

Audit report of the 2024–25
annual performance statements

Department of the Prime Minister and
Cabinet



INDEPENDENT AUDITOR'S REPORT on the 2024-25 Annual Performance Statements of the Department of the Prime Minister and Cabinet

To the Minister for Finance

Conclusion

In my opinion, the 2024-25 Annual Performance Statements of the Department of the Prime Minister and Cabinet (PM&C):

- present fairly PM&C's performance in achieving its purpose for the year ended 30 June 2025; and
- are prepared, in all material respects, in accordance with the requirements of Division 3 of Part 2-3 of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

Audit criteria

To assess whether PM&C's annual performance statements complied with Division 3 of Part 2-3 of the PGPA Act, I applied the following criteria:

- whether the entity's key activities, performance measures and specified targets are appropriate to measure and assess the entity's performance in achieving its purposes;
- whether the performance statements are prepared based upon appropriate records that properly record and explain the entity's performance;
- whether the annual performance statements present fairly the entity's performance in achieving the entity's purposes in the reporting period.

Accountable Authority's responsibilities

As the Accountable Authority of PM&C, the Secretary is responsible under the PGPA Act for:

- the preparation of annual performance statements that accurately present PM&C's performance in the reporting period and comply with the requirements of the PGPA Act and any requirements prescribed by the Public Governance, Performance and Accountability Rule 2014 (the Rule);
- keeping records about PM&C's performance as required by the PGPA Act; and
- establishing internal controls that the Accountable Authority determines are appropriate to enable the preparation of annual performance statements.

Auditor's responsibilities for the audit of the performance statements

My responsibility is to conduct a reasonable assurance engagement to express an independent opinion on PM&C's annual performance statements.

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which include the relevant Standard on Assurance Engagements (ASAE) 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Auditing and Assurance Standards Board.

Procedures were planned and performed to obtain reasonable assurance about whether the annual performance statements of the entity present fairly the entity's performance in achieving its purposes and comply, in all material respects, with the PGPA Act and Rule.

The nature, timing and extent of audit procedures depend on my judgment, including the assessment of the risks of material misstatement, whether due to fraud or error, in the annual performance statements. In making these risk assessments, I obtain an understanding of internal controls relevant to the preparation of the annual performance statements in order to design procedures that are appropriate in the circumstances.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

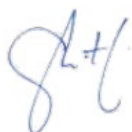
Independence and quality control

I have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements* in undertaking this assurance engagement.

Inherent limitations

Because of the inherent limitations of an assurance engagement, it is possible that fraud, error or non-compliance may occur and not be detected. An assurance engagement is not designed to detect all instances of non-compliance of the annual performance statements with the PGPA Act and the Rule as it is not performed continuously throughout the period and the assurance procedures performed are undertaken on a test basis. The reasonable assurance conclusion expressed in this report has been formed on the above basis.

Australian National Audit Office



George Sotiropoulos

Group Executive Director

Delegate of the Auditor-General

Canberra

17 October 2025

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Australian National Audit Office

A handwritten signature in black ink, appearing to read 'Rona Mellor', written in a cursive style.

Rona Mellor PSM

Deputy Auditor-General

Canberra

3 October 2025

Part 2

Annual performance statements





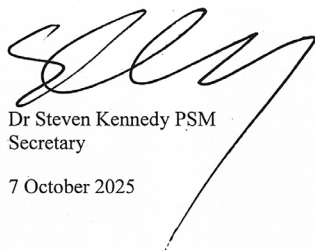
Statement of preparation

I, Steven Kennedy, as the Accountable Authority of the Department of the Prime Minister and Cabinet (PM&C), present the department's annual performance statements for 2024–25, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

In my opinion, the annual performance statements accurately reflect the performance of the department for 2024–25 and comply with subsection 39(2) of the PGPA Act.

In accordance with section 16F of the PGPA Rule, these statements report on our performance in the year ended 30 June 2025, assessed against the purpose, key activities and performance measures relevant to the department published in:

- The Department of the Prime Minister and Cabinet Corporate Plan 2024–25
- Portfolio Budget Statements 2024–25 – the Department of the Prime Minister and Cabinet.



Dr Steven Kennedy PSM
Secretary

7 October 2025

Postal Address: PO BOX 6500, CANBERRA ACT 2600
Telephone: +61 2 6271 5111 Fax: +61 2 6271 5414 www.pmc.gov.au ABN: 18 108 001 191

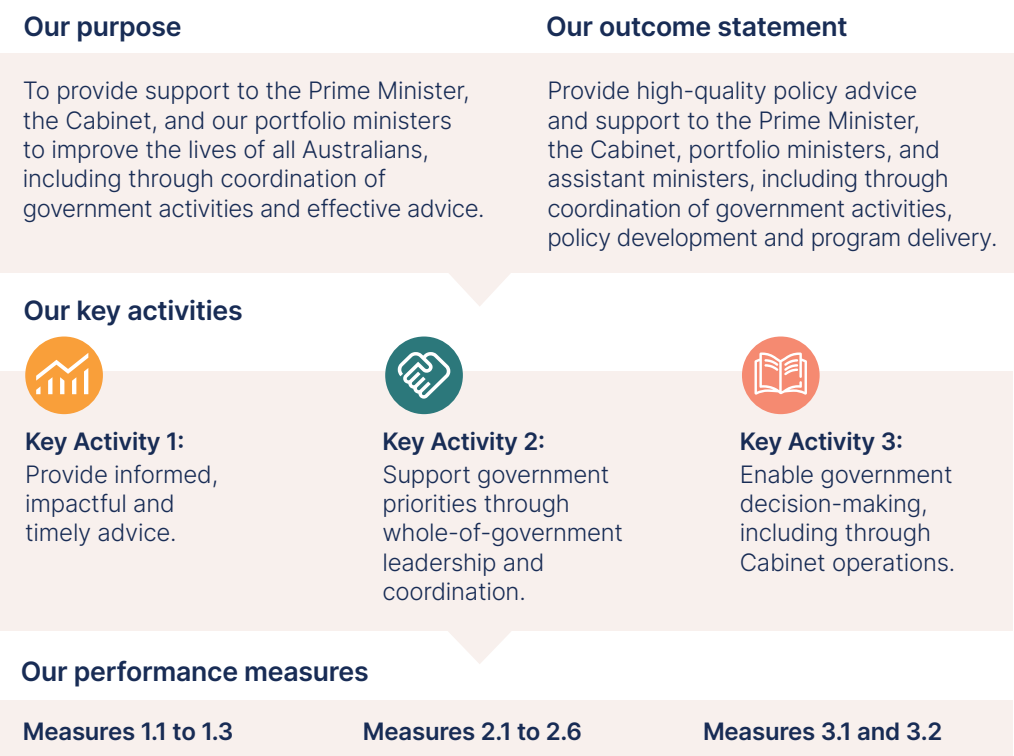
Performance reporting framework

The 2024–25 annual performance statements of the Department of the Prime Minister and Cabinet (PM&C) report on the department’s performance for the period from 1 July 2024 to 30 June 2025. They provide an assessment of performance against the key activities, performance measures and targets in the PM&C Corporate Plan 2024–25.

We are committed to continuously improving the quality of our performance reporting to the public and the parliament. The Australian National Audit Office audited the department’s 2024–25 annual performance statements. We will continue to mature our reporting during 2025–26.

Figure 2.1 demonstrates how our key activities and performance measures map to our purpose as published in the PM&C Corporate Plan 2024–25, and our outcome as set out in the Prime Minister and Cabinet Portfolio Budget Statements 2024–25.

Figure 2.1: PM&C’s performance reporting framework, 2024–25



Overview of performance results

Our performance results are summarised in Table 2.1. In 2024–25, of the 11 performance measures in the corporate plan, we achieved the targets for 6 measures and substantially achieved the target for 5 measures. There were no measures for which the target was not achieved.

Table 2.1: Performance results summary, 2024–25

Result	Key Activity 1	Key Activity 2	Key Activity 3	Total
Achieved	1	3	2	6
Substantially achieved	2	3	–	5
Not achieved	–	–	–	–
Total	3	6	2	11

The Corporate Plan 2024–25 outlined the definitions we would use to calculate our performance results for 2024–25. In order to more accurately report on the achievement of our performance measures, we have amended these definitions as outlined in Table 2.2.

Table 2.2: Performance results assessment scale

Original assessment scale (published in Corporate Plan 2024–25)	Assessment scale used in calculating results for the 2024–25 annual performance statements
Achieved = 75% or greater	Achieved = 100%
Partially achieved = 51% to 74%	Substantially achieved = 51% to 99%
Not achieved = 50% or less	Not achieved = 50% or less

Where a performance measure relies on more than one element – including more than one target – we will determine whether we have achieved the performance measure by reference to the number of elements met¹:

- 100% of elements met equates to the performance measure being achieved.
- Less than 100% but greater than 50% of elements met equates to the performance measure being substantially achieved.
- Equal to or less than 50% of elements met equates to the performance measure not being achieved.

¹ This replaces the assessment scale for composite measures set out on page 33 of the Corporate Plan 2024–25.

Overview of activities by group

In 2024–25, each group within PM&C made a positive contribution to our purpose to provide support to the Prime Minister, the Cabinet, and our portfolio ministers to improve the lives of all Australians, including through coordination of government activities and effective advice.

Office for Women

In 2024–25, the Office for Women (OFW) worked with the Workplace Gender Equality Agency to support the Minister for Women with the development of, and consultation on, legislation to introduce a world-first targets scheme to accelerate action on gender equality by large Australian employers. The *Workplace Gender Equality Amendment (Setting Gender Equality Targets) Act 2025* requires organisations with 500 or more employees in Australia to commit to achieve measurable targets to progress gender equality in their workplaces. The scheme will encourage further employer-level action to close the gender pay gap and assist employees to make more informed choices about where they work.

The OFW supported whole-of-government coordination and delivery on ending gender-based violence, working with the Department of Social Services as stewards of the National Plan to End Violence against Women and Children 2022–2032. In September 2024, the OFW supported National Cabinet to accelerate action to end gender-based violence. This included measures to increase funding for frontline services, to support children and young people affected by gendered violence to recover, men's behaviour change programs, and efforts to address the role that systems and industries play in exacerbating violence. These measures built on the priority reform areas agreed at the National Cabinet meeting on 1 May 2024, and the findings in the final report of the Rapid Review of Prevention Approaches Expert Panel, *Unlocking the Prevention Potential*, for which the OFW provided policy and secretariat support.

The OFW continued to prioritise engaging women from diverse backgrounds to inform policymaking and program delivery. In December 2024, it established the refocused National Women's Alliances, bringing together 5 civil society organisations to work collaboratively to develop solutions to address the issues impacting women in Australia.

The OFW established the Working for Women Research Partnership in March 2025, to contribute to the evidence base on what works to achieve gender equality. This research partnership will draw on women's experiences to identify practical and actionable solutions for government, industry and community to improve gender equality, with a focus on improving women's economic equality.

Social Policy Group

In 2024–25, the group supported the government's First Nations economic empowerment agenda, including the Department of the Treasury-led development of the First Nations Economic Partnership agreement, which was negotiated in partnership with the Coalition of Peaks and First Nations Economic Empowerment Alliance.

A key priority for the group in 2024–25 was supporting government consideration of wage increases for early childhood education and care (ECEC) workers, including supporting consideration of funding and implementation of the ECEC Worker Retention Payment to deliver a 15% pay rise for workers over 2 years from December 2024.

The group supported the finalisation of the Better and Fairer Schools Agreement – Full and Fair Funding 2025–2034, increasing the Commonwealth contribution to the Schooling Resource Standard to put government schools on a pathway to 100% of funding over the life of the agreement.

The group continued to support once-in-a-generation aged care reforms to ensure aged care services of the future are sustainable and equitable, and enhance older Australians' autonomy and quality of life. This included supporting parliamentary passage of the *Aged Care Act 2024*, which enables implementation of the new Support at Home program and responds to recommendations of the Royal Commission into Aged Care Quality and Safety by embedding a person-centred approach to aged care services.

In 2024–25, the group supported National Cabinet to strengthen efforts in tackling antisemitism, to protect young people by agreeing an age limit for access to social media, and to accelerate action to end gender-based violence in a generation and deliver on the National Plan to End Violence against Women and Children 2022–2032. The group continued to support progress against earlier National Cabinet decisions, including strengthening the health system and ongoing reform of the National Disability Insurance Scheme (NDIS).

Additionally, the group continued its work to boost whole-of-government engagement and capability through the Commonwealth–State Relations Community of Practice. Events in 2024–25 covered a range of cross-cutting national matters such as embedding priority reforms through the National Agreement on Closing the Gap, guidance on developing Federal Funding Agreements, ensuring gender is taken into consideration, and best practice for collaborating with jurisdictions from the perspective of state government colleagues. The diversity of agencies that attended and presented reflects strong APS-wide engagement and interest in the forum.

Economy, Industry and Resilience Group

In 2024–25, the group's focus continued to support the delivery of the government's agenda, including cost-of-living relief, housing supply, responses to natural disasters, the net zero transformation of the economy.

A key priority of the group in 2024–25 was supporting the government's Future Made in Australia agenda, to capture the opportunities of the net zero transformation and strengthen Australia's economic resilience and security. This included supporting a focus on attracting investment in key industries, making Australia a renewable energy superpower, strengthening Australia's supply chain resilience, and giving businesses, communities and individuals opportunities to benefit from the net zero transformation.

The group supported the government in response to significant domestic disasters and worked to ensure that national crisis management arrangements remain appropriate and fit for purpose. In addition, the group provided central coordination and governance across Australian Government agencies on national civil preparedness and supported Australia's response to international disasters.

In 2024–25, the group oversaw and hosted the Insurance Affordability and Natural Hazard Risk Reduction Taskforce. The cross-portfolio taskforce developed a whole-of-government view on how to minimise the impacts of disasters on the community and address rising insurance costs driven by more frequent and intense weather events.

The group continued to provide policy advice and support on the implementation of the government's \$43 billion Homes for Australia Plan, and supported the government in implementing its economic strategy, so that spending was well targeted, improved budget sustainability, and strengthened economic resilience. The group continued to oversee a rigorous impact analysis process for key government decisions.

International and Security Group

In 2024–25, the International Division supported a wide range of foreign policy objectives, including leading the government's response to the Foreign Affairs, Defence and Trade References Committee report: Inquiry into Australian support for Ukraine as well as the group supported the Prime Minister's attendance at leader-level events, including the Pacific Islands Forum Leaders' Meeting, the Quad Leaders' Summit, the East Asia Summit, and the Commonwealth Heads of Government Meeting. The division supported the Prime Minister to host a range of foreign counterparts, including leaders from Tuvalu, New Zealand, Qatar, Bhutan, Nauru, Czech Republic and Papua New Guinea.

The Multilateral Economic Engagement Division, along with the International Division, supported the Prime Minister's participation in the APEC Economic Leaders' Week in Lima, Peru, the G20 Leaders' Summit in Rio de Janeiro, Brazil, and the G7 Leaders' Summit in Kananaskis, Canada.

The National Security Division supported the public release of the reports of the 2024 Independent Intelligence Review, and the 2024 Independent Review of Commonwealth Funding for Strategic Policy Work (Varghese Review) and respective government responses. The division supported a suite of ongoing policy and defence capability initiatives, and the establishment of the Defence and Veterans' Services Commission (DVSC) and the Royal Commission into Defence and Veteran Suicide Implementation Taskforce, which is overseeing a whole-of-government approach to implementation of the government response to the Royal Commission into Defence and Veteran Suicide.

In January 2025, Mr Michael Manthorpe PSM was appointed as the Interim Head of the DVSC to lead on the establishment of the new statutory entity, to provide independent oversight and evidence-based advice to government on reforms to improve suicide prevention and wellbeing outcomes for serving and ex-serving Australian Defence Force members. In February 2025, the Australian Parliament passed legislation to establish the DVSC as a statutory oversight body to commence on 29 September 2025.

The Quad, AUKUS and Naval Shipbuilding Division implemented 2 key leader-level initiatives: the Quad and AUKUS.

In September 2024, AUKUS partners released a joint leaders' statement marking the third anniversary of the AUKUS partnership, outlining progress to date across AUKUS pillars I and II. Across both AUKUS and broader naval shipbuilding, the division worked with Defence and the Australian Submarine Agency to support the release of the new Naval Shipbuilding and Sustainment Plan in December 2024, and Australia's AUKUS Submarine Industry Strategy in March 2025.

In September 2024, at the Quad Leaders' Summit, leaders announced a range of new practical outcomes, including cooperation on reducing the lives lost to cancer in the Indo-Pacific, expansion of the Quad Indo-Pacific Partnership for Maritime Domain Awareness, the Indo-Pacific Logistics Network pilot, and Quad Coast Guard cooperation.

Governance and Corporate Group

In 2024–25, the Governance and Corporate Group delivered internal corporate and enabling services to the department and played a central role in delivering the Prime Minister's priorities and supporting effective public administration including through the operations of Cabinet and its committees. The group managed appointments for key office holders and the delivery of processes and advice on the federal election.

In collaboration with stakeholders, the group supported the delivery of the Prime Minister's international visits and a number of significant Guest of Government visits, including the royal visit to Australia by Their Majesties King Charles III and Queen Camilla from 18-23 October 2024.

The group continued to support Australia's national honours. On 26 January 2025, the Governor-General announced the Australia Day 2025 Honours List, with over 700 Australians honoured for their contribution to society. The group prepared correspondence to honours recipients on behalf of portfolio ministers, information to federal parliamentarians, and delivered the Australian of the Year Finalist Morning Tea. A further 830 honours recipients were recognised in the King's Birthday Honours List announced by the Governor-General on 9 June 2025.



Key Activity 1: Provide informed, impactful and timely 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 informed, impactful and timely advice. It is important that this advice is supported by data, takes a whole-of-government and whole-of-nation perspective, and incorporates the views of a diverse range of stakeholders. We evaluate this activity by measuring the extent to which our stakeholders are satisfied with our efforts, and the timeliness of our advice.

Effective collaboration, communication and engagement are an essential aspect of the work we do at PM&C. As the key adviser to the Prime Minister, the Cabinet and our portfolio ministers, it is important we support their timely engagement with stakeholders, and provide decision-makers with advice that is effective and delivered within requested timeframes, supported by evidence and data, and considers the views of a diverse range of stakeholders.

During 2024–25, we provided advice on a range of topics, including in relation to government policy on national security, climate change and gender equality, to various stakeholders. Prior to the federal election on Saturday 3 May 2025, PM&C supported the Prime Minister to provide advice to the Governor-General on the date of the election and recommending the proroguing of the parliament and dissolution of the House of Representatives. During the election period, PM&C provided advice to Commonwealth departments on the continuation of government and administrative activities during the caretaker period, consistent with the Guidance on Caretaker Conventions, and monitored election commitments. Once the election outcome was known, PM&C provided support to the returning government in the establishment of the second Albanese ministry, and effected machinery-of-government changes made under the Administrative Arrangements Order of 13 May 2025.

PM&C provided policy advice to the Prime Minister on the operation of the Australian honours system. Advice was provided to stakeholders on the correct use of the Australian national flag and other official flags of Australia, as well as the Australian national symbols.

Performance measure 1.1:

Percentage of key stakeholders that are satisfied with PM&C’s advice

Target	2024–25 result	2023–24 result ²
77% satisfied	Achieved 81% satisfied	Achieved 83% satisfied

Data source / methodology

Data collected and reported by PM&C’s independent annual stakeholder survey.³

Source

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1
- Corporate Plan 2024–25, page 24

Analysis

To effectively support the Prime Minister, the Cabinet and portfolio ministers, it is important we provide decision-makers with advice that is informed, impactful and timely.

The department conducts an annual stakeholder satisfaction survey to assess the levels of satisfaction with the advice provided by the department to our stakeholders. The survey assessed the effectiveness of our advice by asking stakeholders whether information provided was supported by adequate evidence, took a whole-of-government perspective, considered the views of relevant stakeholders and experts, and added value in informed decision-making. The survey assessed the efficiency of our advice by asking stakeholders whether our advice was provided in a timely manner and whether we were responsive to requests for advice.

Overall, a satisfaction rating of 81% was achieved. The overall result has been calculated by applying an equal weighting to the overall effectiveness index of 81% and an overall efficiency index of 81%.

2 In PM&C’s Annual Report 2023–24, performance measure 1 was ‘Percentage of ministers, ministerial and non-ministerial stakeholders satisfied with the effectiveness, timeliness and responsiveness of advice received’.

3 See pages 55–58 for information on the stakeholder survey.

This result represents a slight decrease in stakeholder satisfaction of 2 percentage points on the previous year’s result. In response to what the department had done well, stakeholders indicated considering a whole-of-government perspective in advice, stakeholder engagement and responsiveness. Areas for improvement indicated by some stakeholders included early and broad consultation, leadership and timeliness of advice for providing input. This feedback will be considered by the department.

Performance measure 1.2:
Percentage of ministerial briefs provided within agreed timeframes

Target	2024–25 result	2023–24 result
80%	Substantially achieved 71% of ministerial briefs were provided within agreed timeframes, with a further 21% of ministerial briefs provided within 24 hours of the lapsed date. Overall, 92% of ministerial briefs were provided within 24 hours of the due date.	Partially achieved 62% of ministerial briefs were provided within agreed timeframes, with a further 31% of ministerial briefs provided within 24 hours of the lapsed date. Overall, 93% of ministerial briefs were provided within 24 hours of the due date.

Data source / methodology

Data collected via the Parliamentary Document Management System (PDMS). Briefs include ministerial briefs that have been requested by the ministerial offices and submitted to the Prime Minister and portfolio ministers via the PDMS within the reporting period.

Source

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1
- Corporate Plan 2024–25, page 25

Analysis

The department formally communicates with our portfolio ministers' offices through ministerial briefs and submissions via PDMS. Ministerial submissions are department-initiated communication to the relevant portfolio minister, providing information or policy advice for consideration. Ministerial briefs are ministerial office-initiated communication that our portfolio ministers' offices use to request information as a basis for decision-making and action.

This measure has been substantially achieved, with 71% of briefs provided within agreed timeframes, an increase of 9 percentage points from 2023–24. Overall, 92% of briefs that were initiated by ministerial offices were either provided on target or within 24 hours of the target deadline. Submission rates for ministerial briefs were as follows:

- 71% of ministerial briefs were provided within the agreed timeframe
- 21% of ministerial briefs were provided within 24 hours after the agreed timeframe
- 8% of ministerial briefs were provided more than 24 hours after the agreed timeframe.

As part of monitoring the timeliness of briefs and correspondence, daily reports are produced to track the progress of these items. In addition, regular reports are produced on overdue items and items with an upcoming due date to assist divisions in tracking their ministerial briefs and correspondence. A range of activities were undertaken in 2023–24 to highlight the importance of timeliness, which may have contributed to the improved result for 2024–25. We will continue to monitor timeframes and work with staff and stakeholders to address shortfalls with a view to continuing to improve performance.

Performance measure 1.3:

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

Target	2024–25 result	2023–24 result ⁴
95%	Substantially achieved 84% of incoming ministerial correspondence was triaged and assigned for appropriate action within 5 working days.	Partially achieved 77% of incoming ministerial correspondence was triaged and assigned for appropriate action within 5 business days.

Data source / methodology

Data collected via the Parliamentary Document Management System (PDMS). Number of pieces of correspondence triaged and assigned for appropriate action within the reporting period.

Source

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1
- Corporate Plan 2024–25, page 25

⁴ This was performance measure 10 in PM&C’s Annual Report 2023–24.

Analysis

Ministerial correspondence includes correspondence to the Prime Minister, from heads of government and heads of state, members of parliament, organisations or members of the public. Managing this correspondence is one of the primary ways we support the Prime Minister to engage with the Australian community. It is important we triage all correspondence, consider response options, and assign correspondence for appropriate action as efficiently as possible.

To measure the effectiveness of how we manage ministerial correspondence, we run regular reports in the PDMS to determine the proportion of incoming correspondence that has been triaged and assigned for appropriate action within 5 business days. This process is governed by PM&C's briefing and correspondence guidelines, which include information on triaging, drafting rules, ministerial preferences, clearances and timeframes.

For the period 1 July 2024 to 30 June 2025, PM&C received and triaged 154,248 items of correspondence,⁵ compared to 144,506 items of correspondence in 2023–24. Of these items, 84% (129,940) were triaged and assigned for appropriate action within the timeframe of 5 working days, and the measure is considered to be substantially achieved. The amount of correspondence sent to the Prime Minister and portfolio ministers can fluctuate during the reporting period and can be influenced by factors such as local or global events. The department monitors trending themes of the unprocessed queue of correspondence daily, and, where appropriate, staff can be reassigned to assist with handling surges in correspondence.

⁵ This number excludes an additional 4,371 campaign postcards as they were registered and batched thematically.



Key Activity 2:

Support government priorities through whole-of-government leadership and coordination

We serve the Prime Minister and our portfolio ministers, who are responsible for the delivery of government priorities. In support of this, PM&C uses a range of mechanisms (including our role of supporting government departments and our understanding of the Prime Minister's priorities) to help Australian Public Service (APS) agencies to succeed and ensure government policies, programs and decisions are successfully implemented.

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 relationships. These relationships are important in influencing national and international frameworks that advance and protect Australia's interests.

Taskforces are an important mechanism through which we support the Prime Minister, Cabinet or senior ministers with policy advice, coordination and implementation capability. Taskforces are often triggered by ministerial announcements in the form of a commitment, royal commission recommendations, major government initiatives that span multiple portfolios, independent whole-of-government reviews, urgent priorities emerging from national or international crises, and delivery of high-profile events, forums or summits involving cross-government and external stakeholders.

During 2024–25,⁶ PM&C had in place a number of taskforces, including taskforces to support the 2024 Independent Intelligence Review and the Independent Review of Commonwealth Funding for Strategic Policy Work (Varghese Review), as well as the Rapid Review of Prevention Approaches Taskforce; the Jenkins Report Implementation Team; the COVID-19 Response Inquiry Taskforce; the Insurance Affordability and Natural Hazard Risk Reduction Taskforce; the Delivery of Legislation Taskforce; the Royal Commission into Defence and Veteran Suicide Implementation Taskforce; and the interim Defence and Veterans' Services Commission.

⁶ Includes taskforces that commenced or concluded during the reporting period.

In February 2024, PM&C launched the Independent Review of Commonwealth Funding for Strategic Policy Work, to be led by Mr Peter Varghese AO. The review assessed all Australian Government funding to non-government organisations for national security-related research, education and engagement activities. The review was completed in July 2024, and of the 14 recommendations included in the report, the government agreed to 8 in full, agreed to 3 in principle and noted 3 recommendations.

The department supported the government's agenda to reduce reliance on external consultants. In 2024–25, Australian Government Consulting delivered 19 projects for 12 APS agencies, and displaced an estimated \$5.9 million in external consulting spend. Projects included improving the delivery of self-employment assistance to Australians (with the Department of Employment and Workplace Relations), reducing the risks associated with medical product shortages (with the Department of Health, Disability and Ageing, the Department of Industry, Science and Resources and the Department of the Treasury), and improving the trade and investment environment for Australian business with one of Australia's key bilateral partners through the design of an accelerator fund (with the Department of Foreign Affairs and Trade).

We evaluate this key activity by measuring the extent to which stakeholders are satisfied with the level of coordination and support we provide for the delivery of government priorities, as well as for international engagements.

Performance measure 2.1:

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

Target	2024–25 result	2023–24 result
77% satisfied	Substantially achieved 67% satisfied	Not applicable New measure for 2024–25 ⁷

Data source / methodology

Data collected and reported by PM&C’s independent annual stakeholder survey.⁸

Source

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1
- Corporate Plan 2024–25, page 26

Analysis

A core aspect of our role is to collaborate and support the APS to deliver key government priorities. We do this by utilising a range of mechanisms including our convening, collaboration and problem-solving expertise, together with our understanding of government priorities and processes.

PM&C conducts an annual external stakeholder satisfaction survey to assess the level of satisfaction with our coordination and support in the delivery of government priorities. The survey assessed the effectiveness of our coordination and support in the delivery of government priorities by asking our ministers and ministerial office stakeholders whether they were satisfied with our understanding of government priorities, the level of support provided, the value of our contribution, and efficiency of our support by our timeliness and responsiveness. Non-ministerial stakeholders’ satisfaction with our effectiveness was assessed through their satisfaction with our coordination and support, and with our understanding of government priorities and processes, with efficiency assessed through satisfaction with our timeliness.

Overall, a satisfaction rating of 67% was achieved. The overall result has been calculated by applying an equal weighting to the overall effectiveness index of 64% and an overall efficiency index of 70%.

7 Performance measures 3 and 4 from PM&C’s Annual Report 2023–24 were combined to create the new measure for 2024–25.

8 See pages 55–58 for information on the stakeholder survey.

The result is 10 percentage points below the target, resulting in this measure being substantially achieved. Two of our 3 stakeholder groups were highly satisfied with our coordination and support, with one stakeholder group having a mix of positive, negative and neutral responses. Neutral responses – that is, neither satisfied nor dissatisfied – do not count towards the stakeholder satisfaction rating (see pages 55–58 for more information about the survey methodology). When asked what PM&C did well in relation to the support provided to deliver on government priorities, key strengths identified by respondents included our advice, responsiveness, and stakeholder engagement. Stakeholders identified areas of improvement including leadership, communication and early consultation. These improvements will be considered by the department over the next 12 months.

Performance measure 2.2:
Percentage of key stakeholders satisfied with the coordination and support provided for international engagements

Target	2024–25 result	2023–24 result
77% satisfied	Substantially achieved 64% satisfied	Not applicable New measure for 2024–25 ⁹

Data source / methodology

Data collected and reported by PM&C’s independent annual stakeholder survey.¹⁰

Source

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1
- Corporate Plan 2024–25, page 27

9 In PM&C’s Annual Report 2023–24, performance measure 8 was ‘Percentage of ministers, ministerial and non-ministerial stakeholders satisfied with PM&C’s coordination and support for international engagements undertaken by the Minister for Women and by other key parties supported by the Office for Women’. Performance measure 9 was ‘Percentage of ministers, ministerial and non-ministerial stakeholders satisfied with the coordination and support provided by PM&C for the Prime Minister’s international engagements’.

10 See pages 55–58 for information on the stakeholder survey.

Analysis

We support the delivery of government priorities that have national and international implications. This includes advancing Australia's strategic interests through international engagements that require coordination and collaboration across the APS and with our international counterparts, including overseas visits and attendance at key forums.

PM&C conducts an annual external stakeholder satisfaction survey to assess the level of satisfaction with our coordination and support for international engagements. The survey assessed the effectiveness of our coordination and support provided for international engagements by asking our ministers and ministerial office stakeholders whether they were satisfied with the level of support provided and the value of our contribution, and the efficiency of our support by our timeliness and responsiveness. Non-ministerial stakeholders' satisfaction with our effectiveness was assessed through their satisfaction with our coordination and support, with efficiency assessed through satisfaction with our timeliness.

Overall, a satisfaction rating of 64% was achieved. The overall result has been calculated by applying an equal weighting to the overall effectiveness index of 90% and an overall efficiency index of 38%. Only 2 stakeholder groups provided in-scope responses to these questions. The responses of one stakeholder group indicated that they were satisfied with the effectiveness of our support, but were neither satisfied nor dissatisfied with our timeliness, resulting in an efficiency index of 38%. Neutral responses – that is, neither satisfied nor dissatisfied – do not count towards the stakeholder satisfaction rating (see pages 55–58 for more information about the survey methodology).

When asked what PM&C did well in relation to the coordination and support provided for international engagements, stakeholders pointed to our whole-of-government coordination, communication and stakeholder engagement. Areas identified by stakeholders for improvement included timeliness, feedback and post-engagement communication, and early consultation.

Performance measure 2.3:

PM&C’s coordination and reporting arrangements are effective in driving successful implementation of the government’s *Working for Women: A Strategy for Gender Equality*

Target	2024–25 result	2023–24 result
Publication of baseline data report	Achieved	Not applicable New measure for 2024–25

Data source / methodology

Departmental records.

Source

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1
- Corporate Plan 2024–25, page 27

Analysis

Working for Women: A Strategy for Gender Equality (Working for Women) outlines the Australian Government’s vision for gender equality in Australia, where people are safe, treated with respect, have choices, and have access to resources and equal outcomes regardless of their gender. Successful implementation of Working for Women requires all government departments and agencies acting under the priority areas identified by Working for Women, to consider gender equality impacts in their activities.

This measure is assessed as being achieved, with the Working for Women Baseline Report published on 1 November 2024. This report provides the sources and reference points for each indicator and measure listed in the Working for Women reporting framework and provides the baseline data for future reporting at the 5-year and 10-year points.¹¹

As the implementation of Working for Women evolved during the reporting period, an additional 2 key metrics were included to assess our performance and provide more insight as to the work being undertaken to support the implementation of Working for Women. These were publication of the Status of Women Report Card annually, and contribution to the Women’s Budget Statement each budget cycle.

¹¹ The 5-year review will be done in 2029, and the 10-year review in 2034.

The Status of Women Report Card was published on 8 March 2025, coinciding with International Women's Day. The report card outlines the most recent available data and analysis on the social and economic equality issues facing women and girls in Australia. The report card is one of the mechanisms used to monitor and publicly report on Working for Women. The report card highlights:

- 37 women were killed by a current or former intimate partner in 2024.
- 68% of employers now offer paid parental leave, up from 48% in 2015–16.
- Women now hold 54.4% of all Australian Government board positions, up from 39.1% in 2015.
- On average, women do 32 hours of unpaid work and care a week, 9 hours more than men. On average, First Nations women undertake 11.5 hours per day caring for others and/or caring for Country and culture.
- Women are more likely to use healthcare services than men and are more likely to face higher healthcare costs over time.

The Women's Budget Statement (WBS) is a formal budget paper, and reports on progress in implementing Working for Women by highlighting government decisions and investments to achieve gender equality. The WBS is delivered in partnership with PM&C and the Department of the Treasury. To support the delivery of the WBS, a secondee from the Office for Women within PM&C worked in the Treasury WBS Surge Team from 10 February to 28 March 2025 to produce WBS content and strategic narrative, coordinate 3 rounds of content review, and facilitate high-level clearance by the Minister for Women. In addition, PM&C played a key role in demonstrating how gender-responsive budgeting informs policy, by liaising with agencies to source case studies for inclusion in the WBS. The 2025–26 WBS was published as part of the federal budget papers on 25 March 2025.

As part of coordinating a whole-of-government approach to implementing Working for Women, during the reporting period, PM&C convened 5 meetings to bring together key departments and stakeholders to coordinate action, mitigate risks of duplication of effort and share information, including best practice and evidence to support action.

PM&C is leading work to implement a new requirement for reporting on gender equality outcomes through departments’ annual reports, as a means of demonstrating action undertaken under Working for Women. A pilot for this approach was conducted in 2024–25, involving 4 departments of state, including PM&C.

As part of the annual stakeholder survey, stakeholders who had worked with PM&C in relation to the implementation of Working for Women were asked to rate their satisfaction with our coordination arrangements for implementing Working for Women. Overall, a satisfaction rating of 89% was achieved. The overall result has been calculated by applying an equal weighting to the overall effectiveness index of 90% and an overall efficiency index of 88%. Stakeholders noted key strengths in this area included good collaboration and working relationships and responsiveness, with opportunities for improvement in communicating the future direction of Working for Women and ensuring advice is targeted and actionable.

Performance measure 2.4:

PM&C effectively supports Commonwealth–State relations

Target	2024–25 result	2023–24 result
77%	Achieved 83% satisfied	Not applicable New measure for 2024–25

Data source / methodology

Data collected and reported by PM&C’s independent annual stakeholder survey.¹²

Source

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1
- Corporate Plan 2024–25, page 28

¹² See pages 55–58 for information on the stakeholder survey.

Analysis

Our support for effective and productive relationships between state, territory and Commonwealth governments are key to promoting policy reforms that are of national significance, and to ensuring government policies, programs and decisions are successfully aligned and implemented.

PM&C conducts an annual external stakeholder satisfaction survey to assess the level of satisfaction with our support for Commonwealth–State relations. The survey assessed the effectiveness of our support for Commonwealth–State relations by asking our ministers and ministerial office stakeholders whether they were satisfied with the level of support provided and the value of our contribution, and the efficiency of our support by our timeliness and responsiveness. Non-ministerial stakeholders' satisfaction with our effectiveness was assessed through their satisfaction with our collaboration and support, with efficiency assessed through satisfaction with our timeliness.

Overall, a satisfaction rating of 83% was achieved, resulting in the target being achieved. The overall result has been calculated by applying an equal weighting to the overall effectiveness index of 83% and an overall efficiency index of 84%.

When asked what PM&C had done well in relation to supporting Commonwealth–State relations, stakeholders pointed to timely support, engagement and advice provided. Stakeholders noted that PM&C could improve its support with earlier engagement and more transparent communication, having a stronger leadership role and enhancing the value of the advice provided – for example, by aligning it with government priorities.

Performance measure 2.5:
PM&C effectively supports Secretaries Board meetings

Target	2024–25 result	2023–24 result
To be baselined in year 1	Substantially achieved ¹³	Not applicable New measure for 2024–25

Data source / methodology

Departmental records.

Source

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1
- Corporate Plan 2024–25, page 28

Analysis

The Secretaries Board was established under section 64 of the *Public Service Act 1999*. The Secretaries Board provides leadership to the APS as an integrated organisation with a shared vision and purpose. As head of the APS, the Secretary of PM&C is the chair of the Secretaries Board. The department provides secretariat support for this function.

We assessed the effectiveness of our support to the Secretaries Board against the following metrics, as outlined in the Secretaries Board Terms of Reference:

- forward work plan and action register maintained for 80% of meetings,
- 80% of meeting papers collated and distributed one week prior to a scheduled meeting, and
- 80% of meeting communiques published on the PM&C website within 3 days following each board meeting.

During the reporting period, 10 meetings of the Secretaries Board were held.¹⁴

The performance result against this measure has been assessed as substantially achieved, based on 2 of the 3 metrics being used to assess performance being achieved against a target of 80% and one metric not being achieved.

¹³ While a target had not been set for 2024–25, the measure was assessed as substantially achieved using the definitions for achievement for composite measures.

¹⁴ There was no meeting held in January 2025, and the April 2025 meeting was a strategy session and did not require papers to be circulated or a communiqué to be published and so was not counted in the number of meetings held.

The forward work plan and action register were maintained for all meetings held during the reporting period.¹⁵

For the reporting period, meeting papers were circulated to board members a week prior to the meeting for 6 of the 10 (60%) Secretaries Board meetings, resulting in this metric only being substantially achieved. Recognising the department’s dependence on receiving papers from multiple stakeholders, and allowing for flexibility for emerging issues to be addressed, a new process was implemented in October 2024 to enable meeting packs to be distributed with holding pages to indicate where papers will be provided at a later date. This ensures meeting packs are distributed to members within the timeframes outlined in the terms of reference and, where required, allow late papers to be distributed separately.

Communiqués were published on the PM&C website within 3 business days following a meeting for 9 out of 10 meetings (90%) held during the reporting period, resulting in this metric being achieved. In response to missing this deadline, a checklist of required meeting tasks has been implemented to ensure tasks are completed within required timeframes. Since this checklist was instituted, the metric for publishing the communiqué within 3 business days has been consistently met.

Performance measure 2.6:

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

Target	2024–25 result	2023–24 result
Annual updates released on time	Achieved	Not applicable New measure for 2024–25

Data source / methodology

Departmental records.

Source

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1
- Corporate Plan 2024–25, page 29

¹⁵ While the April 2025 meeting was a strategy session, items related to this session were tracked in the forward work plan; therefore, the number of meetings for this metric is 11.

Analysis

The Australian Government Crisis Management Framework (AGCMF) establishes Australia's national crisis management arrangements. The AGCMF outlines the approach to prepare for, respond to and support recovery from crises. It provides Australian Government ministers and senior officials with guidance on their designated roles and responsibilities and the key Australian Government capabilities and mechanisms available to support coordination during crisis.

PM&C is responsible for administering and periodically reviewing the AGCMF to ensure it remains fit for purpose, especially ahead of each higher-risk weather season. We undertake an administrative review of the AGCMF annually, in consultation with relevant stakeholders, to ensure its effectiveness.

The administrative review is published prior to October to ensure arrangements are updated and in place for the higher-risk weather season, which generally occurs between October and April each year. A comprehensive review of the AGCMF is undertaken every 5 years, as well as following significant or novel crises.

A comprehensive review was undertaken in 2023. This review was informed by a large body of evidence, including contributions from Australian Government agencies, states and territories, international partners, non-government organisations and industry, outcomes from targeted workshops, a literature review of best practice in public sector crisis management, and a desktop review of lessons identified from recent crisis responses (such as the COVID-19 pandemic). The outcomes of the review were implemented in 2024 under the oversight of the Australian Government's Crisis Arrangements Committee and included enhancements to coordination arrangements, clarification of roles and responsibilities, streamlining of domestic coordination arrangements and strengthened whole-of-government crisis communication and public messaging. The revised AGCMF (Version 4.0) was published and came into effect on 16 September 2024. The revised arrangements were launched at the National Emergency Management Agency's National Higher Risk Weather Season Preparedness Summit ahead of the 2024–25 season.



Key Activity 3:

Enable government decision-making, including through Cabinet operations

We support the executive branch of government, the Cabinet and its committees in their role as decision-makers. This support includes the preparation of advice to the Prime Minister and the Cabinet Secretary on the Cabinet and Cabinet committees forward work program, reviewing draft Cabinet submissions and papers, processing appointments, and ensuring the safe and timely distribution of Cabinet documents across the APS. PM&C supports the Federal Executive Council through the Federal Executive Council Secretariat.

As outlined in the Cabinet Handbook,¹⁶ during 2024–25 there were 5 Cabinet committees and 2 Cabinet subcommittees. The Cabinet committees are the Expenditure Review Committee, National Security Committee, Parliamentary Business Committee, Priority and Delivery Committee and Net Zero Economy Committee. The 2 subcommittees are the Government Communications Subcommittee (subcommittee of the Priority and Delivery Committee) and the National Security Investment Subcommittee (subcommittee of the National Security Committee).

We evaluate this activity through measures designed to assess the effectiveness and timeliness of our support.

¹⁶ Department of the Prime Minister and Cabinet, *Cabinet Handbook*, 15th edition, 2022.

Performance measure 3.1:

Percentage of key stakeholders satisfied with PM&C’s support to the Cabinet and its committees

Target	2024–25 result	2023–24 result ¹⁷
77%	Achieved 79% satisfied	Achieved 91% satisfied

Data source / methodology

Data collected and reported by PM&C’s independent annual stakeholder survey.¹⁸

Source

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1
- Corporate Plan 2024–25, page 30

Analysis

PM&C works closely with the Cabinet, including the Cabinet Secretary, to provide support to the Cabinet and its committees to enable them to focus on what matters most to the government. We work closely with other departments to ensure that items prepared for consideration are compliant with requirements.

PM&C conducts an annual external stakeholder satisfaction survey to assess the level of satisfaction with our support for the Cabinet and its committees. The survey assessed the effectiveness of our support to the Cabinet and its committees by asking our ministers and ministerial office stakeholders whether they were satisfied with the level of support provided and the value of our contribution, and the efficiency of our support by our timeliness and responsiveness. Non-ministerial stakeholders’ satisfaction with our effectiveness was assessed through their satisfaction with our collaboration and support, with efficiency assessed through satisfaction with our timeliness.

Overall, a satisfaction rating of 79% was achieved, resulting in the target being achieved. The overall result has been calculated by applying an equal weighting to the overall effectiveness index of 85% and an overall efficiency index of 73%.

17 This was performance measure 13 in PM&C’s Annual Report 2023–24.

18 See pages 55–58 for information on the stakeholder survey.

This result represents a decrease in satisfaction of 12 percentage points on the result from 2023–24. Two stakeholder groups were positive in rating PM&C’s efficiency, with satisfaction scores in the high seventies to low eighties, while one group was less positive, with a score in the mid-fifties. When asked what PM&C did well in relation to the support provided to the Cabinet and its committees, key strengths identified by respondents included our engagement and consultation with stakeholders and our general advice and guidance. Areas for improvement identified by some respondents included improving the timeframes for the Cabinet process and ensuring compliance with rules and deadlines, and enhancing the value of the advice provided – for example, through aligning it with government priorities. To reflect the needs of a modern government, PM&C is reviewing the Cabinet templates and the Cabinet Handbook, providing visibility of the Cabinet forward work plan to increase focus on government priorities, and supporting collaboration and collective decision-making with new submission types.

Performance measure 3.2:

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

Target	2024–25 result	2023–24 result
Effective secretariat support is provided	Achieved	Not applicable New measure for 2024–25

Data source / methodology

Departmental records.

Source

- Portfolio Budget Statements 2024–25, Outcome 1, Program 1.1
- Corporate Plan 2024–25, page 30

Analysis

The Cabinet and its committees play an essential role in government decision-making. The Cabinet Division within PM&C supports the Prime Minister, the Cabinet Secretary and the chairs of Cabinet committees in ensuring that government business is conducted in an effective and timely manner.

We assessed the effectiveness of our support to the Cabinet and its committees through 4 key metrics:

- transfer of 100% of Cabinet material to the National Archives of Australia within statutory timeframes under the *Archives Act 1983* and Records Authority 2024/00626638 on Cabinet Proceedings
- 90% of meeting minutes provided within 48 hours of the conclusion of the Cabinet or Cabinet committee meeting
- 85% of Cabinet appointment briefs prepared within 15 working days of receiving incoming appointment requests as outlined in the Cabinet Handbook (15th edition)
- the CabNet+ application being available and accessible to users at least 95% of the time.

This measure has been assessed as achieved, with the target for all 4 metrics being met.

The transfer of Cabinet records required to be transferred in the 2025 calendar year was completed by PM&C in April 2025, with confirmation of completeness received from the National Archives of Australia in May 2025.

During the reporting period, 92% of minutes were provided to the Cabinet Secretary's Office within 48 hours of the published meeting end time, against a target of 90%.

For the reporting period, 190 out of 210 (90%) appointment briefs were prepared and approved within 15 working days of notification, against a target of 85%, resulting in this metric being achieved.

For the reporting period, the CabNet+ application was available to users 97.6% of the time, against a target of 95%.

Stakeholder survey

PM&C seeks feedback from ministers, ministerial and non-ministerial stakeholders to evaluate performance against a number of key activities. Performance measures 1.1, 2.1, 2.2, 2.3, 2.4 and 3.1 rely on the stakeholder survey.

The surveys are sent to all key (high-level) stakeholders with whom the department worked during the reporting period, who observed our performance on measures outlined in the corporate plan, and who are able to provide feedback. The stakeholder groups are as follows:

- ministers – the Prime Minister, Assistant Minister to the Prime Minister, Minister for Women, Minister for the Public Service and Cabinet Secretary (or their delegate(s))
- ministerial – stakeholders identified from ministerial offices
- non-ministerial – stakeholders identified who are not from ministerial offices (that is, officials from government agencies or departments).

The surveys are conducted by an independent provider and respondents can choose to remain anonymous. This approach ensures that responses are representative and that results are objective, independent and unbiased. The department engaged an independent research organisation, ORIMA Research, to conduct the survey and provide an analysis of the results for 2024–25.

Who we surveyed

For the results to be comprehensive and reliable, the survey sought feedback from knowledgeable stakeholders – particularly those who engaged with the department regularly throughout the reporting period.

A census approach was adopted to sampling for the online survey, with all relevant stakeholders invited to participate. A systematic approach was adopted to selecting key stakeholders that addressed the risk of selection bias via transparent operational selection rules for PM&C's business units.

The survey was designed to obtain reliable performance information and therefore targeted stakeholders who were able to provide an informed assessment of PM&C's performance.

Accordingly, only ministerial and non-ministerial stakeholders who met the following definition of knowledgeable observers were included:

- senior officers (Executive Level 2 equivalent and above) from Australian Government entities and senior executives from other organisations who have dealt with PM&C in a substantial way during the reporting period. Dealing in a 'substantial way' was defined as either:
 - dealing with the department in relation to at least 3 different matters during the reporting period (for example, a particular stage of a reform process, a particular issue, a Cabinet submission), or
 - dealing with PM&C via multiple interactions (for example, emails, meetings or telephone conversations) over a cumulative period (not necessarily continuous) of at least 4 weeks during the reporting period.

While best efforts were made to ensure nominated stakeholders met the definitions outlined above, due to the federal election and staffing changes in ministerial offices, some stakeholders may not have met the listed criteria.

ORIMA Research independently assessed the completeness and integrity of the proposed lists of stakeholders to be surveyed. Completeness checks included a comparison of the number of stakeholders nominated for participation in the survey by each business unit against the number nominated for the previous year.

Data collection methodology

For the ministers survey, data was collected through structured interviews (videoconference, telephone or face to face) with the identified minister or their delegate. These were conducted by senior PM&C officers. A senior ORIMA Research consultant attended each of the other interviews to provide independent assurance around the integrity of data collection and reporting.

For the ministerial stakeholder and non-ministerial stakeholder surveys, data was collected via an online survey. Each survey recipient was sent a unique login to provide their responses.

ORIMA Research conducted a program of in-depth, qualitative follow-up interviews with a sample of respondents to the non-ministerial online survey. The purpose of the follow-up interviews was to obtain more detailed qualitative information concerning PM&C's performance. ORIMA Research selected interviewees from stakeholders who completed the survey and indicated they were willing to participate in a follow-up interview.

Calculating our results

The results of each survey are based on the weighted average percentage of survey respondents who provided positive ratings (which indicates their satisfaction) and include ratings of 4 (agree) or 5 (strongly agree) to relevant questions.

Where there is a possibility of an appropriately selected stakeholder not being in a position to answer a particular question, respondents were provided with the option of providing a 'don't know' or 'not applicable' response. This is done to maximise data quality as, in the absence of a 'don't know' or 'not applicable' option, survey respondents who are not in a position to provide a rating on a particular matter tend to opt for the middle/neutral point of the rating scale, which results in a measurement error. In the calculation of performance metrics, 'don't know' and 'not applicable' responses have been excluded.

The survey ratings of the Prime Minister (or their delegate) are ranked higher than those of other ministers due to the importance of the Prime Minister to the department. The weighting formula supports the effect that the Prime Minister's responses account for 50% of the aggregate performance metrics derived from the ministers survey. A consistent approach (that is, 50% weighting for staff of the Prime Minister's Office) was taken in calculating the indicative results for the ministerial stakeholder survey. Non-ministerial stakeholder survey results are unweighted.

Survey response rate

In 2024–25, we invited 1,279 stakeholders to respond to the stakeholder surveys. We received a total of 378 responses, being an overall response rate of 30%. Table 2.3 provides a breakdown of responses, including cohort response rates, for the 2024–25 stakeholder survey.

Table 2.3: Stakeholder satisfaction survey response rates, 2024–25

Stakeholder cohort	Number invited	Number completed	Response rate
Ministers survey	4	4	100%
Ministerial office stakeholder survey	29	6	21%
Non-ministerial stakeholder survey	1,246	368	30%
• Australian Government entity stakeholders	1,140	338	30%
• Other stakeholders	106	30	28%
Total	1,279	378	30%

The PM&C survey is similar to those of a benchmarking group of 51 similar government agency stakeholder surveys (for both federal and state government agencies) that have been conducted by the survey provider between 2012 and 2025. Among this benchmarking group, response rates ranged from 9% to 50%, with an average of 28%. This benchmarking data and empirical statistical research indicate that survey response rates are a poor predictor of bias magnitudes; therefore, a response rate of 20% or higher has been considered adequate for the provision and reporting of valid and reliable performance information.