



Australian Government
Department of the
Prime Minister and Cabinet



2021-25 Corporate Plan



The Department acknowledges and pays respect to the past, present and emerging Elders and Traditional Custodians of Country, and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

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Secretary's statement



Secretary of the Department of the Prime Minister and Cabinet - Phil Gaetjens

Our task for 2021-22 is to renew our commitment to improving the lives of all Australians. Last year, our focus was on keeping Australians safe and our economy strong. As we begin to transition from response to recovery, consolidation and growth, we will once again work together to get things done and deliver tangible outcomes.

In 2020, we emerged from bushfires and floods to face a global pandemic. In a year dominated by COVID-19, every team within PM&C worked to support the Prime Minister and the Cabinet in serving, protecting and rebuilding the nation.

Our task for 2021-22 is to renew our commitment to improving the lives of all Australians. Last year, our focus was on keeping Australians safe and our economy strong. As we begin to transition from response to recovery, consolidation and growth, we will once again work together to get things done and deliver tangible outcomes.

In that setting, our six departmental purposes remain the same:

1. Growing our economy and creating jobs.
2. Vibrant and resilient regions.
3. Strengthening families and communities.
4. Advancing Australia's international interests and enhancing national security.
5. Governing well.
6. Preparing to respond to future critical issues.

Our strategic environment is rapidly changing, creating opportunities for collaboration but also presenting more risks to our security and sovereignty than we have witnessed for many decades. At PM&C, we will consult across government to identify risks, develop coherent plans to support our national interests and grasp opportunities to keep our country peaceful and prosperous.

We are witnessing a shifting global response to the challenge of climate change and the opportunities presented by a global transition to a lower emissions future. PM&C, through the Office of the Climate Coordinator (OCC), will support integrated policy-making to assist Australia's transition to a lower emissions future and strong advocacy for Australia's climate change agenda.

Changes to the ministry in late 2020 introduced two additional ministers to our portfolio: The newly created roles of Minister for Superannuation, Financial Services and the Digital Economy to oversee the portfolio's

responsibility to further the digital economy and society by 2030 and Assistant Minister to the Prime Minister for Mental Health and Suicide Prevention. The additional roles allow for a refined focus on critical areas of government policy. Digital technology's key role in Australia's economic future, anticipation of increased mental health impacts as a legacy of the COVID-19 pandemic, and a need to reform the national mental health system, underpin these new priority areas.

In early 2021 further changes to the ministry added to our portfolio the newly created role of the Assistant Minister to the Minister for Women. To accelerate and coordinate efforts to deliver for women in Australia, the Prime Minister also announced the new Cabinet Taskforce on Women's Safety and Economic Security, which is supported by the Department.

PM&C's support to Cabinet, as the focal point of government decision-making, is critical to delivering for all Australians. We provide administrative support for informed, efficient meetings and handle the briefing for the Prime Minister as Chair of Cabinet and its committees. The Department also supports the Prime Minister in his role as Chair of the National Cabinet, working together with state and territory leaders to manage Australia's COVID-19 response and deliver solutions for protecting the health of Australians and rebuilding the economy.

In delivering on our mission and the strategic priorities set out in this plan, the way we work is just as important as what we do. This year we have reviewed and reinvigorated the PM&C Craft. Originally released in 2012, it is our primary values and behaviours document outlining PM&C's unique role in the Australian Public Service (APS), and the attributes and commitment required of a PM&C Officer. The PM&C Craft 2021 restates our commitment to operating with the highest levels of integrity, judgement, adaptability and responsiveness in collaboration with the APS, Government and the Australian community.

We will continue to work with the Secretaries Board on our mission to strengthen and reform the APS to work as one enterprise, across traditional boundaries, taking an outcomes-based approach to delivering for Australians. As head of the APS, it is my goal to emphasise One APS and for the Secretaries Board to focus at the enterprise level, supported by the Chief Operating Officers Committee, to implement coordinated, service-wide changes. PM&C's support for the Cabinet's Policy Implementation Committee which focuses on the delivery of Government priorities will further inform this process.

The demanding operating context of last year will continue into 2021-22. We have made agility a key feature of the way we work. Citizen-centric policy-making has a heightened significance and a new reality. As we get things done in the year ahead, the lessons we have learnt over the past 12 months will inform and shape our skilled and focused delivery to the Government and for all Australians.

I am pleased to present the 2021-22 PM&C Corporate Plan, which covers the 2021-25 period, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Part One

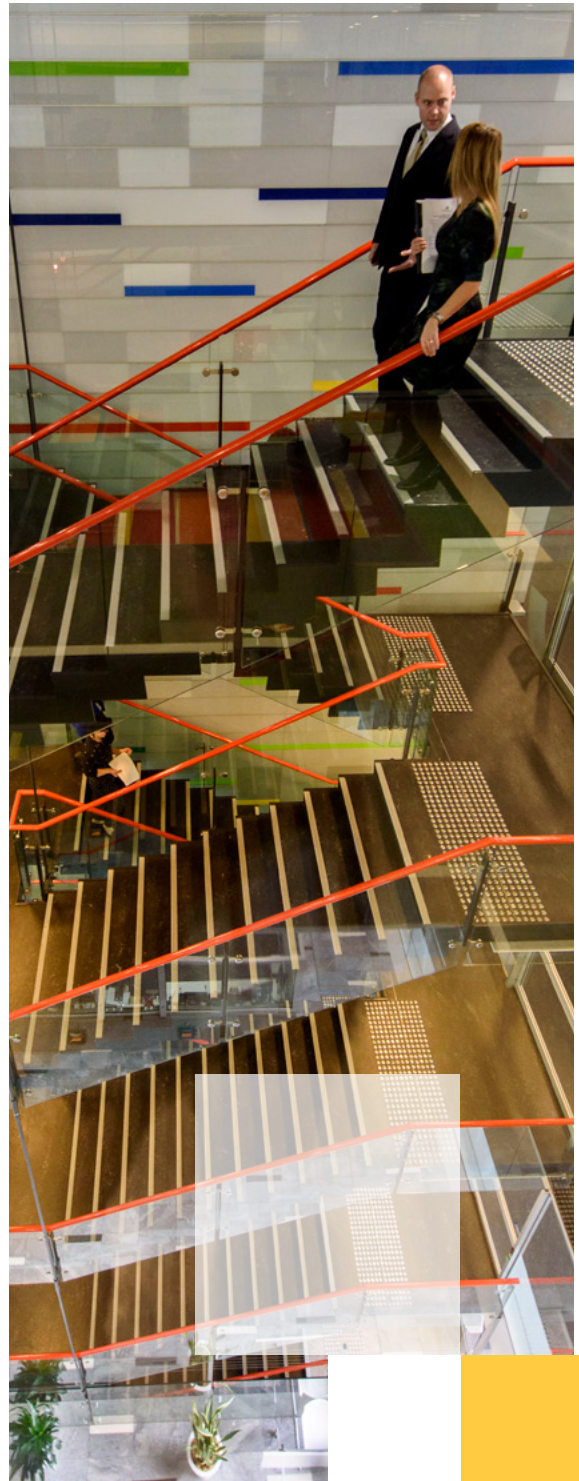
Our operating environment

Operational context

The Department of the Prime Minister and Cabinet (PM&C) supports 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). We also support the Secretary as head of the APS and Chair of the Secretaries Board.

The COVID-19 pandemic response and recovery has dominated much of the Department's work and focus over the last year. The impacts of the pandemic are far reaching and will continue to influence our operating environment into the foreseeable future. Domestic recovery will be important to keep in touch with global re-opening. In 2021-22, PM&C will support the Government to achieve strong economic recovery alongside continued momentum of the COVID-19 vaccine rollout and the National Plan to transition Australia's National COVID-19 Response by leading advice to National Cabinet through the First Secretaries Group and coordinating across governments.

This year, we will continue to assist the Government to keep Australians safe and deliver for the country through continuing focus on the social and economic recovery as well as other wider agendas. Building business and consumer confidence through delivery of Government priorities will be critical to economic recovery – through reliable and affordable energy, the digital economy strategy,



delivery of essential services and other priority areas. PM&C's support for the newly established Policy Implementation Committee to oversee delivery of Government programs and priorities will play a critical role in this.

Our work in supporting the Prime Minister and our central policy coordination role gives us a unique whole-of-government perspective which we draw upon in our daily work. We provide integrated, coherent and balanced advice on Commonwealth policy incorporating the many views of our stakeholders. We coordinate and support government decision-making through Cabinet and its committees and contribute to a nationwide perspective through our support to the National Cabinet.

Complex global economic and strategic trends require an integrated, coordinated and cross-cutting policy effort across the APS enterprise, underpinned by our national values and commitment to an open, inclusive and resilient Indo-Pacific. Australia is investing even more in our bedrock partnerships, especially with the US and Japan, while also cultivating deeper links with other international partners such as the UK and EU and important regional countries like India, Indonesia and Vietnam. We are responding to economic coercion through pursuing market diversification, building resilience in our supply chains and supporting our partners' economic sovereignty. We remain a responsible actor in multilateral settings, and continue to show our abiding friendship and leadership in the Pacific, which is our home.

Globally, the challenge posed by climate change continues to attract attention and effort, both domestically and in multilateral forums. Assisted by the OCC, PM&C is working closely with relevant agencies in the lead up to the United Nations Framework Convention on Climate Change 26th Conference of the Parties to develop Australia's Long-term Emissions Reduction Strategy. We will, with other agencies prepare and present a strong whole-of-government international advocacy strategy that increases awareness of Australia's emissions reduction achievements and leadership on practical solutions to address climate change.

Our work in supporting the Prime Minister and our central policy coordination role gives us a unique whole-of-government perspective which we draw upon in our daily work.

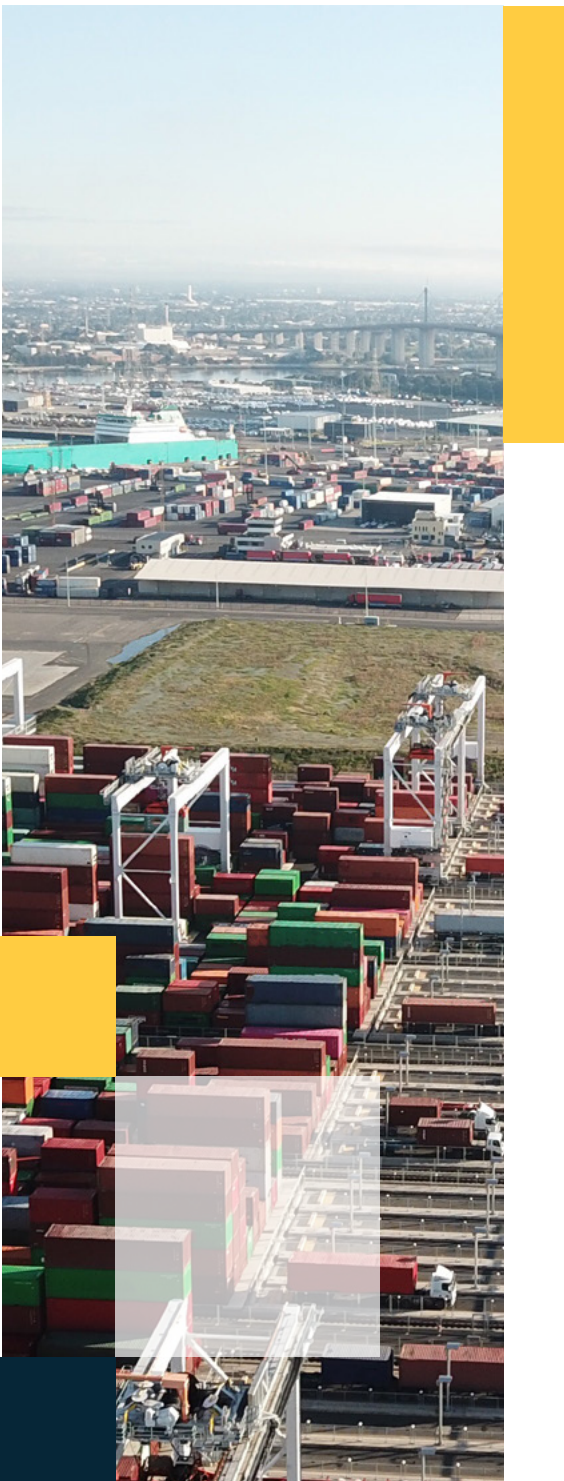
Our priority will be to ensure government can continue to deliver for the Australian public – and that the incoming government, whether returned or new, is supported to hit the ground running.

In 2020, the Department created a new branch focused on emergency management, collaboration and coordination across the APS and communication of Commonwealth responses to emergencies to states and territories, individuals, households and businesses.

Similarly, the importance of resilient supply chains has come into sharp focus over the past year and a half. The pandemic has highlighted the complexity of global supply chains and given rise to some disruption. Both show that we cannot take access to critical products for granted. We have established the Office of Supply Chain Resilience (OSCR) to monitor vulnerabilities in critical supply chains and coordinate responses to improve ongoing access to essential goods. OSCR will work alongside the Critical Technologies Policy Coordination Office in PM&C and the Critical Minerals Facilitation Office in the Department of Industry, Science, Energy and Resources.

2021-22 will see the dissolution of the 46th Parliament of Australia and a Federal election. PM&C will support election integrity measures, manage an effective care-taker period and a smooth incoming government process. Our priority will be to ensure government can continue to deliver for the Australian public – and that the incoming government, whether returned or new, is supported to hit the ground running.

The events of 2020 and early 2021 resulted in a strong government focus on responding to COVID-19 and other natural disasters. In 2020, the Department created a new branch focused on emergency management, collaboration and coordination across the APS and communication of Commonwealth responses to emergencies to states and territories, individuals, households and businesses.



As the whole-of-government policy owner of the crisis management function, our continued focus on disaster management and support will remain. The National COVID-19 Commission Advisory Board's work on behalf of the Australian Government concluded in early 2021. Additionally, the National Bushfire Recovery Agency was absorbed by the National Recovery and Resiliency Agency within our portfolio.

Satisfaction and trust in the APS and other public institutions is the foundation of a healthy, well-functioning democracy. In 2020 the Citizen's Survey results indicated an increase in trust in Australia's public institutions. Building on this, our goal is to support the Secretaries Board to strengthen the APS by entrenching a culture and practice of continuous reform and to promote a united public service operating as one APS enterprise.

Strategic coordination

Working closely and in partnership with our stakeholders is important to the achievement of PM&C's mission of improving the lives of Australians. We lead a whole-of-government focus through consulting and collaborating with a broad and diverse group of stakeholders encompassing APS agencies, state and territory governments, the private sector, non-government organisations, international partners, academia and the Australian people.

Within PM&C, we recognise the multi-dimensional cross-cutting nature of our advice and create collaborative and productive working relationships to bring a whole-of-department perspective.

In 2021-22 and over the forward years, PM&C will continue to build strong partnerships with our stakeholders to:

- Provide quality, evidence-based and practical advice from a whole-of-government perspective to the Prime Minister, portfolio Ministers and the Cabinet.
- Support the successful delivery of the Government's agenda.
- Lead and unite the public service to operate as an agile and innovative APS enterprise in the service of Australians.



Capability

Our people are core to our success. To support the operations of Government and Cabinet to deliver for the Australian people in an increasingly complex and uncertain environment, we must have the right mix of people with diverse skills and life experience.


The PM&C workforce must be ready and able to respond, mobilise quickly and collaborate across our broad stakeholder base to deliver cross-cutting policy advice. Our workforce needs to scale up as required to respond to emerging issues and crises and as part of an integrated APS enterprise.

This year we will implement a range of strategic workforce initiatives, including building leadership and briefing capability and introducing a secondment program. We will also be embedding operational workforce planning, which includes proactive succession planning for critical roles. This is essential as PM&C staff possess capabilities and experience that are in demand across the APS.

We will implement a contemporary, fit-for-purpose Enterprise Agreement with attractive and inclusive employment conditions and refresh our suite of employment policies. We will continue to embed the PM&C Performance Management Framework, and invest in individual and team development related to the priorities of PM&C and the broader APS. Staff wellbeing initiatives will remain a priority in light of the demanding environment we operate within.

Recognising the unique role of the Department in the APS, we are refreshing our values and behaviours statement, the PM&C Craft. It defines the shared set of values and behaviours that unite all employees regardless of their role and articulates the unique value add that we offer within the APS.

This year we will implement a range of strategic workforce initiatives, including building leadership and briefing capability and introducing a secondment program.



We are focused on practicing inclusive and accountable leadership at all levels and strengthening diversity and inclusion literacy across the Department.

Diversity and inclusion

Our aim is to represent the Australia we serve. To do this, we will strengthen the diversity of our workforce to ensure a rich culture which is safe, respectful and reflective of Australian communities. Our work environment will support all employees to confidently bring their whole selves to work, to make a positive contribution and to reach their full potential.

We are focused on practicing inclusive and accountable leadership at all levels and strengthening diversity and inclusion literacy across the Department. Awareness and understanding are raised through many means, including observing days of significance, hosting targeted events and training our staff to build resilience, cultural safety capabilities and minimise unconscious bias. Our Diversity Champions and employee networks are also supported to advocate, engage and effect change. Prioritising inclusion and diversity is fundamental to our performance as a Department and delivers robust and informed outcomes which represent all Australians.



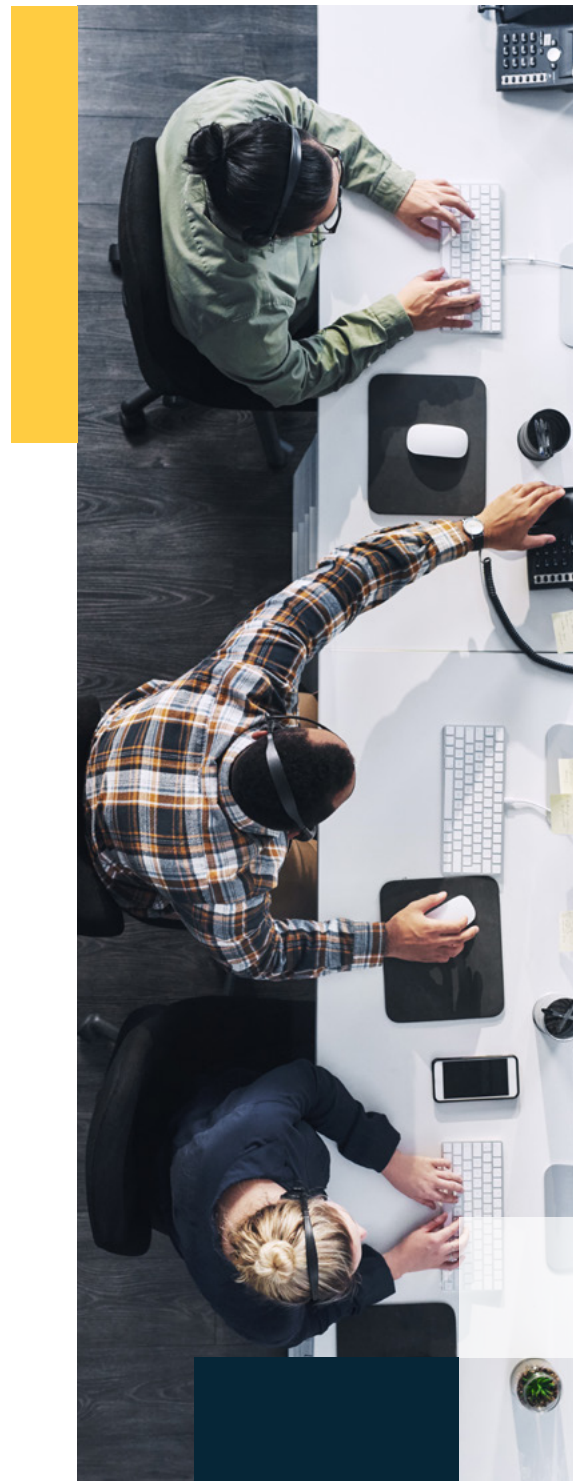
ICT tools and capability

We work in a highly responsive, fast paced and flexible work environment where collaboration internally and externally is key to supporting Government priorities. Information and Communication Technology (ICT) capability is a critical enabler to our success so ongoing investment in our ICT systems will continue.

PM&C's ICT Strategy 2021-2023 will guide our investment decisions, approaches and practices through to 2023. The strategy consists of four key ICT leadership aspirations:

- Customer centric solutions.
- Flexible, scalable and efficient foundations.
- Secure, resilient, reliable and reusable assets.
- Confidence in our digital capabilities.

The strategy ensures that we continue to deliver and enhance the digital capabilities and security practices needed to enable the Department and our shared service partners to achieve the outcomes set out in their Corporate Plans and to meet statutory obligations.



Risk management

PM&C manages risk in a dynamic and responsive manner. Accordingly, we have a Risk Management Policy and Framework that reflects our uniquely complex and fast-paced operating environment. Our centralised risk management function works closely with the business planning, performance, and audit functions. This helps integrate risk management into all departmental governance functions.

Implementation of the Risk Management Policy and Framework continues in 2021, with extensive engagement across the Department. Risk is reported regularly to the Executive Board, Audit and Risk Committee, and the Chief Risk Officer. All staff are required to complete and refresh basic risk and fraud training modules, and are encouraged to undertake Comcover risk training.

PM&C has identified three key strategic risks:

Key risk	Mitigation strategies
The risk that the welfare of our people is not managed well.	The wellbeing of our people is our priority as we seek to improve on and deliver our outcomes. In 2020-21 we implemented the Flexible Work Policy, the PM&C Wellbeing Strategy, had an active Wellbeing network and SES champion and a range of related initiatives to support our people to feel safe and bring their full selves to work. In 2021-22 we will continue to monitor and review this risk.
The risk that we fail to deliver on the priorities of the Prime Minister and the Government, or on the critical enablers of government for which we are responsible.	We continually engage in practical environmental scanning to anticipate emerging risk and issues in our operating environment and ensure that we have the capacity and agility to respond to shifting and urgent priorities in collaboration with partner agencies, business, NGOs and other key stakeholders. We proactively anticipate issues and manage risk to our work and collaborate with partnering agencies to monitor delivery of Government priorities including through our support to the Cabinet Policy Implementation Committee.
The risk that our advice to the Prime Minister and the Government is not of high quality or not delivered on time.	Our internal policy and processes help us to effectively manage risk including appropriate delegations, escalation processes and instructions to support consistent decision-making. Our workforce strategy enhances our ability to undertake practical workforce planning which, in turn supports getting the right people in the right role at the right time through targeted recruitment and capability development activities.

Part Two

Our mission, purpose and strategic priorities

Our mission

Improve the lives of all Australians

This requires a focused effort working across all portfolios in the APS, state and territory governments and international partners.

As we continue to manage the impact of the COVID-19 pandemic, PM&C will support the transition to a post-pandemic environment that keeps Australians safe, and our country resilient and prosperous. Our six purposes and supporting priorities reflect where the Department's efforts will be focused to deliver the Australian Government's priorities over the next four years of this plan.

Our purposes

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

Purpose 1

Growing our economy, incomes and creating jobs

Strategic priorities

- **Growing the economy and creating jobs.** This includes supporting the economic recovery and those sectors worst hit by the pandemic such as aviation and tourism, implementing government policies to support the jobs of today, driving the government's deregulation agenda, working across government to support infrastructure projects such as the transport infrastructure pipeline, Snowy Hydro 2.0 and support for the freight sector.
- **Enhancing workforce participation** through addressing workforce shortages, implementing government policies to develop the skills of the future, affordable child care, leveraging the Australian workforce and the role of skilled migration.
- **Accelerating Australia's digital economy** will be supported by a range of initiatives to establish a leading and secure digital economy and society by 2030. Data is key to the digital economy. We will lead the development of the Australian Data Strategy and the Office of the National Data Commissioner will deliver a public data sharing framework.
- **Increasing women's workforce participation and economic security** is a key government priority. This includes building workforce participation, narrowing the gender pay gap and providing economic security at every stage of a woman's life. The Office for Women tracks and reports progress on the 2021-22 Women's Budget Statement and both the 2018 and 2020 Women's Economic Security Statements for the government, as well as managing the Women's Leadership and Development Program.
- **Improving the reliability, security and affordability of Australia's energy networks**, by supporting the delivery of major energy reforms and priority generation and transmission infrastructure to support affordable energy and the sector transitioning to a lower-emissions future.

Purpose 2 Vibrant and resilient regions

Strategic priorities

- **Boost regional economies and grow Australian agriculture** by supporting the Ag2030 goal of growing the industry to \$100 billion by 2030, including through trade diversification, workforce and productivity, improvements in biosecurity, and long-term sustainability through soils and water policy.
- **Build resilience and better prepare communities for drought, natural disasters and a changing climate** by supporting implementation of the National Recovery and Resiliency Agency and Australian Climate Service, and prioritising investments to areas of greatest risk and need.
- **Looking after our country, our regions and the environment** through raising awareness of soil health and supporting waste management and recycling.



Purpose 3 Strengthening families and communities

Strategic priorities

- **Keeping Australians safe from the impacts of COVID-19 and supporting social recovery** including supporting the government's health response to COVID-19 and the National Plan to transition Australia's National COVID-19 Response. We provide strategic whole-of-government, accurate and timely advice on COVID-19 response, and leverage these relationships to quickly identify and resolve emerging issues.
- **Gender equality and eliminating violence against women** through our work on the Fourth Action Plan of the National Plan to Reduce Violence against Women and their Children 2020-22 and development of the successor to the National Plan, which will commence in mid-2022.
- **Mental health and suicide prevention reforms** including supporting the government's investment on system wide reforms to mental health services and working with the states and territories to deliver a comprehensive, coordinated, consumer-focused and compassionate mental health and suicide prevention system to benefit all Australians.
- **Improve the wellbeing of Aboriginal and Torres Strait Islander people** including implementing the new National Agreement on Closing the Gap, full implementation of Priority Reforms, options for a Voice for Indigenous Australians and constitutional recognition.
- **Enhance the safety of children and young people** including delivering a National Strategy to Prevent and Respond to Child Sexual Abuse (2021-2030), and supporting ongoing implementation of other recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse.
- **Supporting the Government to deliver essential services** to all Australians, including quality education, disability services, support payments and aged care services.



Purpose 4

Advancing Australia's international interests and enhancing national security

Strategic priorities

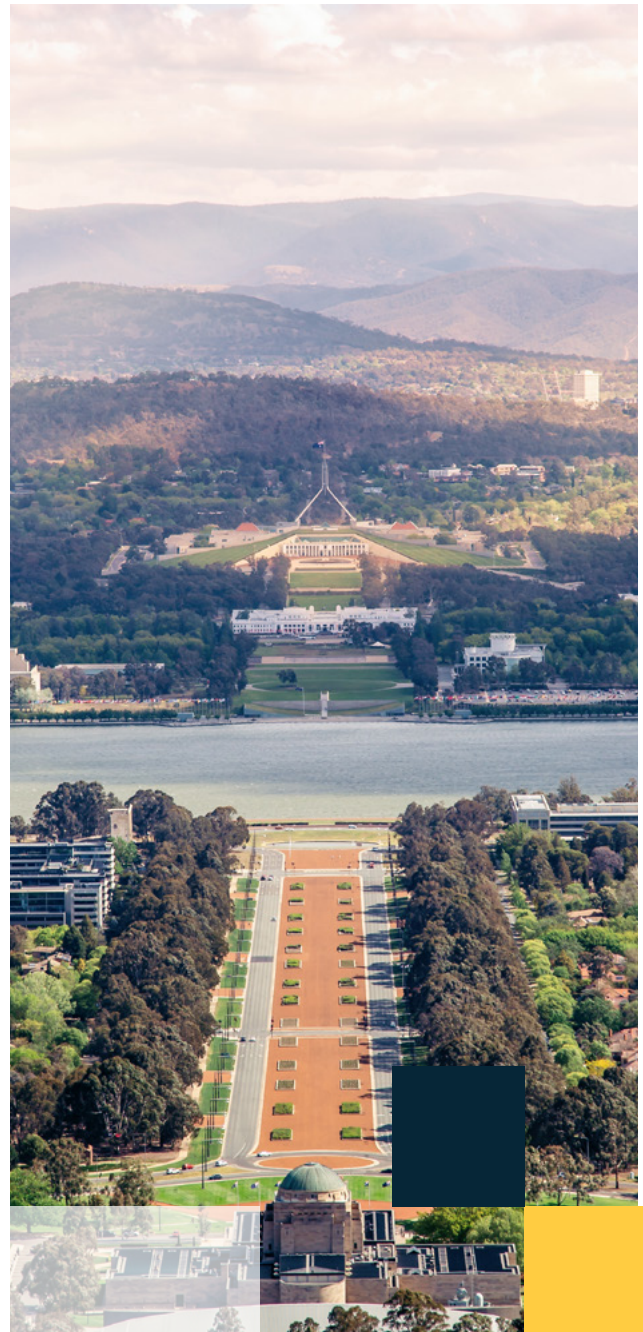
- **Shape and enhance Australia's strategic and national interests** by supporting the Prime Minister's engagement with foreign leaders through high-quality advice and operational support for official overseas engagement, virtual meetings and Guest of Government visits.
- **Increase resilience to security threats** by driving a cross-cutting, whole-of-government approach to domestic and international security, economic and technological resilience, law enforcement and defence.
- **Enhance the delivery of defence capability** through comprehensive, influential and timely advice and coordination.
- **Support the Prime Minister as chair of National Security Committee and related committees** through the coordination of timely and well prioritised agendas, submissions and briefings that balance long-term strategic considerations and more immediate issues.
- **Support an open, inclusive and resilient Indo-Pacific** through stronger ties with our Pacific neighbours, Southeast Asia, the Indo-Pacific region and the global community.



Purpose 5 Governing well

Strategic priorities

- **Ensure the Prime Minister, portfolio ministers and executive branch of government are well supported** including through the provision of advice on the effective functioning of the Executive Branch.
- **Ensure the National Cabinet, Cabinet and its committees are well supported.**
- **Build APS capability and implement the government's APS reform program** to build a cohesive and adaptive enterprise that meets the changing needs and expectations of Australians.
- **Monitor and report progress** of the implementation of Government priorities.
- **Provide high-quality corporate and enabling services** to ensure PM&C can provide continuous and high-quality support to the Prime Minister, Cabinet, portfolio ministers and PM&C staff.



Purpose 6

Preparing well to respond to critical issues

Strategic priorities


- **Enhance anticipation and rapid response capabilities** within PM&C by establishing robust governance arrangements and on-call response functions within appropriate resourcing, and driving and supporting those same capabilities across the APS.
- **Drive whole-of-government emergency management response architectures.**
- **Ensure the provision of balanced, coordinated and integrated advice to government** through the establishment of cross-cutting policy teams dealing with specific issues that impact significantly our economic prosperity, social cohesion and national security.



Part Three

PM&C's performance reporting framework

We have updated our performance reporting framework to improve the clarity of our performance information, align it more closely to Portfolio Budget Statements (PBS), better reflect the Department's core work, and ensure a clear read across all of our performance documents and reporting cycles.



The new framework describes how we will measure our progress in achieving our mission and purposes through:

- **Key activities** reflect our core work to deliver on the Department's strategic priorities, purposes and ultimately our mission. Our key activities cut across a number of our purposes and will be used to demonstrate how we achieve our purposes.
- **Intended results** describes the impact, difference or result we want to achieve in support of the key activities and purposes.
- **Performance measures** evaluate our progress towards the intended results.
- **Targets** describe the results we are aiming for in each performance measure over the next four years of this plan.
- **Methodologies and data sources** that describe how our performance information is collected, analysed and reported.

Accurately measuring the impact of our role as policy advisers and our unique position at the centre of government can be challenging. We work in a complex environment and in partnership with a number of stakeholders to advise and support the delivery of Government priorities. As such, our key activities were developed to reflect our enabling role in the delivery of Government priorities as well as to highlight programs and services delivered by the Department.

To assess achievement against each key activity, we use a mix of output, effectiveness and efficiency measures and qualitative and quantitative methodologies and data sources. This will ensure an appropriate balance in our reporting information and enable an unbiased assessment of our results at the end of the performance cycle. Our measures are defined in line with the guidance provided by the Department of Finance:

- Output measures assess the quantity and quality of the goods and services produced by an activity.
- Effectiveness measures assess whether the activities have had the intended impact.

- Efficiency is generally measured as the price of producing a unit of output and expressed as a ratio of inputs to outputs. Measuring efficiency within the Department is difficult given the nature of our work. We have used timeliness as a proxy to measure efficiency as it shows efficiency in our response time over time.

Qualitative assessment, particularly through case study, remains a key methodology to complement the quantitative assessments. As this updated performance reporting framework presents a new way of measuring our performance this year, we will be using the 2021-22 reporting period to develop baseline targets for many of our measures. Where practicable to do so, we have set targets. Where no targets have been set, we will continue to review these measures and seek to establish a baseline target where appropriate to do so.

These updates to our performance reporting framework are part of the Department's continuous review and improvement of our planning and reporting processes. This framework strengthens our ability to demonstrate consistency across reporting documents and presents a new starting point for assessing our performance over time. We will continue to review and refine our performance measures, targets and methodology over future reporting cycles.



Our performance

Key activity 1

Informed and impactful advice

PM&C plays a key role in supporting informed decision making by ensuring the Prime Minister, the Cabinet and our portfolio ministers are provided with timely advice that is supported by data. takes a whole-of-government perspective and incorporates the views of a diverse range of stakeholders. We measure our success by evaluating how well we met these attributes and the needs of our stakeholders. In addition, the volume of briefs provide context on the level of output.

Intended Result 1.1

PM&C provides quality and timely advice to inform the Prime Minister's and the Cabinet's decision making

Performance Measures	21/22 Target	22/23 Target	23/24 Target	24/25 Target	Methodologies/ data	Purposes measured and type
1.1.1 Number of Ministerial briefs submitted to support decision making	X number Targets not appropriate due to fluctuations in nature and complexity of briefs in any given year				Data collected on numbers of briefs and reported via our key briefing system Parliamentary Document Management System (PDMS). Briefs include Ministerial Briefs, Submissions, Question Time Briefs, Senate Estimates Briefs, Committee Inquiry Briefs and Electorate Briefs. To be supplemented by case studies with a breakdown to evidence the variety and effectiveness of ministerial briefs submitted.	1-6 Output
1.1.2 Proportion of stakeholders satisfied with quality of advice received	X% satisfied Baseline to be developed	X% satisfied maintained/ increased	X% satisfied maintained/ increased	X% satisfied maintained/ increased	Data collected and reported via independent survey.	1-6 Effectiveness
1.1.3 Critical data sources engaged to underpin advice	Use of data informs effective and fast decision making				Evaluation through case study demonstrating how the Department's use of data supports decision makers.	1-6 Effectiveness

Key activity 1 rationale As a policy adviser to the Prime Minister, our portfolio ministers and Cabinet, it is important that we support decision makers with advice that is delivered in requested timeframes, supported by evidence and data, considers the views of a diverse range of stakeholders and meets the needs of key stakeholders. We measure the number of ministerial briefs to provide context, an indication of the volume of advice provided during the reporting period noting that this metric does not cover advice provided informally through email or phone.

Key activity 2

Helping our partner agencies to deliver on Government priorities

We serve the Prime Minister, who is responsible for the delivery of Government priorities. In support of this, PM&C uses a range of mechanisms to help our partner agencies to succeed and ensure Government policies, programs and decisions are successfully implemented. We establish processes to track implementation of Government priorities and report progress to the Prime Minister and his office. We also build strong reciprocal relationships across the APS enterprise, use our convening power to support projects to stay on track and deliver successfully for the Australian community. We measure the success of this activity through stakeholders satisfaction.

Intended Result 2.1

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

Performance Measures	21/22 Targets	22/23 Targets	23/24 Targets	24/25 Targets	Methodologies/ data	Purposes measured and type
2.1.1 Proportion of ministerial stakeholders satisfied with the level of monitoring and reporting on Government priorities	X% satisfied Baseline to be developed	X% satisfied maintained/ increased	X% satisfied maintained/ increased	X% satisfied maintained/ increased	Data collected and reported via annual stakeholder survey and supplemented by case studies demonstrating the nature of monitoring and reporting undertaken by the Department.	1-6 Effectiveness
2.1.2 Proportion of APS enterprise stakeholders that perceive a 'value add' resulting from PM&C's monitoring, reporting and understanding of the Prime Minister's priorities	X% satisfied Baseline to be developed	X% satisfied maintained/ increased	X% satisfied maintained/ increased	X% satisfied maintained/ increased	Data collected and reported via annual stakeholder survey.	1-6 Effectiveness

Key activity 2 rationale A core aspect of our role is to collaborate with and support the APS to deliver key Government priorities. We do this by monitoring and reporting progress on priorities to the Government. We also utilise our shadow role, our understanding of the Prime Minister's priorities and government processes to support the APS to deliver on these priorities to the satisfaction of the Prime Minister and portfolio ministers. The measures seek to evaluate how well we undertake these functions.

Key activity 3

Coordination and support for national and international agendas

PM&C plays an important role in driving a whole-of-government and whole-of-nation approach at both a national and international level. In doing so, we collaborate closely with state and territory governments, and foreign counterparts to develop national and international frameworks that enhance Australia's interests. We evaluate this key activity through a collection of measures that describes the deliverables we have supported in pursuit of national and international outcomes and the extent to which our stakeholders are satisfied with our efforts.

Intended Result 3.1

PM&C effectively supports, coordinates and develops a national approach to support the delivery of Government priorities

Performance Measures	21/22 Targets	22/23 Targets	23/24 Targets	24/25 Targets	Methodologies/ data	Purposes measured and type
3.1.1 Number of national plans and responses delivered	X number Targets not appropriate due to fluctuations in nature and complexity of plans and responses in any given year				Number of key plans and responses to be supplemented by case studies to demonstrate the breadth and variety of national plans and responses delivered to showcase how PM&C's role has been integral to successful outcomes.	1-4, 6 Output
3.1.2 Proportion of key stakeholders satisfied with the coordination and support provided by PM&C in the delivery of national plans and responses	X% satisfied Baseline to be developed	X% satisfied / increased	X% satisfied / increased	X% satisfied / increased	Data collected and reported via annual stakeholder external survey.	1-4, 6 Effectiveness

Intended Result 3.2**PM&C effectively coordinates and supports the Prime Minister's and portfolio ministers' international engagements to promote Australia's interests**

Performance Measures	21/22 Targets	22/23 Targets	23/24 Targets	24/25 Targets	Methodologies/ data	Purposes measured and type
3.2.1 Number of Prime Minister's overseas visits, virtual engagements and Guest of Government visits delivered	X number Targets not appropriate due to fluctuations in nature and complexity of visits and engagement in any given year				Data collected and reported via the Department's engagement tracker and supplemented by case studies to demonstrate the breadth and variety of visits and how they supported effective outcomes.	1, 4-5 Output
3.2.2 Proportion of Prime Minister's commitments to foreign leaders implemented or significantly progressed	X% implemented or significantly progressed. Baseline to be developed	X% maintained/ increased	X% maintained/ increased	X% maintained/ increased	Collected and reported via International Division Tracker.	4 Output
3.2.3 Proportion of key stakeholders satisfied with quality of support provided by PM&C to support the Minister for Women at international forums	X% satisfied Baseline to be developed	X% satisfied maintained/ increased	X% satisfied maintained/ increased	X% satisfied maintained/ increased	Data collected and reported via annual stakeholder survey and supplemented by a case study to demonstrate the breadth and variety of forums and how they supported effective outcomes.	1-4, 6 Effectiveness
3.2.4 Proportion of key stakeholders satisfied with the coordination and support provided by PM&C for the Prime Minister's international engagements	X% satisfied Baseline to be developed	X% satisfied maintained/ increased	X% satisfied maintained/ increased	X% satisfied maintained/ increased	Data collected and reported via annual stakeholder survey and supplemented by a case study to demonstrate the breadth and variety of engagements and how they supported effective outcomes.	1, 3-4 Effectiveness

Intended Result 3.3
PM&C deploys rapid response to critical issues

Performance Measures	21/22 Targets	22/23 Targets	23/24 Targets	24/25 Targets	Methodologies/ data	Purposes measured and type
3.3.1 Annual review of the Australian Government Crisis Management Framework to ensure it remains fit for purpose, especially ahead of each high risk weather season	Annual review and update	Year on year maintained and tested through exercises, led by the Department of Home Affairs	Year on year maintained and tested through exercises, led by the Department of Home Affairs	Year on year maintained and tested through exercises, led by the Department of Home Affairs	Data collected (including through Emergency Management Australia) on number of crises per year that require a coordinated, national response and departmental records.	6 Output
3.3.2 Numbers of taskforces, bodies and functions stood up	X number Targets not appropriate due to fluctuations in nature and complexity of plans and responses in any given year				Collected and reported via taskforce tracker and supplemented by case studies to demonstrate the breadth and variety of taskforces and other bodies stood up, efficiency of response and stakeholder satisfaction, showcasing PM&C's support led to successful outcomes.	5-6 Output

Key activity 3 rationale We support the delivery of Government priorities that have national and international implications. This includes:

- National reform priorities that require close coordination and collaboration across the APS enterprise, and with state and territory governments, including on the COVID-19 response, child safety and aged care.
- Advancing Australia's strategic interests through international engagement that require coordination and collaboration across the APS and with our international counterparts, including overseas visits and attendance at forums such as G20 and APEC.

As a result, the measures for this key activity seek to evaluate the output delivered and the effectiveness of our engagement and collaboration.

Key activity 4

Collaborate, communicate, engage

Our measures evaluate the support we provide to the Prime Minister and portfolio ministers to engage with the community. It also captures the key stakeholder engagement activities undertaken as part of our everyday work. Effective collaboration and engagement is an important aspect in delivery against the other four key activities.

Intended Result 4.1

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

Performance Measures	21/22 Targets	22/23 Targets	23/24 Targets	24/25 Targets	Methodologies/ data	Purposes measured and type
4.1.1 Proportion of incoming ministerial correspondence triaged and assigned for appropriate action within five working days	95%	95%	95%	95%	Data collected and reported via PDMS.	5 Proxy Efficiency
4.1.2 Number of speeches prepared for the Prime Minister that deliver key messages to the Australian community	X number Targets not appropriate due to fluctuations in nature and complexity of policy environment in any given year				Data on number of speeches and supplemented by case studies to demonstrate the breadth and variety of speeches and subject matter presented at local, state, national and international forums.	5 Output
4.1.3 Number of stakeholder engagement activities	X number delivered via different engagement mechanisms. Targets not appropriate due to fluctuations in nature and complexity of policy environment in any given year				Data snapshot demonstrating key formal engagements supplemented by case studies to demonstrate breadth, variety and effectiveness of engagement activities and modes of delivery. Examples include state and territory engagements and task force consultations.	5 Output

Key activity 4 rationale Effective collaboration, communication and engagement underpins every aspect of the Department's work. Our measures focus on the Department's effectiveness when engaging with a range of stakeholders and communicating with the Australian community.

Key activity 5

Deliver

PM&C is directly responsible for delivering a range of Australian Government programs. We also support Cabinet as the focal point of government decision making and assist our Secretary who has a stewardship role as Head of the APS. We deliver well-coordinated corporate and enabling services that support our business operations and that of our portfolio agencies. In measuring the impact of this activity, we primarily assess stakeholder satisfaction with our efforts and volume of output.

Intended Result 5.1

PM&C delivers the Women's Leadership and Development Program

Performance Measures	21/22 Targets	22/23 Targets	23/24 Targets	24/25 Targets	Methodologies/ data	Purposes measured and type
5.1.1 Number of projects funded that support Australian women	Targets not appropriate due to fluctuations in nature and complexity of projects in any given year				Data collected and reported via grants management system and supplemented by a case study to demonstrate the breadth and variety.	5 Output

Intended Result 5.2

PM&C effectively supports Cabinet and Committees

Performance Measures	21/22 Targets	22/23 Targets	23/24 Targets	24/25 Targets	Methodologies/ data	Purposes measured and type
5.2.1 Proportion of stakeholders satisfied with support to the Cabinet and its Committees	X% satisfied Baseline to be developed	X% satisfied maintained / increased	X% satisfied maintained / increased	X% satisfied maintained / increased	Data collected and reported via annual stakeholder survey.	5 Effectiveness

Intended Result 5.3**PM&C contributes to the delivery of Government priorities through high quality policy projects using structured policy analysis, agile methodology and application of behavioural insights**

Performance Measures	21/22 Targets	22/23 Targets	23/24 Targets	24/25 Targets	Methodologies/ data	Purposes measured and type
5.3.1 Number of advisory and evaluation projects completed	Targets not appropriate due to fluctuations in nature and complexity of projects in any given year				Data collected through tracking documentation and supported by a case study to demonstrate the breadth and variety.	5 Output

Intended Result 5.4**PM&C delivers effective corporate and ministerial services to support and advance the work of the Prime Minister, the Cabinet, the Department and shared service stakeholders**

Performance Measures	21/22 Targets	22/23 Targets	23/24 Targets	24/25 Targets	Methodologies/ data	Purposes measured and type
5.4.1 Proportion of stakeholders satisfied with the quality of corporate and ministerial services	X% satisfied Baseline to be developed	X% satisfied maintained / increased	X% satisfied maintained / increased	X% satisfied maintained / increased	Data collected and reported via independent corporate and ministerial services survey of internal and shared service stakeholders.	1-4, 6 Effectiveness

Intended Result 5.5**PM&C drives public sector reform and continuous improvement**

Performance Measures	21/22 Targets	22/23 Targets	23/24 Targets	24/25 Targets	Methodologies/ data	Purposes measured and type
5.5.1 Number of people trained to lift policy capability	X number Targets not appropriate due to fluctuations in nature and complexity of training provided in response to priorities in any given year				Data snapshot collected through face to face and online training modules and supplemented by description of the nature of training delivered and to whom.	5 Effectiveness
5.5.2 Number of APS reform initiatives delivered	There are positive trends for 80% of APS Reform overarching outcomes				Data collected and reported via APS Reform Office.	5 Effectiveness

Key activity 5 rationale The Department is directly responsible for successfully delivering a range of Australian Government programs, activities, frameworks and strategies. This includes our corporate and enabling services in supporting the business activities of the Department, the Prime Minister, the Cabinet, portfolio ministers and the APS enterprise. The measures represent a combination of volume of output and extent to which our stakeholders are satisfied with our efforts.

Alignment between PBS 2021-22 and Corporate Plan 2021-25

The following table describes the alignment between our outcome and program structure described in the PBS and our Corporate Plan purposes and key activities.

Outcome Statement (PBS 2021-22)	Program (PBS 2021-22)	Purposes (Corporate Plan 2021-25)	Key activities (Corporate Plan 2021-25)
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.	1.1 Prime Minister and Cabinet	Growing our economy, incomes and creating jobs	1. Informed and impactful advice
		Vibrant and resilient regions	
		Strengthening families and communities	2. Helping our partner agencies to deliver on Government priorities
		Enhancing Australia's international and national security	3. Coordination and support for national and international agendas
		Governing well	4. Collaborate, communicate, engage
		Preparing well to respond to critical issues	5. Deliver



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GovernanceBusinessPartners@pmc.gov.au