security priorities. We work with other Commonwealth agencies to ensure policy proposals are informed by a rigorous evidence-based and high-quality impact analysis.

The impact of COVID-19 on Australia's economy continues to evolve, and our work takes place in a complex policy environment and rapidly changing global context.

COVID-19 is causing the largest contraction in global economic activity since the Great Depression. Countries all around the world have closed their borders and put in place other containment measures to limit the spread of the virus and manage health systems to save lives.

In Australia, the pandemic pushed the economy into a recession. The downturn is significant, with the effective unemployment rate rising sharply and peaking at almost 15 per cent. While receding unemployment is expected to remain elevated for some time, official unemployment statistics will see a peak around 10 per cent.

An unprecedented level of economic support has already been put in place across all major advanced economies in order to cushion the economic downturn. The scale of the response far outweighs the size of the response to the Global Financial Crisis (GFC). International bodies, such as the G20, have again needed to work closely to protect global supply chains and financial stability.

The July Economic and Fiscal Outlook recorded overall support to the Australian economy of around 15 per cent of GDP with further spending by

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GROWING OUR ECONOMY, INCOMES AND CREATING JOBS

the states. The Reserve Bank of Australia (RBA) slashed the cash rate to the lowest on record and embarked on an unprecedented bond purchasing program to place yet further downward pressure on borrowing costs. At the same time, the Australian Prudential Regulator Authority, the Australian Security Investments Commission, the Australian Competition and Consumer Commission and other regulators have sought to protect businesses and the wellbeing of Australians by adjusting or suspending settings within their remit as needed.

PM&C continues to focus its support for the Government on the critical priority of rebuilding the economy and job creation.

PM&C also supports the implementation of the Government's agenda by monitoring and reporting to the Prime Minister, Portfolio Ministers and Assistant Ministers on the progress of key priorities, including those captured in the Government's JobMaker Plan.

Key Activities

In 2020–21 to 2024, PM&C will:

Advise the Prime Minister on the prioritisation and design of policies to support job creation as part of the Government's JobMaker Plan.

Design, coordinate and drive initiatives that will see Australia achieve the Government's goal of being a digital economy and society by 2030.

Drive the Government's refreshed whole-of-government deregulation agenda to support business investment and job creation, by working across the APS to ensure regulation is fit-for-purpose and regulator performance is best practice.

Deliver the refreshed Women's Economic Security Statement to increase women's workforce participation and women's leadership opportunities, and deliver grants and programs to promote women's economic security and leadership.

Support the Prime Minister at the G20 and other international forums to drive international cooperation and advance Australia's national interests.

Work across government to support delivery of the Government's \$100 billion, 10-year transport infrastructure pipeline and ensure delivery of priority projects such as the Western Sydney Airport, Inland Rail, Snowy Hydro 2.0 and telecommunication infrastructure.

Ensure recovery of the freight sector by working across governments to coordinate effective and timely measures in air, road, rail and maritime transport.

Provide targeted and timely advice to the Prime Minister and the Cabinet on options to enable affordable and reliable energy markets, while meeting Australia's international emissions reduction commitments.

Work across government to deliver a coordinated plan to build scale and competitiveness in the Australian manufacturing sector.



Performance Measures

Measure	Target
Ensure the Prime Minister, the Cabinet, responsible ministers and agencies receive high-quality and coordinated advice to inform policy development and support the implementation of the Government's key priorities and activities.	<ul style="list-style-type: none">· Accelerate Australia's recovery from the COVID-19 pandemic, including getting Australians back into jobs and supporting sustainable economic growth by developing, coordinating and implementing the Government's JobMaker plan.
Ensure the Prime Minister, the Cabinet, responsible ministers and agencies receive high-quality and coordinated advice including a strategy to be a leading digital economy to inform policy development and support the implementation of the Government's key priorities and activities.	<ul style="list-style-type: none">· Quality of advice received demonstrably supports the Prime Minister in coordinating and implementing policies and programs.· Effective coordination between international and domestic efforts to support and respond to digital transformation.· The advice considers the views of all relevant stakeholders, including industry, Aboriginal and Torres Strait Islander peoples, and the states and territories.
Ensure the Prime Minister and the Cabinet receive timely advice on the progress of, and risks to, infrastructure investment.	<ul style="list-style-type: none">· Infrastructure investment contributes to short, medium and long term economic recovery and productivity.

Measure	Target
<p>In partnership with state and territory governments and industry, identify solutions to reduce regulatory barriers to business investment and jobs growth in priority areas.</p>	<ul style="list-style-type: none"> · A consolidated online checklist is developed to simplify the process for small businesses to hire staff. · Increased levels of food exports by developing a trade information service for food exporters, digital processing of export permits and streamlining compliance activity. · Establish major projects in accordance with timeframes, initially through a partnership with Western Australia to develop an online platform for bilateral environmental assessments. · Modernise business communications by ensuring regulations are technology neutral. · States and territories are supported to adopt automatic mutual recognition arrangements for licensed occupations.
<p>Ensure advice on the freight sector is coordinated, timely and grounded by partnerships with industry and governments.</p>	<ul style="list-style-type: none"> · The freight sector continues to provide the services needed by communities and the economy in a resilient, efficient and adaptive manner.
<p>The Government is supported by comprehensive and evidence-based policy advice that ensures reliable and affordable energy while meeting our international commitments.</p>	<ul style="list-style-type: none"> · Continued downward pressure on energy prices, increased grid resilience, and emissions reductions in line with our international commitments.
<p>The Government is supported to develop and deliver a new plan for the manufacturing sector.</p>	<ul style="list-style-type: none"> · The plan establishes a clear framework for building the scale and resilience, increasing value and creating jobs in Australia's manufacturing sector.

Vibrant and resilient regions

2 Overview

PM&C provides high quality, influential and timely advice to the Prime Minister and the Cabinet to advance the Government's agenda to ensure vibrant and resilient regions.

We work across the Commonwealth to coordinate and drive evidence-based policy to boost the resilience and unlock the growth potential of regional Australia and the surrounding natural environment. We support work across government to help communities better prepare for and build resilience to future droughts and natural disasters such as floods and bushfires. We also support the Commonwealth's leadership role in the national effort to reduce waste and increase our ability to take care of our own waste.

Key Activities

In 2020–21 to 2024, PM&C will:

Ensure initiatives are coordinated across governments to boost resilience and support economic growth in regional Australia.

Increase awareness of, and advocate for the importance of conserving and improving Australia's soil and landscape conditions.

Support the National Waste Taskforce to implement the waste export ban and drive better waste and recycling outcomes.

Ensure policies and programs support farmers and regional communities to build resilience and better prepare for future drought and natural disasters.

Performance Measures

Measure	Target
Policies and programs affecting regional Australia are data-driven, place-based and targeted to the needs of regional Australia.	<ul style="list-style-type: none"> Regional economies are supported to grow and diversify with effective government support.
Support the National Soils Advocate to influence government policies to improve the health of Australian soils.	<ul style="list-style-type: none"> Australia's soil and agricultural landscape benefit the environment, improve agricultural productivity and sustainability, and support a food secure nation.
Legislation is introduced into Parliament to give effect to the waste export ban timeline.	<ul style="list-style-type: none"> Increase Australia's ability to reduce, reuse and recycle and take care of its own waste.
Advice to Government is evidence-based, reflects short term needs, wider community impacts and long term resilience.	<ul style="list-style-type: none"> Farmers and communities have the tools they need to become more resilient and prepared for future droughts and natural disasters.

3 Strengthening families and communities

Overview

PM&C supports the Prime Minister, the Cabinet, and Portfolio Ministers by providing high-quality advice on policy development and implementation strategies that strengthen and support Australian individuals, families and communities to thrive.

We recognise that it will take time to recover from the emotional, social and economic impacts of the COVID-19 health crisis. PM&C's support for Government will prioritise improving the lives of all Australians with a focus on responsive delivery of policy and advice.

We focus our advice on improving services, delivery and citizen engagement in the areas of education and skills, health, aged care, social services, disability, immigration, human services, child safety and the justice system. We support the Prime Minister in his work to progress the Commonwealth's objectives in cooperation with the states and territories through National Cabinet, the National Cabinet Reform Committee and its Taskforces.

The Office for Women supports the Prime Minister and the Minister for Women deliver their gender equality priorities including reducing violence against women, promoting women's leadership choices and targeted international work on gender equality.

PM&C works with the NIAA to improve the lives of all Aboriginal and Torres Strait Islander peoples, including ensuring that the Government's key priorities of Closing the Gap, a voice to governments, constitutional recognition, addressing youth suicide and education outcomes are progressed.

We also support the Prime Minister through providing high-quality and timely advice on reforms in justice policy, as directed by Government priorities.

Key Activities

In 2020–21 -2024, PM&C will:

Coordinate the Australian health response to the COVID-19 pandemic.

Ensure vulnerable Australians are supported during the COVID-19 pandemic.

Drive and coordinate the Government's education and skills reforms to build social resilience, develop human capital and support economic recovery, including expanding micro credentials and better matching skills training to demand in current and future jobs.

Drive the Government's mental health and towards zero suicide agenda.

Deliver key priorities for gender equality and women's safety.

Improve the wellbeing of Aboriginal and Torres Strait Islander peoples.



Drive the delivery of nationally significant child safety reforms including implementing key recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse.

Ensure the delivery of the Social Impact Investment (SII) Expert Panel's final report to Government.

Performance Measures

Measure	Target
<p>All Australian Government agencies' actions are coordinated and well delivered to ensure the health effects of COVID-19 in the Australian community are minimised.</p> <p>The Australian health response to the COVID-19 pandemic is implemented through effective cooperation between all levels of government through National Cabinet.</p>	<ul style="list-style-type: none"> · Australia's response to the COVID-19 pandemic is effective by international standards. · National Cabinet is able to make timely and effective decisions based on high quality evidence-based advice.
<p>The Australian welfare system is targeted to assist those most adversely affected by the COVID-19 pandemic.</p>	<ul style="list-style-type: none"> · Welfare reforms designed to respond to the COVID-19 pandemic assist the most vulnerable members of Australian society and are consistent with the JobMaker Plan.
<p>The Government's JobTrainer package is delivered effectively in partnership with the states and territories to help Australians upskill and reskill.</p> <p>The Heads of Agreement for Skills Reform is implemented effectively to improve the Vocational Education and Training system.</p>	<ul style="list-style-type: none"> · The JobTrainer Fund is established through agreement with the states and territories. · Support is provided to employers to retain and employ new apprentices during the COVID-19 pandemic. · The new National Skills Agreement is developed through National Cabinet and its Committees.

Measure	Target
<p>The Prime Minister’s Suicide Prevention Adviser provides interim and final advice to the Prime Minister.</p>	<ul style="list-style-type: none"> • The Prime Minister's Suicide Prevention Adviser provides interim and final advice to the Prime Minister by August and December 2020 respectively.
<p>PM&C working with the Department of Health drives the consolidated Government response to the Productivity Commission report into mental health.</p>	<ul style="list-style-type: none"> • A consolidated response to the Productivity Commission report into mental health includes a package of reforms to modernise the Australian mental health system.
<p>The National Commissioner for Defence and Veteran Suicide Prevention (the National Commissioner) is established through legislation and appointed.</p>	<ul style="list-style-type: none"> • Legislation establishing the position of National Commissioner and their office, passes Parliament and a National Commissioner is appointed.
<p>All Australian Government agencies contribute to the development of the Commonwealth Closing the Gap Implementation Plan.</p>	<ul style="list-style-type: none"> • The Closing the Gap Implementation plan is on track for delivery by 31 July 2021 through National Cabinet.
<p>The Government is provided with options for a voice for Indigenous Australians and constitutional recognition.</p>	<ul style="list-style-type: none"> • The Government has been provided with options for a voice for Indigenous Australians and constitutional recognition, developed in close consultation with First Nations peoples.
<p>Implementation of the Fourth Action Plan of the National Plan to Reduce Violence against Women and their Children 2010-2022 and developing the next National Plan:</p>	<ul style="list-style-type: none"> • The Fourth Action Plan of the National Plan to Reduce Violence against Women and their Children 2010-2022 is implemented and consultation on the next national plan is commenced.
<ul style="list-style-type: none"> • Participating in targeted international fora on gender equality issues, including the Commission on the Status of Women. 	<ul style="list-style-type: none"> • Australian interests on gender equality are advanced in international fora.
<p>Drive an increase for women in leadership positions, including gender diversity on Australian Government boards.</p>	<ul style="list-style-type: none"> • Progress is made on achieving the Government's target of women holding 50% of Australian Government board positions overall.

3 STRENGTHENING FAMILIES AND COMMUNITIES

Measure	Target
<p>The Prime Minister and Assistant Minister receive high quality and timely advice on the implementation of key child safety reforms including:</p> <ul style="list-style-type: none"> • Delivery of the National Strategy to Prevent Child Sexual Abuse. • A nationally harmonised approach to child safety in organisations, based on the National Principles for Child Safe Organisations. • Ongoing implementation of the Commonwealth Child Safe Framework. 	<ul style="list-style-type: none"> • The National Strategy is delivered within agreed timeframes and includes an outcomes framework that will achieve genuine impact over the 10 year life of the Strategy including actions to reduce the incidences of child sexual abuse. • A nationally harmonised approach to child safety in organisations is agreed with the states and territories. • The Commonwealth Child Safe Framework is amended to include a self-reporting requirement for Commonwealth non-corporate entities.
<p>The final report of the Social Impact Investing Taskforce is delivered within agreed timeframes to the satisfaction of the Prime Minister, the Assistant Minister to the Prime Minister and Cabinet, and key stakeholders.</p>	<ul style="list-style-type: none"> • Report is delivered to agreed deadlines. • Consultation with state and territory governments, the private, not-for-profit sectors, philanthropy, and relevant Commonwealth agencies is documented.

4 Enhancing Australia's international and national security

Overview

PM&C provides advice and drives outcomes on international and national security policy.

We support and coordinate a whole-of-government approach to safeguarding and advancing Australia's international and strategic interests in a rapidly changing environment, with the view to enhancing the safety, security and prosperity of all Australians. In this period of heightened geo-strategic tension, our support for the Government's international agenda will prioritise our national interest in a complex domestic and global environment.

PM&C helps shape and deliver the Prime Minister's national security agenda. It supports the Government by increasing Australia's resilience to the most critical threats to our national security, while ensuring that national security imperatives are balanced with broader social and economic considerations. Key areas of policy advice and coordination include: strengthening cyber security and resilience to foreign interference; maintaining the integrity of Australia's borders; countering the ongoing threat of terrorism; strengthening Australia's ability to respond to crises; and ensuring the Australian Defence

Force and the National Intelligence community have the strategies and capabilities required to effectively deter and respond to threats against Australia, its citizens, and its interests.

At a time of complex and rapid strategic change, PM&C helps deliver the Prime Minister's international agenda to shape international thinking and events to Australia's benefit. PM&C also supports the Government to design and implement policies to ensure Australia has the strength, dynamism and flexibility to advance our national interests globally. Key areas of policy advice and coordination include:

- progressing Australia's interests in the Indo-Pacific region
- implementing the Government's Pacific Step-up
- reinforcing Australia's alliance with the United States
- strengthening and elevating our strategic and economic partnerships
- boosting Australia's influence in multilateral organisations and standard-setting bodies so they better serve our economic and security interests.

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ENHANCING AUSTRALIA'S INTERNATIONAL AND NATIONAL SECURITY

On matters of national security and international policy, PM&C seeks to maximise the effectiveness of Government decision-making by providing high-quality support to the Prime Minister and the Cabinet, particularly through the National Security Committee (NSC) of Cabinet. We draw upon our close understanding of the Prime Minister's priorities and our convening power as a central agency to drive whole-of-government outcomes that further Australia's international and strategic interests.



Key Activities

In 2020–21 to 2024, PM&C will:

Support the Prime Minister's engagement with foreign counterparts in order to shape Australia's strategic environment and advance our national interest.

Provide comprehensive, influential and timely advice and coordination on national security, with an emphasis on:

- counter-terrorism and crisis management
- border security, law enforcement, cyber security and counter foreign interference initiatives
- defence operations and capability, including on the national naval shipbuilding enterprise
- the Indo-Pacific.

Provide comprehensive, influential and timely advice and coordination on Defence Capability, operations and strategic policy, including the establishment of a sovereign and sustainable Australian defence industrial base.

Support the Prime Minister as chair of NSC to secure decisions and drive implementation of:

- sovereign capabilities and countering foreign interference
- cyber security refresh
- strengthening protections for critical infrastructure
- implementation of the Government's highest foreign policy priorities, such as the Pacific Step-up.

Performance Measures

Measure	Target
<p>The Prime Minister is supported to shape Australia's international environment and pursue the Government's agenda through timely, high-quality advice.</p> <p>Decisions in relation to foreign policy are made and implemented on the basis of Australia's national interest, and take account of a full range of social, economic and security equities.</p> <p>Implementation of commitments made by the Prime Minister to foreign leaders.</p>	<ul style="list-style-type: none"> · The Prime Minister is equipped to engage overseas counterparts, with a focus on: <ul style="list-style-type: none"> – implementing the Government's top foreign policy priorities such as the Pacific Step-up – strengthening and elevating new and existing strategic and economic partnerships – advancing Australia's national interests in multilateral organisations and standard-setting bodies – delivering leader-level commitments by working in partnership with agencies from across the APS.
<p>Decisions in relation to national security matters are made and implemented on the basis of consideration of Australia's national interests and the full range of equities, including social, economic and security interests and implemented in a timely way.</p> <p>Whole-of-government response during times of crisis is coordinated seamlessly.</p>	<ul style="list-style-type: none"> · PM&C's advice enhances the Government's delivery of national security. · PM&C ensures that a whole-of-government response is coordinated effectively during times of crisis.

OUR PURPOSES

4 ENHANCING AUSTRALIA'S INTERNATIONAL AND NATIONAL SECURITY

Measure	Target
PM&C supports the delivery of the 2020 Defence Strategic Update and the associated Integrated Investment Program.	<ul style="list-style-type: none">· PM&C advice enhances the Government's delivery of Defence capability.· The advice considers the views of all relevant stakeholders, including industry and the states and territories, where appropriate.· The program is delivered to agreed deadlines.
A focused NSC agenda, with clear decision making and management processes and effective implementation of decisions.	<ul style="list-style-type: none">· Quality of advice received supports the NSC agenda.

5 Governing well

Overview

PM&C provides a diverse range of high-quality support services and advice to the Prime Minister, the Cabinet, our Portfolio Ministers and the Governor-General, to enable them to deliver on their legal and parliamentary obligations and on their priorities for the Australian people. We ensure the delivery of the legislative program of government and effectively support meetings of the Governor-General in the Federal Executive Council.

Support for good decision-making processes and the integrity of the Cabinet system is an essential service to Government. Our role is to ensure the Prime Minister and the Cabinet have access to the information they need to support informed decision-making and to undertake the important secretariat task for the Cabinet and its committees.

Our new responsibility to support the Prime Minister as chair of the National Cabinet will focus on continuing national management of the COVID-19 health response and co-ordination of a national agenda for economic recovery through creating jobs and rebuilding the economy.

Australia is a respected global partner and we support the Prime Minister in promoting our country's interests internationally through overseas visits and welcoming visiting Heads of State and Government as part of the Guest of Government Program. Facilitating the Prime Minister's relationships and engagement with other leaders, including through virtual summits, has been a priority during the current global health crisis.

PM&C recognises that good policy development and service delivery relies on robust research and data and rigorous analysis. We are tracking government priorities through to implementation. Through the regular collection of data we are monitoring the implementation of the Government's priorities and providing the Prime Minister with regular whole-of-government updates.

Additionally, through the Project Office, we are deploying expertise in structured policy analysis to support rigorous, iterative development of policy solutions. Through the Behavioural Economics Team of the Australian Government (BETA) and leadership and coordination of the Australian Government data policy, governance and data sharing activities, we support more effective policies benefiting the whole community.

OUR PURPOSES

5

GOVERNING WELL

The APS is vital to Australia's ongoing management of the COVID-19 crisis. Our skills in the areas of policy design and service delivery through problem solving, sharing data and mobilising people have never been more essential. We will continue to support the development of the APS's capacity to respond to the needs of all Australians in this new operating environment. Practical APS-wide reform, underpinning our capacity to meet the current and post-COVID-19 environment, will require an APS-enterprise approach to digital investment and enhance our critical leadership capabilities.

We support the Prime Minister in responding to Australians who increasingly expect a high level of interaction on matters that affect them. Access to unambiguous and accurate information and timely responses to those Australians who take the time to share their views with the Prime Minister and Portfolio Ministers are an essential priority for PM&C in its support of the Prime Minister.

The Prime Minister and the Cabinet are also supported in the management of the executive branch of Government through the provision of advice on matters of process and policy to ensure the effective functioning of government operations.

Through the Chief Operating Officer and our Corporate areas, we manage our own organisation, to ensure we are fit-for-purpose, and ready to perform our functions to a high standard.

PM&C's success in all its work is dependent on the quality of our workforce. Our people are the key to how the Department will continue to deliver a high standard of service and respond to change. We strive for excellence in everything we do through leveraging strengths-based performance, diverse expertise, and continual collaboration. Our investment in people capability is critical in ensuring the Department can deliver in a fast-paced and changing environment for the benefit of Australians.



Key Activities

In 2020–21 to 2024, PM&C will:

Provide clear and actionable advice on significant legal risks for Government or ensure they are brought to Government’s attention.

Deliver high quality improvements and support for the CabNet + system for the Cabinet and all customer agencies.

Provide expert advice to the Prime Minister and the Cabinet, Portfolio Ministers, PM&C and other APS agencies on governance matters relating to the operation of the executive branch of Government.

Advance Australia’s interests through well-executed programs, including appropriate and effective use of technology, for the Prime Minister’s overseas engagements, virtual summits, visits by Heads of State and Government and state occasions.

Ensure the Department as an organisation is fit-for-purpose and ready to perform our functions in line with relevant standards and best practice to support the Prime Minister, Portfolio Ministers, their offices and the executive.

Establish an effective public data sharing framework through the work of the Office of the National Data Commissioner.

Ensure Australia’s honours system appropriately recognises worthy Australians.

Support reforms to accelerate APS digital transformation; and drive APS capability development and planning.

Draw on structured policy analysis, agile project management methods and behavioural insights to deliver policy projects.

Provide high quality support and advice to the National Cabinet and the National Federation Reform Council.

Monitor and report on the implementation of Government priorities.

Drive development and delivery of practical reform actions that support the APS to respond to the ongoing crisis and Australia’s recovery from COVID-19, including the implementation of reforms within agencies.

Ensure the Department has the capacity and capability to respond to a rapidly changing operating context through the development of an agency-wide workforce strategy, including reference to APS Reform and talent and succession planning.

Performance Measures

Measure	Target
The Prime Minister and his office have timely and comprehensive visibility of significant legal risks for Government as they emerge, including through collaboration with other areas of the Department, the Attorney-General's Department, and relevant portfolio agencies.	<ul style="list-style-type: none"> Significant legal risks for Government are identified or work with agencies is undertaken to make sure legal risks are properly drawn to Government's attention, if not otherwise mitigated.
The new CabNet + system supports ministers and departments to collaborate easily and ensures access to timely information.	<ul style="list-style-type: none"> CabNet + system and support model is operating effectively.
High-quality expert advice is provided to the Prime Minister on governance matters, including changes to the machinery of government and/or Ministry. Effective collaboration and coordination with relevant APS agencies on governance matters, including changes to the machinery of government.	<ul style="list-style-type: none"> Changes to the machinery of government and/or Ministry are properly supported by sound advice.
PM&C coordinates and delivers high-quality operational support for the Prime Minister's official overseas engagements, virtual summits, for guests of government visits and state occasions.	<ul style="list-style-type: none"> The operational arrangements, including virtual meetings during the pandemic, for the Prime Minister's international outgoing visit program, are delivered to a high standard. The Guest of Government Program for incoming visits is delivered to the satisfaction of our guests, the Prime Minister and the Governor-General. Media management of official visits is delivered effectively, to the satisfaction of the Prime Minister and other key stakeholders.

Measure	Target
<p>Timely registration and actioning of ministerial correspondence.</p> <p>Communications support is effective including timely speech writing and developing and managing websites and digital communications.</p>	<ul style="list-style-type: none"> • Ministerial correspondence is: <ul style="list-style-type: none"> – registered within five working days – then actioned with the standard timeframes - VIP priority within five working days; VIP and organisations within 10 working days; general representation within 20 working days. • Draft speeches are prepared to the satisfaction of the Prime Minister and his office, and the offices of Portfolio Ministers. • Websites are compliant with security, accessibility and user experience standards.
<p>PM&C enables whole-of-government collaboration to facilitate good policy development including by coordinating and influencing data activities across agencies and data sharing activities.</p> <p>Contribute to the delivery of the government’s key priorities through the application of behavioural economics and rigorous evaluation.</p>	<ul style="list-style-type: none"> • Data is shared across Commonwealth and state government agencies to support policy development and service delivery. • The data capability of Australian Government agencies matures through coordinated and influential action. • 15 advisory and evaluation projects completed. • APS employees participate in behavioural insights capability programs.
<p>The Office of the National Data Commissioner leads reforms to improve data sharing and use across the APS.</p>	<ul style="list-style-type: none"> • Reforms are delivered within agreed timelines informed by the views of stakeholders and the data sharing framework is adopted by stakeholders.

Measure	Target
<p>Timely advice on the administration of Australia’s honours system is provided to the Prime Minister, with a focus on:</p> <ul style="list-style-type: none"> the implementation of new awards proposed by the Prime Minister ensuring the integrity of the system through appropriate administration of awards. 	<ul style="list-style-type: none"> Maintain the reputation and integrity of Australia’s honours system.
<p>High-quality support provided to the National Cabinet and the National Federation Reform Council.</p>	<ul style="list-style-type: none"> Operational support model is defined, and supporting processes and systems are in place.
<p>Operational and support services to support meetings of Cabinet and committees are managed and delivered to a consistently high standard.</p>	<ul style="list-style-type: none"> Clear decision making and management processes and effective implementation of decisions. Stable technology to support virtual meetings, with greater than 95 per cent of meetings successful.
<p>High-quality quantitative and qualitative data provided to the Prime Minister on the status of priorities.</p>	<ul style="list-style-type: none"> Quarterly and biannual report to the Prime Minister.
<p>Reforms agreed by the Secretaries Board are implemented and improve APS capability.</p>	<ul style="list-style-type: none"> Greater than 80 per cent of initiatives delivered or on track with regular monitoring and reporting of impact measurement to the Secretaries Board.
<p>The workforce strategy is developed and implemented.</p>	<ul style="list-style-type: none"> The strategy is delivered by 29 January 2021.

6 Preparing well to respond to critical issues

Overview

A rapid response to critical issues as they emerge is a major priority for PM&C. During the last 12 months, PM&C and its portfolio agencies have responded to drought, floods, bushfires and COVID-19 whilst strengthening focus on deregulation in response to the threats caused by the pandemic.

This requires PM&C to pivot with appropriate resourcing to stand up taskforces and agencies to accelerate the response and to provide assistance required on the ground.

Australian public expectations are clear that the Australian Government provide strong leadership and support to state and territory jurisdictions in response to nationally significant crises. PM&C will work to ensure the APS has the critical leadership and other capabilities to respond and deliver the highest government priorities as they emerge.

A rapid response capability requires us to anticipate future shocks, understand the risks Australia faces and act to reduce our vulnerability to them as a nation. PM&C will continue to work with other Commonwealth agencies, and state and

territory First Minister departments, to build our climate and disaster resilience by reducing the risk and impacts of future natural disasters on Australian communities and the economy.

The COVID-19 crisis has shown PM&C at its responsive best, drawing on lessons learned in the earlier experiences such as the drought and flood response. A priority for 2020–21 is to retain and build on this platform to manage a crisis and prepare for recovery.

Providing an agile and readily deployable Commonwealth APS to quickly surge to meet such demands is a critical focus for both the APS Commissioner and PM&C. Developing systems and protocols to build an APS that is resilient, flexible and allows for rapid resources deployment in crises are an essential deliverable to the Australian Government to meet community expectations.

PM&C will work to support the Secretary in his role as head of the APS in this task. Our priority is to advance the Secretary's aspiration to establish a united APS-enterprise that can work in unison to mobilise people, share data, solve problems and enhance policy design to deliver vital services for all Australians.

OUR PURPOSES

6 PREPARING WELL TO RESPOND TO CRITICAL ISSUES

PM&C is also responsible for working with other Commonwealth agencies and state and territory First Minister departments to enhance information sharing arrangements to ensure, as far as is practicable, a unified national response in which resources are deployed to the highest priority risks for the collective national good and to ensure the safety and security of all Australians. The National Coordination Mechanism, first created in response to the COVID-19 crisis in the Home Affairs portfolio, is a good example of a more focused approach to whole of national coordination forums.

Key Activities

In 2020–21 to 2024, PM&C will:

Establish a greater capability to anticipate and establish a rapid and ready response capability.

Support the Government as new priorities arise by responding quickly and flexibly in establishing robust governance arrangements and functions with appropriate resourcing.

Support the Government in its efforts to introduce new emergency management response architecture.

Support the APS Commissioner in building agile workforce models, including exploring the establishment of a surge workforce capacity which can be mobilised in times of extreme national crisis.

Support Government in the implementation of agreed recommendations arising from the CSIRO Climate and Disaster Resilience Report submitted to the Australian Government on 30 June 2020.

Contribute to the Royal Commission into National Natural Disaster Arrangements, provide advice to the Prime Minister on the Government's response, and work with Commonwealth and external agencies to implement agreed recommendations.

Performance Measures

Measure	Target
PM&C has an action plan to anticipate and stand up taskforces to manage critical issues as they arise.	<ul style="list-style-type: none"> Taskforce functions responding to critical issues have strong governance and are resourced appropriately to enable a rapid on the ground response for the community.
Commonwealth whole-of-government coordination, resource mobilisation and support to state and territory jurisdictions during times of crisis are effective.	<ul style="list-style-type: none"> The Government introduces improved architecture that better enables the timely delivery of support to jurisdictions in times of crisis. Progress in the delivery of a Public Safety Mobile Broadband (PSMB) system as outlined in the roadmap agreed by the Council of Australian Governments in December 2018.
Work cooperatively with states and territories to respond to the Royal Commission's report and implement agreed recommendations.	<ul style="list-style-type: none"> Increase Australia's ability to prepare for, respond to, recover from and build resilience to natural disasters.

Measuring Performance

Our performance assessments are designed to cover core aspects of our work and the impact on stakeholders. The Department uses a mix of independent and internal assessments of performance which include quantitative and qualitative data collection, stakeholder feedback, operational data, surveys, and evaluation through case studies.

The results of our performance for 2020-21 will be tabled in Parliament and published in our Annual Performance Statement (within our Annual Report for 2020-21). The methodology for measuring results against targets will be included in the Annual Performance Statement.

The performance measures in this plan complement the performance criteria outlined in the PM&C 2020-21 Portfolio Budget Statements (PBS) which encompass 2020-21 and the forward estimates, following its publication in October 2020.

