

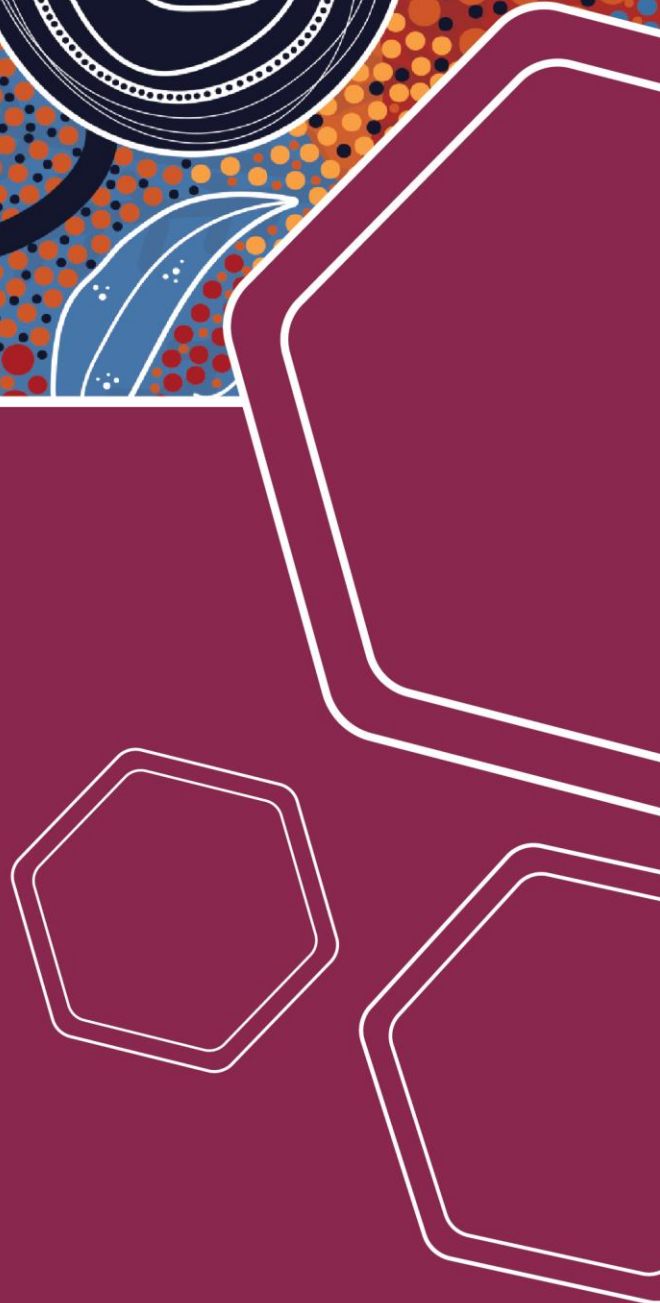


Australian Government
Australian Public Service Commission



Corporate Plan

2024–28



Cover artwork

Leading Towards Reconciliation, Kayannie Denigan, 2024

Artist Statement

Leading Towards Reconciliation represents the unique role that the Australian Public Service Commission plays in leading reconciliation between Aboriginal and Torres Strait Islander people, the APSC and the Australian Public Service.

The artwork is based on my Vibrant Landscapes style and speaks to the unique and enduring connections of Aboriginal and Torres Strait Islander peoples to country. These connections are shown through plants including desert flowers, seaweed and gum leaves and representations of diverse land and sea country through reds and blues throughout the piece.

The main design focus of the artwork is the three places, connected by pathways. These three places also represent three key aims of the APSC for reconciliation: Two hands working together represents the aim of a cultural understanding and learning from each other. People surrounding a large circle represents a culturally safe working environment for all, but particularly for Aboriginal and Torres Strait Islander peoples. Three people sitting together represents practicing strong reconciliation principles.

Contact us

The Australian Public Service Commission welcomes your comments on this report. To make a comment or to ask for more information please contact:

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Acknowledgement of Country

The Australian Public Service Commission proudly acknowledges the Traditional Custodians of Country throughout Australia, and their continuing connection to land, sea, waterways, skies, and songlines woven throughout. We recognise and value the ongoing leadership, contributions and work of Aboriginal and Torres Strait Islander peoples and communities. We celebrate the rich cultures of all Aboriginal and Torres Strait Islander Nations and pay our respects to their Elders past and present, for they are the holders of knowledge and wisdom.



Commissioner's Foreword

I am delighted to present the Australian Public Service Commission's 2024-28 Corporate Plan, in accordance with subsection 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*, for the financial year 2024-25 and covers the subsequent financial years 2025-26 through to 2027-28.

As Commissioner, my duty is to uphold the *Public Service Act 1999* which establishes obligations on public servants to serve the Government, Parliament and Australian public. This requires promoting the APS Values of commitment to service, ethical conduct, respect, accountability, impartiality and stewardship, as well as the APS Employment Principles such as fairness, merit, effective performance of duties, safety, diversity, and freedom from discrimination and patronage.

The Commissioner's functions relate to strengthening workforce management, upholding integrity and conduct, and supporting capability in the Australian Public Service. The Commission's structure, activities and planning align to the Commissioner's legislated duties and functions, and to Government policy and priorities.

This Plan outlines the Commission's priorities, targets and measures for success over a four-year horizon, and is closely tied to the commitments articulated in the Commission's Portfolio Budget Statements. Following on from the Capability Review of the Commission, this Plan articulates our purpose as stewards of the Australian Public Service.

In the coming year, the Commission will implement the *Public Service Amendment Act 2024*. We are working collaboratively across the Public Service to reinforce all values, including the new value of stewardship, to support a mindset of practical and ethical delivery for Government by public servants.

The Commission will continue to facilitate Capability Reviews of departments and large agencies, demonstrating the service's commitment to build organisational capacity and accountability, and drive excellence and continuous improvement in the public sector.

We will continue to support public sector organisations embrace strategies and methods that build internal capability for core work, build flexibility and productivity in work practices, and further develop partnership and openness with the community.

And we will continue to ensure that the Public Service reflects the diversity of the Australian population at all levels of seniority, particularly through strengthening employment of First Nations peoples, people with a culturally and linguistically diverse background, and people with disability.

Through this Plan the Commission articulates its intention to shape a strong, confident and trusted Public Service. Through our advice and functions, we seek to enable public servants to exercise their responsibilities effectively and support a culture of continuous improvement, accountability, and excellence. We intend to show that these efforts better support Government and the broader community.

Dr Gordon de Brouwer

Australian Public Service Commissioner

16 August 2024

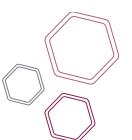


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Given its central role, the Commission is in a strong position to collaborate across government, business, academia, and other sectors to share expertise, solve challenges and harness opportunities to deliver outcomes consistent with our purpose and key activities. This includes supporting the Australian Public Service Commissioner and the Merit Protection Commissioner to undertake statutory functions under the *Public Service Act 1999*, including functions to strengthen the professionalisation of the APS, continually improve workforce management, promote high standards of integrity and conduct, foster leadership, high quality learning and capability development, and to inquire into and review matters consistent with s41 of the *Public Service Act 1999*.

Purpose

We are stewards of the Australian Public Service as custodians of public service integrity, workforce management and capability.

As stewards of the APS, we are future focused and outwardly engaged. We deliver APS integrity, workforce management and capability outcomes for the government and citizens over the long term.

As custodians, we have expertise, authority and responsibility to foster APS capability, integrity, and workforce management in accordance with the *Public Service Act 1999*. We embrace innovation and risk, and deliver evidence-informed advice to support agencies to deliver.

In doing so, we ensure that we have a trusted, professional, and enduring public service now and into the future.

Vision

A trusted and contemporary Australian Public Service that delivers for Government and for Australia.

A **trusted APS** models transparency and continuous improvement, puts people, community and business at the centre of policy design and delivery, and promotes professionalism, diversity, respect and integrity.

A **contemporary APS** has the capabilities it needs now and into the future, underpinned by competitive working conditions that attract and retain diverse talent. It has a shared sense of purpose, empowers staff, is forward leaning, and predicts and adapts to challenges while delivering with empathy and authority.

An **APS that delivers for Government and for Australia** makes a difference on matters of national importance, including during times of uncertainty and risk.



Key Activities

We achieve our Purpose through our Key Activities:

Key Activity 1: Promote and uphold the high standards of integrity and conduct within the APS.

Promote, with agency partners, a pro-integrity culture across the APS.

Evaluate the extent to which agencies incorporate and uphold APS Values, Code of Conduct, and Employment Principles.

Uphold the APS Values and Code of Conduct by inquiring into breaches and reviewing matters.

Provide contemporary and authoritative policy and implementation advice to agencies on the APS Values, Code of Conduct, and Employment Principles.

Key Activity 2: Lead and support the development of quality APS workforce management policy.

Shape workforce management policies, including through advice to Government on, and implementation of, policies that deliver remuneration and conditions that are modern, fit for purpose and which attract and retain great talent to the public service.

Contribute to building a workforce that reflects the diversity of the Australian community through inclusive and respectful workplace cultures and genuine opportunities to participate in the public service.

Use our expertise to provide clear, authoritative workforce management guidance and implementation advice to agencies in line with the *Public Service Act 1999* and other enabling legislation.

Key Activity 3: Build APS capability and leadership for the future.

Bring capability and expertise into the APS by partnering with APS agencies to develop best practice workforce attraction, selection and retention solutions, including clear entry pathways for prospective employees.

Build capability within the APS by identifying emerging capability requirements (e.g. APS Craft, cultural competency and literacy) and by supporting the development of APS staff through a networked model.

Nurture and promote collective and inclusive leadership approaches that builds strong and diverse APS leaders, capable of harnessing the capability that exists throughout the APS.



Key Activity 4: Foster an APS that engages and partners with people, communities and business.

Ensure the APS is forward looking and future fit by building a culture of ongoing review, evaluation, and improvement.

Influence policy design and decisions through the collection and sharing of data, insights (e.g. trust) and trends regarding the APS workforce and the public, to tackle the most complex problems faced by the Parliament, Government and the public.

Play a key role in building the ability of the APS to partner and engage those we work with.

Support the APS to deliver on priority reforms under the National Agreement on Closing the Gap.

Contribute to building stronger public service institutions by exchanging experiences and supporting capability uplift across the Pacific region, South East Asia, and through engagement with Organisation for Economic Co-Operation and Development member countries.



Operating Context

Environment

We work locally, within our region and globally in a dynamic and evolving political, social and technological environment.

Rapidly responding to trends in digital advancement, flexible work, ethical governance and stewardship, as well as expectations for stronger partnerships and connections between the public service and its stakeholders, will be essential to sustaining trust and delivering on our purpose and vision.

To do this, we will inform, respond to, and learn from various legislative and regulatory changes, reviews and findings, as well as listen to those with lived experience, to drive a culture of ongoing review, evaluation, and improvement.

Capabilities

People

Our people are our greatest asset. We will maintain and develop a diverse, capable, inclusive and professional workforce with enhanced tools and processes to help them do their jobs well.

The development of the Commission's capability ensures that we can continue to achieve our purpose. Investments in capability also support us to lead by example, uphold public sector principles and values, and build flexibility and expertise to meet current and future needs.

Based on our legislative obligations, the Commission seeks to reflect the diversity of Australians in our workforce and to foster a workplace that is supportive, respectful, safe and inclusive. Our suite of guidance and policies will help guide this work over the forward years.

We will continue to invest in our workforce through a range of learning offerings for all staff including through leadership development opportunities. Our priority is also to strengthen the assets, technology, systems, tools, and processes that enable the Commission's activities, and our people to do their work.

The Commission continues to operate in a highly competitive labour market which requires us to adapt our attraction, recruitment and workforce planning frameworks to acquire expertise needed to meet the changing needs of government and the community.

In 2024-25 the Commission will develop and implement its next Strategic Workforce Plan. The Plan will focus on the structures, processes and strategies to manage and develop our workforce through the employment lifecycle to attract and retain the skills we need now and into the future.

Equally important is providing staff with access to contemporary wellbeing support and reasonable adjustments so that they can thrive at work. We focus on both physical and psychological health, and are committed to providing a psychologically safe workplace, to be an employer of choice, support staff wellbeing, and drive a pro-integrity culture.



Technology

Our technology objective is to ensure that our staff have the right tools to do their work. We will achieve this by strengthening our technology, digital and data environment, prioritising a modern workplace and contemporary services. Key initiatives will include a new technology operating model, fit for purpose applications and tools, and improved technology services. In addition we will continue to look at opportunities to adopt emerging technologies, such as Artificial Intelligence, and to strengthen our cyber security and technology governance arrangements.

Implementation of the APS Strategic Commissioning Framework

Growing the capability of our workforce as part of our broader role in building APS capability will continue to be a priority for the Commission. Through our implementation of the APS Strategic Commissioning Framework, any use of external expertise will be based on our consideration of core work, and directed at circumstances that enhance our work and the knowledge of our team.

The Commission has identified its core work and confirmed that it does not currently outsource any APS-wide core work, as defined in the APS Strategic Commissioning Framework.

Across the balance of the Commission's core work, our target for 2024-25 is to reduce outsourcing in the APS job families of Service Delivery and Policy, with an expected reduction of \$635,500.

Capability Review

The [APSC's Capability Review](#), conducted in July 2023, confirmed that our expertise and partnership is highly sought after and valued by our stakeholders. The Capability Review assessed the maturity of the Commission against 5 domains of:

- Leadership and Culture
- Collaboration
- Delivery
- People
- Resourcing and Risk.

The Commission published its response to the Capability Review in September 2023. The [Action Plan](#) identified 12 broad response actions, to enhance capability maturity over a 5 year horizon and better position the organisation for the future. In line with our implementation timeframes, as at 30 June 2024, we have completed a third of our enhancement activities, with the remainder to be implemented over the life of this Corporate Plan.

Robust consolidation and analysis has been undertaken to clarify the Commission's purpose, vision and priorities that are articulated in this Corporate Plan. We have also implemented initiatives to better leverage data to support policy development, service delivery and transparency, which has included the release of more data in the State of the Service Report and proactively assisting agencies to better utilise results from the APS Employee Census and the Trust in Australian public services survey.



Risk oversight and management systems

Understanding, adapting and responding to changes in our operating environment is critical to delivering on our Purpose. The Commission's approach to risk management supports us to prepare for change, continuously improve our performance and enable considered decision-making. The Commission's Risk Management Framework and Policy is consistent with the Commonwealth Risk Management Policy and the internal standards set out in ISO31000 – Risk Management.

Risk management is a responsibility of all Commission employees. The Commission empowers its staff to identify, engage and manage risk to deliver on our Key Activities and realise our Purpose and Vision. Our appetite for risk in reforming and building APS capability acknowledges that embracing innovation and accepting risk is often necessary to achieve our Purpose, whilst for other risks our lower risk appetite is framed by our statutory obligations and / or the undesirable serious consequences that could occur.

The Commission recently refreshed its strategic risks, captured below, to align with our purpose and activities.

Whether:

1. the Commissioner is able to meet their legislative obligations under the *Public Service Act 1999* reflecting an established framework for institutional integrity
2. our actions and communication support trust and confidence in the Commission (by the Australian Parliament and Government, APS agencies and the community) to establish and maintain meaningful partnerships that enable delivery of timely, relevant and influential advice
3. we provide policy guidance and advice that aligns with stakeholder needs, is pragmatic to implement and is evidence-based
4. we understand the employment market and align workplace conditions with labour force expectations to attract and retain talent, increase engagement, motivation and enthusiasm to position the APS as a model employer
5. our strategies, policies, initiatives and products are designed to build public sector leadership and capability to meet ongoing and future needs
6. we sustain the capacity and capabilities needed to continue to meet the expectations and growing demands of our stakeholders in an environment of reduced financial certainty.

To support management of strategic risks, business risk management occurs in line with defined roles, responsibilities and practices. The APS Commissioner, taking into account advice of the Executive Board, Chief Risk Officer and Audit and Risk Committee, establishes the APSC's risk appetite and tolerance. During 2024-25, the Commission will continuously improve its approaches to support a strong risk culture, and compliance with the Commonwealth Risk Management Policy.

The Commission's Executive Board continually monitors the environment in which the Commission operates, adjusting the Commission's risk profile as necessary. This approach supports the Executive Board to implement mitigation plans, enhance controls and implement treatments to ensure risks rated above tolerance levels are returned to an appropriate level. The Audit and Risk Committee, supported by our internal audit function, receives all internal audit reports and directs senior leaders to provide information as necessary, to enable the committee to assess whether risk is being appropriately managed. The Committee provides advice, and reports directly, to the Commissioner.



Cooperation

The Commission plays an important role in delivering functions under the *Public Service Act 1999* and in partnering with Secretaries in the stewardship of the APS. To effectively serve a modern Australia and drive APS integrity, workforce management and capability, we must work in genuine partnership with the rest of the public service, stakeholders and the community.

We provide high-quality and timely advice and support to the Minister for the Public Service and the Assistant Minister. We also provide transparency through the Australian Parliament and its committees.

We aim to be a trusted partner for APS agencies and value the views and perspectives of APS employees and their representatives. The annual APS Employee Census allows employees to tell us and their agencies what they think about working in the APS. It provides useful insights that help to shape the direction of the public service and drive high levels of performance. Similarly, we engage with the Australian community through the Survey of Trust in Australian public services.

We seek opportunities to continue and expand our partnerships with other sectors and jurisdictions — state and territory governments, our international counterparts, academia, the not-for-profit and private sectors — to learn from, contribute to, and share information and insights that lead to better outcomes and public sector reforms.

We are committed to a meaningful and ongoing relationship with First Nations peoples and we continue to build an APS workforce that reflects the multiple diversity dimensions of the communities that we serve.

Our focus on APS capability is strengthened by close partnerships with a range of educational institutions that specialise in working with the public sector — to build a pipeline of talent for the future. In addition to our existing relationships with the Australia and New Zealand School of Government, the Sir Roland Wilson Foundation and the Institute of Public Administration Australia, in 2024–25 we will continue to build on partnerships with universities.

We actively participate in the work of Secretaries Board and its committees, including as co-chair of the Capability and Workforce committee; Deputy Chair of the Chief Operating Officer Committee, Secretaries Talent Council, and Deputy Secretaries Talent Council; and as members of the Secretaries Digital and Data Committee and the Partnership Priorities Committee.

We exchange knowledge, experience and insights with foreign government partners in our region and multilateral institutions on public sector reform, workforce management, leadership and career management. We work closely with our counterpart agencies in Indonesia, Association of Southeast Asian Nations, New Zealand, Papua New Guinea, Fiji, Samoa, Tonga, the Solomon Islands, Kiribati, Nauru and Vanuatu. We also represent Australia at the OECD Public Governance Committee and are looking to meet demand from counterparts across Southeast Asia and further across the Pacific. We have memorandums of understanding with our partners in Indonesia, Singapore, India, Papua New Guinea and Vanuatu.

In addition to the above, the Commission receives annual funding from portfolio departments - as agreed at Secretaries Board – for the Academy to deliver whole of APS strategic and transformative initiatives to drive capability uplift. We also work with Department of Foreign Affairs and Trade to develop public sector capacity in the Asia-Pacific region through the Australian Aid Program.



System support

The Commission provides support across the system of government through its provision of employees and capability to the Remuneration Tribunal, Defence Force Remuneration Tribunal and Merit Protection Commissioner.

The remuneration tribunals perform an important role in determining, reporting and advising on allowances and entitlements for office holders, including parliamentarians, judicial and non-judicial court and tribunal holders and members of the Australian Defence Force.

The Merit Protection Commissioner supports agencies, departments and employees to meet their responsibilities, including through offering a system of review on a range of actions, decisions and promotions, complaints investigation, and assistance with recruitment and selection processes.



Our Performance

Performance Framework

Our Performance Framework helps the APSC's leadership and staff to understand the impact of their activities in delivering the Commission's Purpose.

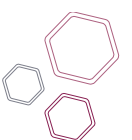
Our revised Purpose and Key Activities are directly connected to the Commissioner's functions, as outlined in the *Public Service Act 1999*.

We have also revised our performance measures, which provide a basis for monitoring, assessing and reporting on our performance over the next four years. We have designed our performance measures to include a mix of quantitative and qualitative measures, and we are continuing to refine the methodologies that support the measurement of our performance.

Our performance measures rely on a variety of data sources, including information that is gathered through internal reporting mechanisms. We also seek to gain insights on our performance through the use of surveys and stakeholder feedback.

We will continue to look for opportunities to develop and mature our Performance Framework, and report annually on our performance. As part of this process, we will continue to enhance our measures and supporting targets to provide a clear reporting line between our Portfolio Budget Statements, Corporate Plan, and Annual Report.

Our Performance Framework, including our revised set of Key Activities and seven performance measures, is illustrated below.



APSC Purpose

We are stewards of the Australian Public Service as custodians of public service integrity, workforce management and capability.

Vision

A trusted and contemporary Australian Public Service that delivers for Government and for Australia.

Portfolio Budget Statement: Outcome 1

Increased awareness and adoption of best practice public administration by the public service through leadership, promotion, advice and professional development, drawing on research and evaluation.

Portfolio Budget Statement: Program 1.1

Australian Public Service Commission: This program contributes to the outcome through building capacity, driving productivity and performance, streamlining processes, and promoting integrity and accountability.

Key Activities	Performance Measures
1. Promote and uphold the high standards of integrity and conduct within the APS	1.1 Contribute to a pro-integrity culture across the APS through performance of statutory functions and reform initiatives 1.2 Uphold high standards of conduct within the APS
2. Lead and support the development of quality APS workforce management policy	2.1 Right settings are in place to support an effective APS workforce 2.2 Enhanced First Nations representation and cultural capability across the APS
3. Build APS Capability and leadership for the future	3.1 Support APS leadership to develop their leadership capability 3.2 Contribute to an uplift in APS capability in the domains of APS Craft
4. Foster an APS that engages and partners with people, communities and business	4.1 APS is better enabled to engage and partner with people, communities and business

Key elements of our Performance Framework

Our Planned Performance Results describes the results we are aiming for against each performance measure – both within the 2024–25 reporting period and over the life of the Corporate Plan.

Methodologies and data sources describe the data, information, evidence or performance information collected, analysed and reported, to demonstrate achievement against the planned performance results, performance measures, Key Activities, Purpose, Program and Outcome as captured in our Portfolio Budget Statements. In identifying appropriate methodologies to measure performance, we aim for a mix of qualitative, quantitative, output, effectiveness and efficiency measures. Where effectiveness or efficiency measures are unavailable, we aim to set appropriate proxy measures – that is, an indirect performance measure that is strongly correlated with effectiveness or efficiency. We have designed our measures in line with the *Public Governance, Performance and Accountability Rule 2014* and the Department of Finance’s Resource Management Guide No. 131 (‘Developing performance measures’) and No. 132 (‘Corporate plans for Commonwealth entities’).

Assessing and reporting our performance

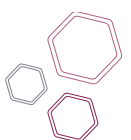
The Commission is committed to producing reliable and verifiable performance reporting information. In the lead-up to each reporting cycle, we review our Performance Framework, consult widely across the Commission and introduce changes aimed at improving the way we measure and report on our performance. In 2024–25, we made significant changes in response to the findings of the APSC Capability Review. These changes include a revised Purpose, set of Key Activities and set of performance measures to demonstrate our changed environment and shared understanding of priorities. We have also sought to:

- strengthen planned performance results to provide a stronger basis for assessment over time
- provide a more appropriate mix of qualitative, quantitative, output, effectiveness and efficiency measures to better reflect our maturity and overall performance.

Over the reporting period, business areas will be responsible for tracking, monitoring and reporting their performance against their relevant key activities and measures. All measures will be reported on using a predetermined performance methodology, as outlined within each performance measure below and in its detailed Performance Audit Trail. Where a performance measure has more than one planned performance result, all planned performance results are weighted equally unless stated otherwise in their Performance Audit Trail. This will enable an overall result to be calculated for the performance measure.

Data integrity

We recognise that accurate reporting of our performance measures requires an ongoing focus on data integrity. To support data integrity, we have systems and controls in place to ensure the data, evidence and information we collect to support our performance results are reliable, verifiable and unbiased. Uplifting, supporting and maintaining data integrity will remain a critical focus area for our Performance Framework and the ongoing maturity of our performance measures.



Performance Measures

Key Activity 1

Promote and uphold the high standards of integrity and conduct within the APS

Integrity is at the heart of everything we do within the APS. As custodians of APS integrity and conduct, the Commission sets the standard on integrity and conduct within the APS so that all employees, regardless of their level, understand and behave with integrity and in a manner that is consistent with the standards of what it means to be a good public servant.

To achieve this objective, our priorities are to:

- promote, with agency partners, a pro-integrity culture across the APS
- evaluate the extent to which agencies incorporate and uphold the APS Values, Code of Conduct and Employment Principles
- uphold the APS Values and Code of Conduct by inquiring into breaches and reviewing matters
- provide contemporary and authoritative policy and implementation advice to agencies on the APS Values, Code of Conduct and Employment Principles.

Performance Measure 1.1

Contribute to a pro-integrity culture across the APS through performance of statutory functions and reform initiatives.

Year	Planned Performance Results
2024–25	1.1.1 At least 75% of APSC-led Integrity Roadmap initiatives completed within endorsed timeframes.
	1.1.2 >80% enquiries responded to in accordance with the Service Charter for the Ethics Advisory Service and Employment Policy Advisory Service.
2025–26	1.1.1 At least 75% of remaining APSC-led Integrity Roadmap initiatives completed within endorsed timeframes.
	1.1.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25.
2026–27	1.1.1 At least 75% of remaining APSC-led Integrity Roadmap initiatives completed within endorsed timeframes.
	1.1.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25.
2027–28	1.1.1 100% of remaining APSC-led Integrity Roadmap initiatives completed.
	1.1.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25.



Why do we measure this?

- 1.1.1 The Integrity Roadmap is the Commission's commitment to shaping a pro-integrity culture for the APS, in partnership with APS agencies. The Roadmap consolidates a high volume of integrity initiatives led or co-led by the Commission. The Roadmap is a framework for the Commission to prioritise and sequence the initiatives into forward work plans and progressively embed them as business-as-usual. Implementation and the ongoing maturity of these initiatives strengthens the Commission in exercising its statutory integrity related functions.
- 1.1.2 The Commission's legislative functions* to promote and uphold high standards of integrity and conduct in the APS include driving reforms to workforce management, promoting the APS Values, Employment Principles and Code of Conduct, evaluating the extent to which Agencies incorporate and uphold the Values and Employment Principles and the adequacy of their systems and processes for ensuring compliance with the Code of Conduct, and providing advice and assistance to Agencies on public service matters.

*Under sections 41 (1)(b), and 41(2)(b), (e), (f), (h) and (l) of the Public Service Act 1999

Data source

- 1.1.1 The APSC Integrity Roadmap, supplemented by twice-yearly reporting on individual initiatives.
- 1.1.2 The APS Employment Policy Database and Ethics Advisory Service Database.

Methodology

- 1.1.1 All initiatives have been analysed to understand when each can be declared complete. Initiative progress updates will capture requisite information bi-annually, until each initiative is complete. Progress update information is saved in Share+. Initiative leads will provide progress against each initiative, including milestones, risks, intended outputs and outcomes on a bi-annual basis via an approved reporting template. Initiative progress updates will be verified by the 'owning' SES Band 1, then will be quality checked for completeness and collated by the Program Management Office. Information will be drawn from the progress updates as required, including to provide the Executive Board periodical updates on tracking for the achievement of this planned performance result.
- 1.1.2 To determine the performance results, Excel spreadsheets for each advice line will be used to determine the percentage of the total queries received for the reporting period, that were within the timeframes as outlined in the applicable Service Charters, as follows:
 - 1.1.2.1 Employment policy advice service: client service charter: Telephone calls will be responded to promptly. The service charter outlines circumstances when calls may not be answered. Email enquiries are to be responded to within 3 days, although for complex queries that require a longer timeframe, the recipient will be kept informed on the expected timeframe for a response
 - 1.1.2.2 Ethics Advisory Service: Client Service Charter: Telephone calls must be answered promptly. Email enquiries must be responded to within 2 business days. Where enquiries cannot be fully resolved in that timeframe an estimated time must be advised when the enquirer can expect a substantive response.

The basis for assessing the performance measure result as 'achieved', 'substantially achieved', 'partially achieved' or 'not achieved' has been captured in a detailed Performance Audit Trail.



Type

1.1.1 Quantitative/ Output as a proxy for effectiveness

1.1.2 Quantitative/ Output as a proxy for effectiveness.

Changes since previous year

Not Applicable - new Planned Performance Results for 2024-25.

Performance Measure 1.2

Uphold high standards of conduct within the APS.

Year	Planned Performance Results
2024–25	<p>1.2.1 Framework developed and implemented to evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the APS Code of Conduct</p> <p>1.2.2 100% of Agencies have section 15(3) APS Code of Conduct Procedures published on their website which comply with section 15(4)</p>
2025–26	<p>1.2.1 Implementation in accordance with the Code of Conduct Evaluation Framework. Planned Performance Results will be set following receipt of Baseline data from 2024-25.</p> <p>1.2.2 As per 2024-25</p>
2026–27	<p>1.2.1 Planned Performance Results will be set following receipt of Baseline data from 2024-25.</p> <p>1.2.2 As per 2024-25</p>
2027–28	<p>1.2.1 Planned Performance Results will be set following receipt of Baseline data from 2024-25.</p> <p>1.2.2 As per 2024-25</p>

Why do we measure this?

To support demonstration of the Commission’s legislative functions* to promote and uphold high standards of integrity and conduct in the APS include driving reforms to workforce management, promoting the APS Values, Employment Principles and Code of Conduct, evaluating the extent to which Agencies incorporate and uphold the Values and Employment Principles and the adequacy of their systems and processes for ensuring compliance with the Code of Conduct, and providing advice and assistance to Agencies on public service matters.

**Under sections 41 (1)(b), and 41(2)(b), (e), (f), (h) and (l) of the Public Service Act 1999*



Data source

- 1.2.1 Integrity, Performance and Employment Policy / Integrity Investigations and Conduct records of project tracking. In forward years, analysis of performance against indicators identified in the Evaluation Framework will be used.
- 1.2.2 Integrity, Performance and Employment Policy / Integrity Investigations and Conduct records of Agency engagement on Code of Conduct procedures compliance with section 15(4)&(7).

Methodology

- 1.2.1 Analysis of departmental records tracking project milestones will be undertaken. Project will be planned with appropriate project methodology to ensure Evaluation Framework is developed and approved by Executive in the first quarter of 2025. Completing the Framework in the 1st quarter of 2025 will allow for implementation to commence in the 2nd quarter of 2025.
- 1.2.2 Contact, and responses from all agencies are recorded in a central spreadsheet on Integrity Investigations and Conduct Share+ site. These records are analysed to determine the percentage of complying agencies. Non-complying agencies are engaged with at least quarterly to encourage compliance with section 15(4)&(7).

The basis for assessing the performance measure result as 'achieved', 'substantially achieved', 'partially achieved' or 'not achieved' has been captured in a detailed Performance Audit Trail.

Type

- 1.2.1 Quantitative/ Output (for the current reporting year only)
- 1.2.2 Quantitative/ Output as a proxy for effectiveness.

Changes since previous year

- 1.2.1 Not Applicable – new Planned Performance Result for 2024-25
- 1.2.2 Aligns with 2023-24 Planned Performance Result 1.1.



Key Activity 2

Lead and support the development of quality APS workforce management policy.

The Commission is a people business. As custodians of APS workforce management, we use our deep expertise to create effective workplaces and a quality experience for APS employees by staying abreast of shifts in the employment landscape, and developing and implementing policies and initiatives that position the APS as a desired employer.

To achieve this objective, our priorities are to:

- shape workplace relations and employment policies, delivering remuneration and conditions that are modern, fit-for-purpose and which attract and retain talent
- contribute to building an APS workforce that reflects the diversity of the Australian community through inclusive workplace cultures and genuine opportunities to participate in APS employment
- use our expertise to provide clear, authoritative workforce management guidance and implementation advice to agencies in line with the *Public Service Act 1999* and other enabling legislation.

Performance Measure 2.1

Right settings are in place to support an effective APS workforce.

Year	Planned Performance Results
2024–25	2.1.1 100% of collective workplace arrangements are compliant with the Public Sector Workplace Relations Policy
	2.1.2 >90% APS agencies meet the required milestones under the APS Strategic Commissioning Framework
	2.1.3 >80% of measurable metric targets achieved in APS Reform Outcome 6 – The APS sets the standard for equity, inclusion and diversity
2025–26	2.1.1 As per 2024-25
	2.1.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	2.1.3 Planned Performance Results will be set following receipt of Baseline data from 2024-25
2026–27	2.1.1 As per 2024-25
	2.1.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	2.1.3 Planned Performance Results will be set following receipt of Baseline data from 2024-25
2027–28	2.1.1 As per 2024-25
	2.1.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	2.1.3 Planned Performance Results will be set following receipt of Baseline data from 2024-25



Why do we measure this?

To attract, build and retain a skilled and robust APS workforce that reflects the diversity of the Australian community and enables effective delivery of government policies and services for the future. The policy intent behind the three sub-components is to ensure the public service is a model employer and preferred employer; for agencies that employ staff under the *Public Service Act 1999* to rebalance their workforce over time to reduce reliance on external labour for core work; and the APS to set the standard for equity, diversity and inclusion, as required by the *Public Service Act 1999*.

Data source

- 2.1.1 Workplace arrangements provided by agencies.
- 2.1.2 2024 APS Agency Survey; direct reporting of core work and targets to the APSC; APS agency Corporate Plans.
- 2.1.3 APS Remuneration Survey; APS Employee Census, and APS Employment Database.

Methodology

- 2.1.1 Desktop compliance review of all proposed Commonwealth agency collective agreements against the Government's policy and other authoritative guidance material. The process is as follows:
 - an agency provides a proposed workplace arrangement to Workplace Reform
 - proposed workplace arrangement saved in Share+, and allocated for assessment by Subject Matter Experts
 - SMEs provide comment on proposed workplace arrangement and prepares a brief to the Commissioner
 - brief is cleared at Director and Assistant Commissioner level, ahead of advancement to the Commissioner for approval
 - returned briefs, representing approval, are saved in Share+ with the assessed version of the workplace arrangement.

All documents in Share+ have appropriate access limitations and version controls. Commonwealth agency collective workplace arrangements are defined in the Policy and considered proposed when provided by agencies to the APSC

- 2.1.2 Desktop compliance review. Agency data is received, recorded, counted and reconciled against the list of in-scope APS agencies.
- 2.1.3 Desktop review and analysis. The APS Reform Project Management Office requests the following data from APSC People Insights team to substantiate 11 performance metrics under the outcome 6 of APS Reform agenda:
 - APS gender pay gap data from the APS Remuneration Survey
 - Workplace discrimination data from APS Employee Census
 - APS workforce diversity data from APSED.

The data is compared to the 2023 baseline data published in the APS Reform Annual Progress Report 2024 against each performance metric under Outcome 6. Each performance metric under the outcome is weighted equally for the purpose of reporting on this submeasure, therefore 9 of 11 performance metrics under Outcome 6 must meet its objectives to meet the fully achieved target. Performance information is saved in Share+.

The basis for assessing the performance measure result as 'achieved', 'substantially achieved', 'partially achieved' or 'not achieved' has been captured in a detailed Performance Audit Trail.



Type

- 2.1.1 Quantitative/ Effectiveness
- 2.1.2 Quantitative/ Effectiveness
- 2.1.3 Quantitative/ Effectiveness.

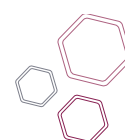
Changes since previous year

- 2.1.1 Aligns with 2023-24 Planned Performance Result 3.1
- 2.1.2 Not Applicable – new Planned Performance Result for 2024-25
- 2.1.3 Not Applicable – new Planned Performance Result for 2024-25

Performance Measure 2.2

Enhanced First Nations representation and cultural capability across the APS.

Year	Planned Performance Results
2024–25	2.2.1 Percentage of EL2 and Senior Executive Service who have completed cultural capability training
	2.2.2 The SES100 initiative boosts First Nations SES cohort numbers to at least 100 by June 2025
	2.2.3 >6 agencies have recruited from the First Nations SES Merit List
2025–26	2.2.1 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	2.2.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	2.2.3 Planned Performance Results will be set following receipt of Baseline data from 2024-25
2026–27	2.2.1 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	2.2.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	2.2.3 Planned Performance Results will be set following receipt of Baseline data from 2024-25
2027–28	2.2.1 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	2.2.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	2.2.3 Planned Performance Results will be set following receipt of Baseline data from 2024-25



Why do we measure this?

This performance measure directly contributes to the Closing the Gap Priority Reform Three to transform government institutions and organisations, specifically to identify and eliminate racism, and embed and practice meaningful cultural safety. We prioritise initiatives and activities to increase representation and strengthen cultural safety to address recruitment, retention, and attrition of First Nations staff within the APS.

Data source

- 2.2.1 APS Learn
- 2.2.2 APS Employment Database
- 2.2.3 APSC e-Recruit/APS Gazette.

Methodology

- 2.2.1 Core 0-10 Learning modules are uploaded into APSLearn, and reporting is provided to the First Nations Unit on EL2 participation numbers at least every two months, which allows for a percentage to be determined by dividing total numbers of EL2 during the period by total number of EL2 participants during the period.
- 2.2.2 APSED to provide report to First Nations Unit on First Nations SES Cohort. Size of cohort to be compared against the basis for assessing the result as documented in the detailed Performance Audit Trail.
- 2.2.3 SES100 agency participation can be confirmed by the APS Gazette outcomes.

The basis for assessing the performance measure result as 'achieved', 'substantially achieved', 'partially achieved' or 'not achieved' has been captured in a detailed Performance Audit Trail.

Type

- 2.2.1 Quantitative/ Output as a proxy for effectiveness
- 2.2.2 Quantitative/ Output as a proxy for effectiveness
- 2.2.3 Quantitative/ Output as a proxy for effectiveness

Changes since previous year

Not Applicable - new Planned Performance Results for 2024-25.



Key Activity 3

Build APS capability and leadership for the future

A knowledgeable and skilled public service is essential in order to meet the challenges ahead and to maintain trust in government. As custodians of APS capability and leadership, we will continue to work across the service to leverage learning and development expertise. We will provide clear entry pathways, a platform for the development of critical skills and forecast and plan for the leadership capabilities that the APS needs for the future.

To achieve this objective, our priorities are to:

- bring capability and expertise into the APS by partnering with agencies to develop best recruitment and retention solutions, including clear entry pathways for prospective APS employees
- build capability within the APS by identifying emerging capability requirements (e.g. APS Craft, cultural competency) and by supporting the development of APS staff through a networked model
- build strong and diverse APS leaders
- nurture and promote collective leadership approaches that harness the capability that exists throughout the APS

Performance Measure 3.1

Support APS leadership to develop their leadership capability.

Year	Planned Performance Results
2024–25	3.1.1 10% increase on SES who participated in APS Academy leadership programs during 2023-24
	3.1.2 90% of courses where learners report a positive learning experience
2025–26	3.1.1 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	3.1.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25
2026–27	3.1.1 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	3.1.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25
2027–28	3.1.1 Planned Performance Results will be set following receipt of Baseline data from 2024-25
	3.1.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25

Why do we measure this?



To build public service capability and leadership for the future we need to contribute to leadership, high quality learning and development, and career management in the APS. To deliver on this commitment we provide high quality, one-APS senior executive leadership development and talent programs.

Data source

3.1.1 APS Learn

3.1.2 Leadership and Talent Development records, including Participant Surveys.

Methodology

3.1.1 Enrolment data is captured in APS Learn and Share+. Annual enrolments are compared to previous year enrolments and the variation (+/-) as a percentage is calculated.

3.1.2 Post-program evaluation surveys are used to collect data. At the end of the course, participants are asked to respond to a number of questions. The following statement will be included as a standard measure across all programs to provide a consistent and comparative measure using a 5 point Likert scale "*I had a positive learning experience*". A numerical value is assigned to each Likert response 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree.

For each course, individual responses will be aggregated to calculate the average score for the course. The performance target is the averaged of score ≥ 4.0 on a scale of 1-5. We then work out the percentage of all courses that averaged a score ≥ 4.0 on a scale of 1-5 for this question, to determine if we have achieved the result.

The basis for assessing the performance measure result as 'achieved', 'substantially achieved', 'partially achieved' or 'not achieved' has been captured in a detailed Performance Audit Trail.

Type

3.1.1 Quantitative/ Output as a proxy for effectiveness

3.1.2 Quantitative and Qualitative/ Output as a measure of effectiveness

Changes since previous year

Not Applicable - new Planned Performance Results for 2024-25.



Performance Measure 3.2

Contribute to an uplift in APS capability in the domains of APS Craft.

Year	Planned Performance Results
2024–25	<p>3.2.1 Increase on 2023-24 results for the number of co-branded learning offerings delivered arising from key partnership arrangements established within agencies</p> <p>3.2.2 90% of courses where learners report a positive learning experience</p> <p>3.2.3 100% of actions from APS Learning and Development Strategy and Action Plan that are completed within endorsed timeframes – where the Commission or APS Academy is listed as lead</p>
2025–26	<p>3.2.1 Planned Performance Results will be set following receipt of Baseline data from 2024-25</p> <p>3.2.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25</p> <p>3.2.3 Planned Performance Results will be set following receipt of Baseline data from 2024-25</p>
2026–27	<p>3.2.1 Planned Performance Results will be set following receipt of Baseline data from 2024-25</p> <p>3.2.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25</p> <p>3.2.3 Planned Performance Results will be set following receipt of Baseline data from 2024-25</p>
2027–28	<p>3.2.1 Planned Performance Results will be set following receipt of Baseline data from 2024-25</p> <p>3.2.2 Planned Performance Results will be set following receipt of Baseline data from 2024-25</p> <p>3.2.3 Planned Performance Results will be set following receipt of Baseline data from 2024-25</p>



Why do we measure this?

To build public service capability and leadership for the future we need to support the APS Network with a continuous learning model that connects our people with the best learning and development offerings. This requires an understanding of the critical capabilities identified in the APS Workforce Strategy and an APS learning culture that encourages and supports continuous learning and an APS-wide collaborative learning ecosystem.

Data source

- 3.2.1 APS Learn, APS Learning Bank, Partnerships log and report
- 3.2.2 Qualtrics, MS Forms
- 3.2.3 Progress log.

Methodology

- 3.2.1 Monthly reporting. A learning offering (e.g. courses or resources) is counted when it:
 - has originated from an APS source other than the APS Academy and is offered through the APS Academy channels such as APSLearn, APS Learning Bank and APS Academy website; or
 - it has resulted from partnering arrangements in the design or delivery, or
 - it carried APS Academy branding together with branding from another entity.
- 3.2.2 Post course evaluation surveys are used to collect satisfaction data. At the end of the course, participants are asked to respond to the following statement using a 5 point Likert scale "*I had a positive learning experience*". A numerical value is assigned to each Likert response 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. For each course, individual responses will be aggregated to calculate the average score for the course. The performance target is the averaged of score ≥ 4.0 on a scale of 1-5.
- 3.2.3 Actions in the Learning and Development Strategy and Action Plan are monitored. Project leads are responsible to report on progress against milestones in accordance with Standard Operating Procedures.

The basis for assessing the performance measure result as 'achieved', 'substantially achieved', 'partially achieved' or 'not achieved' has been captured in a detailed Performance Audit Trail.

Type

- 3.2.1 Quantitative/ Output
- 3.2.2 Quantitative and Qualitative/ Output as a proxy for effectiveness
- 3.2.3 Quantitative/ Output as a proxy for effectiveness

Changes since previous year

- 3.2.1 Aligns with 2023-24 Planned Performance Result 7.1
- 3.2.2 Aligns with 2023-24 Planned Performance Result 7.2
- 3.2.3 Aligns with 2023-24 Planned Performance Result 7.3



Key Activity 4

Foster an APS that engages and partners with people, communities and business

The Commission plays a key role in enabling and supporting the APS to continuously improve so that it can effectively deliver for the Parliament, Government and the Australian people now and into the future. As stewards of the APS, we recognise the increasing complexity within our broader operating environment and will contribute to building stronger public service institutions, domestically and internationally. We will foster an APS that is outward looking and which deploys strong relationship capability to solve complex systems problems in partnership with people, communities and business.

To achieve this objective, our priorities are to:

- ensure the APS is forward looking and future fit by building a culture of ongoing review, evaluation and improvement
- influence policy design and decisions through the collection and sharing of data, insights and trends regarding the APS workforce, trust and the public
- play a key role in building the ability of the APS to partner and engage those we work with;
- support the APS to deliver on priority reforms under the National Agreement on Closing the Gap
- leverage our data, system-wide insights and partnership capability investments to support the APS in tackling the most complex problems faced by the Parliament, Government and the public
- contribute to building stronger public service institutions by exchanging experiences and supporting capability uplift across the Pacific region, South East Asia and through engagement with OECD countries



Performance Measure 4.1

APS is better enabled to engage and partner with people, communities and business

Year	Planned Performance Results
2024–25	<p>4.1.1 Number of APS agencies that report they are supported to engage and partner</p> <p>4.1.2 <15% APS employees identify a collaboration and stakeholder engagement skills or capability gap</p> <p>4.1.3 Percentage of APS employees that agree that their work group considers the people and businesses affected by what they do</p>
2025–26	<p>4.1.1 Planned Performance Results will be set following receipt of Baseline data in 2024-25</p> <p>4.1.2 Planned Performance Results will be set following receipt of Baseline data in 2024-25</p> <p>4.1.3 Planned Performance Results will be set following receipt of Baseline data in 2024-25</p>
2026–27	<p>4.1.1 Planned Performance Results will be set following receipt of Baseline data in 2024-25</p> <p>4.1.2 Planned Performance Results will be set following receipt of Baseline data in 2024-25</p> <p>4.1.3 Planned Performance Results will be set following receipt of Baseline data in 2024-25</p>
2027–28	<p>4.1.1 Planned Performance Results will be set following receipt of Baseline data in 2024-25</p> <p>4.1.2 Planned Performance Results will be set following receipt of Baseline data in 2024-25</p> <p>4.1.3 Planned Performance Results will be set following receipt of Baseline data in 2024-25</p>

Why do we measure this?

As stewards of the Australian Public Service, we are responsible for fostering an APS that can support the public interest now and into the future. An APS that engages and partners with people, communities and business is best placed to understand and deliver on the needs of Australia. Reporting against this performance measure demonstrates the impact of our activities and actions which enable the APS to engage and partner with people, communities and business.

Data source

- 4.1.1 Annual APS Agency survey
- 4.1.2 Annual APS Employee Census
- 4.1.3 Annual APS Employee Census



Methodology

- 4.1.1 The APS Agency Survey is a census of all APS agencies with at least 20 employees employed under the *Public Service Act 1999*. Agencies must complete the survey to fulfil their duties under the Act. The results for this measure are determined based on the responses provided to the survey question: 'Does your agency require greater partnership and engagement skills and/or capabilities to develop more fit for purpose polices and services?'. Response options are 'yes' or 'no'. The result for this performance measure is determined by counting the total number of agencies that respond 'yes'.
- 4.1.2 The APS Employee Census is a survey of all eligible personnel who are employed under the *Public Service Act 1999*. However, participation is voluntary. The results for this measure are determined based on a survey question that asks participants to reflect on the developing capability (2024 Employee Census question 30 and 31(10); however, numbering is subject to change). Participants are asked 'Are there currently skills or capability gaps within your immediate workgroup'. Response options are 'yes' or 'no'. Where a participant responds with 'yes' they are then asked to select the skills or capabilities that are missing via multiple choice where one option is 'Collaboration and stakeholder engagement'. The results for this performance measure is determined by counting the total number of responses that:
- respond with 'yes' to identify a skill or capability gap; and
 - select 'Collaboration and stakeholder engagement' as the skill or capability gap.
- This count is then used to determine the percentage based on the total number of responses to the APS Employee Census for the given year.
- 4.1.3 The APS Employee Census is a survey of all eligible personnel who are employed under the *Public Service Act 1999*. However, participation is voluntary. The results for this measure are determined based on a survey question that asks participants to reflect on the attributes of their immediate work group (2024 Employee Census question 18(f)). Participants are asked to rate their agreement in response to the following statement : 'My work group considers the people and businesses affected by what we do'. Response options are 'strongly agree', 'agree', 'neither agree nor disagree', 'disagree' or 'strongly disagree'. The result for this performance measure is determined by counting the total number of responses that 'strongly agree' or 'agree', and then determining the percentage based on the total number of responses to the APS Employee Census for the given year .

The basis for assessing the performance measure result as 'achieved', 'substantially achieved', 'partially achieved' or 'not achieved' has been captured in a detailed Performance Audit Trail.

Type

- 4.1.1 Quantitative/ Output as a proxy for effectiveness
- 4.1.2 Quantitative, Qualitative/ Output as a proxy for effectiveness
- 4.1.3 Quantitative, Qualitative/ Output as a proxy for effectiveness

Changes since previous year

Not Applicable - new Planned Performance Results for 2024-25.



Requirements Acquittal

Source	Requirement	Page
Section 16E(1) – Public Governance, Performance and Accountability Rule 2014	The corporate plan for a Commonwealth entity must cover a period of at least 4 reporting periods for the entity, starting on the first day of the reporting period for which the plan is prepared under paragraph 35(1)(a) of the Act.	2
Section 16E(2)(1) – Public Governance, Performance and Accountability Rule 2014	<p>Introduction</p> <ul style="list-style-type: none"> a) a statement that the plan is prepared for paragraph 35(1)(b) of the Act; b) the reporting period for which the plan is prepared; c) the reporting periods covered by the plan. 	2
Section 16E(2)(2) – Public Governance, Performance and Accountability Rule 2014	<p>Purposes</p> <ul style="list-style-type: none"> • The purposes of the entity. 	4
Section 16E(2)(3) – Public Governance, Performance and Accountability Rule 2014	<p>Key Activities</p> <ul style="list-style-type: none"> • For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes. 	5 - 6
Section 16E(2)(4) – Public Governance, Performance and Accountability Rule 2014	<p>Operating Context</p> <p>For the entire period covered by the plan, the following:</p> <ul style="list-style-type: none"> a) the environment in which the entity will operate 	7
	<ul style="list-style-type: none"> b) the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes 	7 - 8
	<ul style="list-style-type: none"> c) a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed 	9
	<ul style="list-style-type: none"> d) details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes 	10 - 11
	<ul style="list-style-type: none"> e) how any subsidiary of the entity will contribute to achieving the entity's purposes 	Not Applicable
Section 16E(2)(5) – Public Governance, Performance and Accountability Rule 2014	<p>Performance</p> <p>For each reporting period covered by the plan, details of how the entity's performance in</p>	12 - 29



Source	Requirement	Page
	<p>achieving the entity's purposes will be measured and assessed through:</p> <ul style="list-style-type: none"> a) specified performance measures for the entity that meet the requirements of section 16EA; and b) (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target 	
<p>Section 35(3)Public Governance, Performance and Accountability Act 2013</p>	<p>If:</p> <ul style="list-style-type: none"> a) a statement of the Australian Government's key priorities and objectives is published under section 34; and b) the purposes of the Commonwealth entity relate to those priorities and objectives; <p>then the corporate plan must set out how the activities of the entity will contribute to achieving those priorities and objectives</p>	<p>Not Applicable</p>
<p>Strategic Commissioning Framework</p>	<p>Report agency-specific targets to reduce inappropriate outsourcing publicly in your corporate plan and provide them to the APSC via the Agency Survey</p>	<p>8</p>

