



Australian Government  
Productivity Commission

[pc.gov.au](http://pc.gov.au)

# Corporate Plan 2025-29

August 2025

## Acknowledgement of country



The Productivity Commission (PC) acknowledges the Traditional Owners of Country throughout Australia and their continuing connection to land, waters and community. We pay our respects to their Cultures, Country and Elders past and present.

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## About us

We are the Australian Government's independent research and advisory body on a range of economic, social and environmental issues affecting the welfare of Australians. Our role, expressed most simply, is to help governments make better policies, in the long-term interest of the Australian community.

Our independence is underpinned by an Act of Parliament. Its processes and outputs are open to public scrutiny and are driven by concern for the wellbeing of the community as a whole.

Further information about us is on our website ([www.pc.gov.au](http://www.pc.gov.au)).

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## Statement of preparation

I, Danielle Wood, Chair of the Productivity Commission, as the accountable authority, present the Productivity Commission *Corporate Plan 2025–29* (the Corporate Plan), as required under paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

The Corporate Plan has been prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014* (Cth) (PGPA Rule). It provides strategic direction to guide our activities from 1 July 2025 through to 30 June 2029.

The Corporate Plan will be reviewed and updated on an annual basis in line with our legislative obligations.

The Corporate Plan was provided to the Treasurer and Finance Minister on 28 August 2025.

In this document, we refer to the Productivity Commission as the PC.

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## Message from the Chair

It is my pleasure to present our *Corporate Plan 2025–29*, my second as Chair of the Productivity Commission (PC).

The PC aspires for a more productive and prosperous Australia. We are driven by a clear purpose: to deliver independent, evidence-based advice that improves the wellbeing of all Australians. We do this by focusing on productivity – not as an abstract economic concept, but as a practical and powerful tool for sustainably lifting Australians’ living standards.

In last year’s Corporate Plan, we laid strong foundations for our future work. Much of this will continue in 2025-26 – but some things have changed.

The Australian Government’s decision to put productivity and growth at the heart of its economic policy agenda is welcome. Australians have felt the effects of stalling economic progress over past decades in slower income growth, rising housing costs, climate pressures and the fiscal weight of an ageing population. These are productivity challenges. They deserve to be front and centre in our national conversation.

To boost productivity we must adopt a ‘growth mindset’ – an elevation of growth and the benefits it brings – to all aspects of policy making.

A growth mindset means streamlining regulation to remove barriers to growth and enable better policy outcomes, embracing innovation and technology to unlock new possibilities and recognising that productivity gains come from many smart decisions, not a few silver bullets. It’s an approach that has been missing from Australian policy for far too long.

As the government’s independent research and advisory body, we are proud to play a key role in supporting and nurturing a growth mindset across a wide range of economic, social and environmental policy topics. This Corporate Plan outlines exactly how we will do this over the coming year and beyond.

By adopting a growth mindset, we can unlock the productivity gains that will shape a more inclusive, resilient and prosperous Australia. And in doing so, we will ensure future generations inherit a country that offers more, not less, than what we have. That is the promise of productivity.

**Danielle Wood**  
Chair

## About us

### Vision

Our independent research and advice helps government make informed policy decisions that benefit all Australians.

### What we do

The PC is the Australian Government's independent research and advisory body on a range of economic, social and environmental issues affecting the welfare of Australians.

Our work includes:

- holding public inquiries and delivering advice and recommendations on policy matters requested by the Australian Government
- undertaking research on a range of economic, social and environmental issues impacting Australians
- reporting annually on productivity, economic performance, industry assistance and regulation through our *Productivity Bulletin* and *Trade and Assistance Review* (TAR)
- providing independent, ongoing reporting for governments including the *Closing the Gap Annual Data Compilation Report* and dashboard and the *Report on Government Services* (RoGS)
- undertaking reviews of different government agreements and plans including the *National Agreement on Closing the Gap* and *Murray–Darling Basin Plan*
- investigating and reporting on competitive neutrality arrangements and complaints
- promoting public understanding of economic, social and environmental issues impacting Australians.

This work is underpinned by the in-house enabling services of strategic communications and engagement, digital technology, human resources, finance, and administrative support.

## How we work



### We are evidence based

Our findings and recommendations are supported by evidence-based research and analysis and input from our consultation and engagement activities.



### We operate independently

The PC operates under the powers, protection and guidance of the *Productivity Commission Act 1998 (Cth)* (PC Act). Our independence is formally exercised through the Chair and Commissioners, who are appointed by the Governor-General for fixed periods.

We have our own budget allocation and staff, which allows us to operate at arm's length from government. While our work is often initiated by government, our findings and recommendations are always based on our own analysis and judgments.



### Our processes are transparent

Our inquiry reports and research studies are open to public scrutiny. We publish all working papers and models that have contributed to our conclusions. We run public hearings and use roundtables, submissions received and seminars to seek input from stakeholders and community members.

The PC is committed to building and supporting a positive, safe and productive work culture for all. Our people possess a diverse range of skills and experience and come from a range of different backgrounds. What unites us is our shared commitment to better public policy.

Our PC values are the guiding principles for how we work and make decisions.

Together with the APS values, our values provide the foundations we need to adapt and grow so that we meet the needs and expectations of each other, our stakeholders and the Australian community.

## PC values

### INCLUSIVE



### COLLABORATIVE



### INFLUENTIAL



### RESPECTFUL



### SUPPORTIVE



## **Our legislation and governance**

The PC is an independent non-corporate Commonwealth entity established under the PC Act and PGPA Act.

The PC Act establishes the functions, powers, structure and operations of the PC that are overseen by the Chair, Deputy Chair and Commissioners, who are appointed by the Governor-General. The PC Act also instructs the PC to have regard to:

- improving productivity and overall economic performance in Australia
- reducing unnecessary regulation
- encouraging efficient, innovative and internationally competitive Australian industries
- facilitating structural changes in the economy in a way that avoids economic and social hardship
- recognising the diverse views and interests of the Australian communities likely to be impacted by our work
- increasing employment, including in regional areas
- promoting regional development
- recognising the progress made by other countries to reduce barriers to trade with Australia
- making sure Australian industry develops in ecologically sustainable ways
- making sure Australia meets its international obligations and commitments.

The Chair is the Accountable Authority for the PC.

## Our operating environment

As the pre-eminent independent research and policy advisory body to the Australian Government, we continually review, assess and consider a wide range of factors, forces, trends and views across all aspects of our work.

This section provides a summary of the internal and external factors we have considered when determining our strategic priorities and workplan.

### Improving productivity growth is our nation's biggest challenge

The Treasurer, the Hon Dr Jim Chalmers MP, has indicated that boosting productivity will be at the heart of the Australian Government's economic agenda for this term of parliament.

This renewed emphasis on growth is welcome. Australia's average annual productivity growth was slower in this past decade than it has been in 60 years. If Australia is unable to turn the trend around, young Australians may not see the same level of progress in incomes and living standards experienced by generations before them. Pro-growth economic reform will be key.

The economic roundtable hosted by the Treasurer in August 2025 has brought renewed energy and focus to this task. Cabinet ministers held consultations on ways to improve productivity in their portfolios, and the government asked stakeholders to submit practical ideas that are in the national interest and take budget trade-offs into account.

The PC has made important contributions to these policy debates. Our interim inquiry reports on the Government's '5 pillars' of productivity reform suggested practical and meaningful reforms across key areas:

1. Creating a more dynamic and resilient economy
2. Building a skilled and adaptable workforce
3. Harnessing data and digital technology
4. Delivering quality care more efficiently
5. Investing in cheaper, cleaner energy and the net zero transformation.

Recognising that governments' time and resources are limited, the PC's final recommendations will focus on a small number of reforms that provide bang for buck. In prioritising these choices, we will recommend options that:

- have a sizeable net benefit – a high expected economic dividend or significant benefit to community or individual wellbeing, relative to costs, and
- are practical – relatively straightforward to implement, less complex to roll out, produce higher levels of community understanding and support, and are backed up by high-quality evidence.

The PC will provide the final reports to government in December.

More broadly, the PC provided expert modelling advice to inform government decisions under the renewed National Competition Policy agreement, and we will continue to provide expert advice on competition policy issues at the request of Government. Our circular economy inquiry, due to be released in the latter half of 2025, will outline ways for governments to reduce waste and improve the way we reuse or recycle materials to benefit the economy and the environment.

Together with governments, stakeholders and the broader Australian community, we look forward to progressing these reforms and continuing to identify other opportunities to make Australia more productive and prosperous.

## Governments reaffirm their commitment to independent performance reporting

Over the last 12 months, we have seen renewed commitment and support from the Commonwealth, state and territory governments for our independent performance reporting work.

In late 2024, the Council on Federal Financial Relations (CFFR) reaffirmed the central role the PC and the Report on Government Services (RoGS) plays in providing information on the equity, effectiveness and efficiency of services provided by federal, state and territory governments. The CFFR's productivity reform agenda includes a commitment to 'strengthening RoGS to drive productivity improvements in the non-market sector', reinforcing its strategic importance in areas such as health, education, and community services.

The final report of the *Review of the RoGS and Performance Reporting Dashboard*, commissioned by National Cabinet:

- recognised RoGS as a cornerstone of public sector performance reporting – valued, trusted and a consistently used source of information on government services
- recognised our world-leading approach to performance measurement and its contribution to improving service delivery outcomes across the Australian public sector
- made 10 recommendations aimed at modernising and enhancing the RoGS and performance reporting.

We are now collaborating with jurisdictions to implement these recommendations including:

- developing deeper insights into service performance, with a focus on incorporating case studies
- exploring new analytical opportunities, including leveraging linked administrative data such as *Person Level Integrated Data Asset* (PLIDA) and *National Disability Data Asset* (NDDA)
- strengthening engagement with Aboriginal and Torres Strait Islander people and communities, and technical experts.

Now in its third decade, the RoGS will continue to provide data directly from all Australian governments on the equity, efficiency and effectiveness of the services they provide, including schools, police, courts and corrective services; health services; aged care and disability services; and housing and homelessness services.

In January 2025, the Australian Government asked us to independently review the *National Mental Health and Suicide Prevention Agreement*, which will look at how governments worked to achieve the goals of the Agreement, and in particular:

- the impact of mental health and suicide prevention programs and services delivered under the Agreement on Australia's wellbeing and productivity
- how effective the reforms in the Agreement have been with different parts of the Australian community
- the challenges and opportunities to integrate and deliver services across different jurisdictions and service systems
- whether the Agreement has had any unintended consequences like cost shifting, inefficiencies or worse outcomes for consumers and
- the effectiveness of reporting and governance arrangements for the Agreement.

Our interim report, released in June 2025, didn't contain much good news for governments. The mental health and suicide prevention system is fragmented and out of reach for many people, the actions in the Agreement do not advance system reform and many key commitments have not been delivered.

While the results of this review are disheartening, we can be proud of the fact that independent reviews like this continue to be commissioned by Government and are released to the public.

Our independent and systematic approach to reporting supports transparency, openness and rigour in government and government decision making. Our work is highly regarded and it's a necessary, central feature of a well-functioning democracy.

In 2026, we will continue to provide independent analysis and oversight over the impact and effectiveness of government policies, programs and services when we start our second *Review of the National Closing the Gap Agreement*. Together with our ongoing performance reporting, the *Closing the Gap Annual Data Compilation Report* and dashboard, this review will continue our work to elevate the voices and experiences of Aboriginal and Torres Strait Islander people and bring transparency to the work of governments in improving outcomes for Aboriginal and Torres Strait Islander people.

## **Inclusion and diversity are central to the way we work**

We believe that inclusion and diversity are not just values – they are essential to how we work and the impact we have. Creating a workplace where people feel safe, respected and valued for who they are leads to better thinking, stronger relationships, and more effective policy advice. When we embrace different perspectives and experiences, we improve our ability to understand complex issues and deliver research that reflects the needs of all Australians.

Our work spans economic, social and environmental policy. To do this well, we need to understand the full picture – including the lived experiences of people from different backgrounds. A diverse and inclusive workplace helps us:

- ask better questions and challenge assumptions.
- design more relevant and responsive research that reflects the realities of communities.
- build trust with stakeholders, especially those who have historically been excluded from decision-making.
- improve staff wellbeing and collaboration, which leads to more innovative and productive teams.

When people feel included and supported, they are more creative, engaged and able to contribute their best. This culture of respect and belonging strengthens our work and helps us deliver better outcomes for the Australian community.

Last year, we released our *Inclusion and Diversity Strategy 2024-28* which sets out a clear vision: a safe and respectful workplace where everyone can thrive. We are focused on 5 key outcomes:

1. Purposeful leadership
2. Inclusive ways of working
3. A safe, healthy and accessible workplace
4. A knowledgeable and committed workforce
5. A diverse workforce.

In addition to the flexible work practices and supports you typically see across the APS, we continue to invest in a range of other programs and initiatives to drive a more inclusive and diverse work culture. This includes:

- supporting a range of staff-led networks and communities
- partnering with organisations like the Australian Disability Network, Diversity Council of Australia and the Engagement Institute (formerly International Association for Public Participation) to support staff development
- increasing the use of affirmative measures in recruitment.

Our Workplace Improvement and Culture Committee (WICC) and Productivity Commission Consultative Committee (PCCC) also help to ensure staff voices are heard and that inclusion and diversity are central to everyday decision-making.

In addition to this, we have renewed our commitment to transform and meet our obligations under Priority Reform 3 of the *National Agreement into Closing the Gap*. We take this responsibility seriously.

Our *Statement of Commitment* outlines how we will change our systems, structures and culture to better work with Aboriginal and Torres Strait Islander peoples in a way that enables self-determination. This includes:

- building cultural safety into our workplace practices
- improving data governance to uphold the principles of Indigenous Data Sovereignty
- embedding Indigenous research methodologies in our work
- strengthening engagement with Aboriginal and Torres Strait Islander communities
- increasing representation of Aboriginal and Torres Strait Islander staff at all levels.

These changes are not just about meeting obligations – they are about becoming a better organisation.

We will also launch our first RAP later this year which will bring together our commitments and actions into a clear roadmap towards reconciliation and improving outcomes for Aboriginal and Torres Strait Islander people and communities. The RAP will be a key tool to help us meet our obligations under Priority Reform 3 and transform the PC into a more inclusive, culturally responsive and impactful organisation for all Australians.

Inclusion and diversity are everyone's business. Whether it's through everyday interactions, research projects, or leadership decisions, we all have a role to play. By continuing to listen, learn and act, we will build a workplace, and a society – that is fairer, stronger and more connected.

## Our strategy

This section details how we will deliver on our vision and purpose over the next 12 months and achieve the expected performance results listed in the Portfolio Budget Statement (PBS) 2025-26.

An overview of our strategy is illustrated below.

<b>Our purpose</b>	Well-informed policy decision making and public understanding relating to Australia's productivity and living standards			
<b>Our aspirations</b>	We are a trusted, credible and authoritative leader in economic and public policy discussions in Australia.	We deliver timely, rigorous and impactful research, analysis and advice that drives positive change.	Our work is shaped and informed by diverse government, stakeholder and community views and perspectives.	We are a high performing, safe and inclusive organisation.
<b>What we do</b>	<b>Inquiries</b> Government commissioned public inquiries	<b>Research</b> Government commissioned and PC-initiated research	<b>Performance reporting and analysis</b>	
<b>How we do it</b>	Transparency	Robust analysis	Community-wide perspective	Best practice communication activity
<b>Our performance measures</b>	Providing a valuable source of robust evidence-based analysis	Generating effective public debate	Engaging effectively with the government and community	
<b>Our core capabilities</b>	High calibre staff		Systems and support to engage effectively	

Where necessary, we will adapt and change our strategy and workplans in response to new and emerging priorities and challenges impacting Australia.

## Our focus areas

We will respond to government requests for commissioned work as and when requested. To help maintain our capability, we have identified a number of focus areas for our work.

### Productivity

- We will build on the findings and recommendations of our *Advancing Prosperity* report as well as progress our current inquiries into the Australian Government's 5 productivity pillars:
  1. Creating a more dynamic and resilient economy
  2. Building a skilled and adaptable workforce
  3. Harnessing data and digital technology
  4. Delivering quality care more efficiently
  5. Investing in cheaper, cleaner energy and the net zero transformation.
- We will explore the issues affecting productivity in Australia with new and insightful research that complements the inquiries we have undertaken.
- We will continue to unpack productivity statistics and examine trends and developments in our quarterly *Productivity Bulletin*.

### Trade and industry

- We will continue to deliver the annual *Trade and Assistance Review*, providing high levels of transparency around industry assistance and protection, and analysis about trade policies around the world as they affect Australian industries.
- We will continue to provide research and policy insights on developing issues in industry and trade policy, such as growing 'behind the border' assistance. Our research will support evidence-based policy design in growing in growing forms of industry assistance.

### Aboriginal and Torres Strait Islander policy and reporting

- We will make sure our work is guided by our responsibilities under the *National Agreement on Closing the Gap* and the priorities and aspirations of Aboriginal and Torres Strait Islander peoples.
- We will seek to embed Aboriginal and Torres Strait Islander perspectives in all stages of the research and reporting process.
- We will continue to develop and update the *Closing the Gap dashboard* in line with the *National Agreement on Closing the Gap*.
- We will continue to deliver the *Closing the Gap Annual Data Compilation Report*, which provides a point in time snapshot of progress towards the outcomes committed to under the *National Agreement on Closing the Gap*.
- We will undertake the next 3-yearly Review of progress towards implementing commitments under the *National Agreement on Closing the Gap*.
- We will undertake research and provide policy insights and advice on matters of importance to Aboriginal and Torres Strait Islander people.

## Climate change and energy

- We will undertake research and provide policy insights and advice on climate change and energy. This will include continuing to look at ways to make sure Australians have access to secure, reliable and affordable electricity as we transition to net zero. We will also look at ways to improve the way the economy and community responds and adapts to climate change.

## Competitive neutrality

- We will continue to operate the Australian Government Competitive Neutrality Complaints Office (AGCNCO) and meet our legislative obligations in relation to competitive neutrality.

## Data and digital

- We will undertake research and provide insights and advice on policy arrangements to best leverage data and digital technology for the benefit of the economy and all Australians.

## Environment and water

- We will continue to engage with governments, communities, industries, scientists and academics to broaden our impact in areas where environmental concerns and the economy interact.
- We will continue to deliver our responsibilities under the *Water Act 2007* (Cth) including our *Murray–Darling Basin Plan* and the *National Water Initiative* assessments, and under the *Future Drought Fund Act 2019* (Cth).

## Health and ageing

- We will undertake research and provide policy insights on how to ease system pressures without sacrificing quality of care.
- We will explore ways to enable greater adoption of best practice across the health system, through a range of policy interventions such as financial mechanisms, better use of data, more flexible approaches to care transitions and overcoming barriers to systems integration.
- We will continue to ensure our work is evidence-based and shaped by meaningful engagement with governments, the community, care sector professionals and organisations, and academic experts.

## Report on Government Services

- We will continue to provide information on the equity, effectiveness and efficiency of government services through the release of the RoGS.

## Corporate

- We will continue to provide enabling services to the PC with the provision of digital technology, finance and human resource expertise.

## Strategic communications and engagement

- We will continue to provide in-house support to the PC with the provision of strategic communications and engagement expertise.

## How we will deliver

### **We will lead conversations on economic and public policy issues impacting all Australians**

- We will attend and speak about our work at a wide range of events and conferences.
- In the immediate term, we will help advance the government's productivity agenda through advice on practical productivity-enhancing reforms and clear enunciation of the benefits of productivity growth for all Australians.
- We will deliver a new website that meets the diverse information needs and expectations of our stakeholders and the broader community.
- We will deliver high quality public events on a range of economic and public policy issues.
- We will build our capability to communicate plainly so that our work is easy to read and understand.
- We will ground our public conversations in decency, partnership, and respect for Aboriginal and Torres Strait Islander ways of knowing, being and doing.

### **We will build deep subject matter expertise and stakeholder relationships in our focus areas**

- We will continue to make use of secondments and short-term transfers to broaden and deepen our knowledge and capability, increase workforce diversity and support a greater focus on implementation.
- We will continue to provide a broad range of professional development opportunities to our staff including coaching and mentoring, formal courses and training, support to attend or present at professional conferences and events, as well as study leave and assistance.
- We will extend our recently adopted innovative approaches to stakeholder and community engagement to further aspects of our work program.
- We will take a relational approach to our inquiry, research and reporting functions, giving voice to the perspectives of Aboriginal and Torres Strait Islander people.
- We will work to strengthen our connections with Aboriginal and Torres Strait Islander communities to support their participation in the next review of Australia's progress against the *National Agreement on Closing the Gap*.
- We will measure stakeholder sentiment and satisfaction through the *Annual Stakeholder Survey* and report on it each year in our *Annual Report*.

### **We will use a range of frameworks, methodologies and approaches in our work**

- We will strengthen our data analytics and modelling capabilities through the implementation of our Data Strategy.
- We will implement the *Framework for the Governance of Indigenous Data* (GID) to ensure Aboriginal and Torres Strait Islander peoples have meaningful access to relevant government-held data.
- We will continue to explore the use of different datasets including building our use of linked administrative data particularly the *Person Level Integrated Data Asset* and the *Business Longitudinal Analysis Data Environment*.
- We will develop how we use qualitative data and evidence to address limitations in quantitative research, fill gaps in quantitative evidence and discover unexpected blind spots.

- We will continue to develop our use of Indigenous research methods along with other qualitative and quantitative methods to ensure our analysis and policy advice reflects Aboriginal and Torres Strait Islander views and experiences in a respectful and culturally safe way.
- We will adopt and embed Indigenous data governance and sovereignty principles and practices when collecting, managing, analysing and storing Indigenous data.
- We will continue to improve our approach to project and change management to support the timely delivery of advice and reports, and the wellbeing of our staff.

### **We will seek out and listen to diverse views and perspectives to inform our work**

- We will invest in digital tools and technology that will make it easier for stakeholders and community members to engage with our work.
- We will build our cultural capability in engaging with Aboriginal and Torres Strait Islander people through the implementation of our *Statement of Commitment*, *Reconciliation Action Plan*, and other new guidance, resources and peer-led training relating to Indigenous research methodologies.
- We will seek to embed a variety of community perspectives in all stages of the research and reporting process.
- We will share what we have heard from stakeholders and community members and how their views have informed our work in our reports.

### **We will attract and retain a talented and skilled workforce**

- We will continue to build a positive, safe and inclusive work culture that ensures we are an employer-of-choice for talent and skilled people from a range of backgrounds and disciplines.
- We will develop and implement a 5-year Workforce Strategy that is aligned to the strategic aims of the PC and supports the strategic considerations required to build and safeguard the workforce of the future.
- We will aim to employ and retain more Aboriginal and Torres Strait Islander staff at all levels to centre Aboriginal and Torres Strait Islander voices and perspectives in our research, inquiry and reporting work. This includes the development of an *Aboriginal and/or Torres Strait Islander Employment and Career Plan* that will focus on supporting learning and development, career progression and connection to culture.
- We will review our internal performance frameworks, embedding a culture of transparency and accountability for all staff including our senior leaders.

## Our performance

Our key performance outcome, outlined in the PBS 2025-26, *is to deliver well-informed policy decision-making and public understanding on matters relating to Australia's productivity and living standards, based on independent and transparent analysis from a community-wide perspective.*

Since the PBS 2025-26, we have made a few changes to our performance targets. The details and rationale for these changes are outlined in table 1.

We will report our performance against these measures in our Annual Report 2025-26.

### Providing a valuable source of robust evidence-based analysis

Key performance results	Target
% people who agree the PC generates research, analysis and advice that is robust, evidence-based and independent	>80%
# inquiry or commissioned study draft or final reports released	>6
# research papers, productivity bulletins, Trade and Assistance Review reports and other ongoing products released	>10
% commissioned work completed on time	100%
% ongoing products delivered on time and to agreed scope	100%
# report downloads	180,000
# academic citations	>250
# international engagements	>20
% of modelling results and methodology made available	100%
% chart and table data made available in a usable and accessible format (Excel or CSV files)	100%

### Generating effective public debate

Key performance results	Target
# media mentions	12,000
# articles and opinion pieces	20
# social media followers	32,000
# speeches and panels by Commissioners and Senior Executive Staff (SES)	150
# parliamentary mentions	155
# parliamentary hearings	5

## Engaging effectively with the government and community

Key performance results	2025-26
% people who agree the PC's publications, reports and papers are engaging and easy to read	>80%
Web Content Accessibility Guidelines (WCAG) level AA compliance standards met	Y/N
# webpage views	2m
# submissions received <sup>1</sup>	500
# meetings held with the community and other external stakeholders by Commissioners and SES	1,000
Australian Government is offered briefings at the completion of all commissioned inquiries and reviews	100%
% inquiries/commissioned studies that consider preparation of an Aboriginal and Torres Strait Islander engagement plan	100%
% people who agree that the PC provides enough opportunities to engage with and provide input into its work	>90%
% people who agree the PC provides enough time for meaningful consultation and engagement.	>90%
# public events held	10

<sup>1</sup> Submission refers to all types of written feedback received via our public consultation processes including survey responses, questionnaires, written submissions and brief comments.

**Table 1 – Changes to 2025-26 PBS key performance results**

Original	New	Rationale
>80% respondents in the Annual Stakeholder Surveys consider the Commission's work high quality	>80% people who agree the PC generates research, analysis and advice that is robust, evidence-based and independent	We updated our Annual Stakeholder Survey questions in 2024-25 to better align with our key performance measures.
>80% respondents in Annual Stakeholder Survey find Commission reports easy to read and engaging	>80% people who agree the PC's publications, reports and papers are engaging and easy to read	We updated our Annual Stakeholder Survey questions in 2024-25 to better align with our key performance measures.
>90% people are satisfied with their experience in engaging with the Commission	>90% people who agree the PC provides enough time for meaningful consultation and engagement >90% people who agree the PC provides enough opportunities to engage with and provide input into its work	We updated our Annual Stakeholder Survey questions in 2024-25 to better align with our key performance measures.
>150 academic citations	>250 academic citations	We exceeded our previous target.
>10 international engagements	>20 international engagements	We exceeded our previous target.
>8,000 media mentions	>12,000 media mentions	We exceeded our previous target.
>22,000 social media followers	>32,000 social media followers	We exceeded our previous target.

## Risk governance

Our approach to risk management is to embed an understanding of risk, controls and mitigations in every aspect of the organisation from business planning, reporting, decision making and operations.

Consistent with our practice of identifying, escalating and mitigating key risks, we have identified 4 enterprise risks that have the potential to adversely impact our performance, and plans to manage these risks:

1. Our reputation for high quality, independent and influential work (rigorous and transparent analysis) with the opportunity to contribute to public debate and policy is not maintained.
2. We are unable to demonstrate our commitment to Priority Reform 3 under the *National Agreement on Closing the Gap*.
3. We are unable to attract and recruit high quality staff and develop, retain and reinvigorate staff and leadership.
4. Our critical business systems fail, including cybersecurity breaches, data loss, compliance, violations, ICT system failures, third-party risks and insider threats.

All staff have a responsibility to be risk aware. The Chair is assisted by the Head of Office, the First Assistant Commissioners and the Assistant Commissioner Corporate to support a culture of risk management. This includes:

- regular communication to staff about risk
- promoting the benefits of risk management
- risk management training.

Risk management is also supported by other plans and policies, in addition, and in accordance with the PGPA Act and Rules, we have an Audit and Risk Committee which:

- provides independent advice and assurance to the Accountable Authority, the Chair, on the PC's financial and performance reporting responsibilities, risk oversight and management, and system of internal control
- is assisted by the entity's contracted internal auditors who deliver an internal audit program in line with the Audit and Risk Committee's guidance and subject to approval by the Head of Office or delegate.

We periodically report to the Audit and Risk Committee and meet with them quarterly to review our *Enterprise Risk Management Plan* and ensure the risks we are monitoring are managed effectively.

## Appendix

**Table 2 – PBS 4-year estimates (\$m) in 2024-25 and 2025-26**

	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY2028-29
<b>2024-25</b>	37,788	38,260	38,826	39,103	
<b>2025-26</b>	37,788	38,186	38,826	39,103	39,566