



Australian Government
Productivity Commission

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Corporate plan 2026–27

August 2026

Acknowledgement of country



The Productivity Commission 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.

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).

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Message from the Chair



It is my pleasure to present our *Corporate Plan 2026–27*, my third as Chair of the Productivity Commission.

The PC's aim is for a more productive and prosperous Australia. We fulfil that mission through independent, transparent research that takes a community-wide perspective.

For the past decade, Australia's productivity growth has been about a quarter of its long-term average. That should concern us all. Productivity growth enables us to continue to grow our living standards over time.

There is no one solution to our stalling productivity – the challenges and opportunities cut across all aspects of the economy. In the last year, we published five inquiries into the pillars of productivity:

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

It has been pleasing to see these reports contribute to a national conversation on productivity, and that governments have taken steps to implement many of our recommendations. This year, we will continue to advocate for a growth mindset across all portfolios and levels of government. Australia's productivity challenge has been years in the making, and it will take a concerted, persistent effort to address. Several pieces of our commissioned work this year will continue the focus on productivity and growth, including addressing barriers to business dynamism and housing regulation.

We will also continue our work on crucial social and environmental issues. We have been commissioned to undertake a second review of the National Agreement on Closing the Gap, which will assess governments' progress against their commitments to transforming the way they engage with Aboriginal and Torres Strait Islander communities. This review complements our ongoing reporting of governments' progress against their targets under the agreement.

Across all of our work, we set ourselves the highest standards for evidence-based recommendations, consulting widely, and communicating our work with impact. This Corporate Plan outlines how we will achieve those aspirations.

Statement of preparation

I, as the accountable authority of the PC, present the Corporate Plan 2026–27, which covers the 4-year period from 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

Danielle Wood
Chair

Our purpose

Our purpose is to provide independent, evidence-based advice that helps governments make better policy decisions to improve Australia's productivity and economic performance and enhance the wellbeing and living standards of all Australians.

Our strategy

This section details how we will deliver on our purpose over the next 12 months and achieve the expected performance results listed in the Portfolio Budget Statement (PBS) 2026–27.

An overview of our strategy is illustrated below.

Our aspirations	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.
What we do	Inquiries Government commissioned public inquiries	Research PC-initiated research	Performance reporting and analysis	
How we do it	Transparency	Evidence-based analysis	Community-wide perspective	Independence
Our performance measures	Providing a valuable source of advice to governments	Generating effective public debate	Engaging effectively with the government and community	
Our core capabilities	High calibre staff		Systems and support to engage effectively	

The work we do is in line with the Government's [Statement of Expectations](#) for the PC (2023) which outlines the Government's expectations of how the PC will renew and refocus its objectives by:

- taking into account the Government's policy priorities
- being responsive to changing economic environments
- modernising our analytical and research methods and using diverse data sources
- bolstering external engagement and communication methods
- strengthening internal culture and capabilities, and organisational governance arrangements.

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

Our legislation and governance

The PC is an independent non-corporate Commonwealth entity established under the *Productivity Commission 1998 Act* (Cth) (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.



Providing independent research and advice to Government on economic, social and environmental issues affecting the welfare of all Australians

Key activities

The key activities our entity undertakes to achieve our purpose are:

- 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 policies including the *National Agreement on Closing the Gap*, the GST distribution system and the *Future Drought Fund*
- 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.

Key activities	Our focus areas			
• Public inquiries and government advice • Research on economic, social and environmental issues • Productivity Bulletin and Trade and Assistance Review • Closing the Gap and Government Services reporting • Reviews of major government agreements and policies • Investigate competitive neutrality complaints • Promote public understanding of policy issues				
	Productivity	Aboriginal and Torres Strait Islander policy and reporting	Environment and water	Trade and industry
				
	Report on Government Services	Health and social care	Climate change and energy	Data and digital
Better informed policy decisions			Enhanced public awareness	

Our focus areas

We have identified focus areas for our work that will deliver rigorous and impactful analysis and advice and build the core capabilities of our staff.

Productivity

- The PC will analyse the drivers of Australia's productivity performance and shine a light on issues in the economy that affect our prosperity, now and in the future.
- We will continue to unpack productivity data and analyse trends and developments in our *Productivity Bulletin*.

Trade and industry

- The PC will continue to deliver the annual *Trade and Assistance Review*, providing transparency about industry assistance and protection, and analysis of trade developments.
- Our research will continue to support evidence-based policy design on contemporary issues, including recent developments in AI-related industry and trade policy.

Aboriginal and Torres Strait Islander policy and reporting

- 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 people.
- The perspectives of Aboriginal and Torres Strait Islander people will inform 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*.
- The PC 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*.
- Our research will provide policy insights and advice on matters of importance to Aboriginal and Torres Strait Islander people.

Climate change and energy

- Our work will provide policy insights and advice on climate change and energy including ways to ensure 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

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

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

- Our engagement with governments, communities, industries, scientists and academics will continue to broaden our impact in areas where environmental concerns and the economy interact.
- The PC will continue to deliver its 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 social care

- We will undertake research and provide policy insights on how to ease system pressures without sacrificing quality of care.
- The PC 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.
- Our work will remain evidence-based and shaped by meaningful engagement with governments, the community, care sector professionals and organisations, and academic experts.

Report on Government Services

- Through the Report on Government Services, the PC will continue to provide information on the equity, effectiveness and efficiency of government services.

How we will deliver

We will lead conversations on economic and public policy issues affecting all Australians

The PC will lead conversations on policy issues by:

- attending and speaking about our work at a wide range of events and conferences
- helping advance the government's productivity agenda through advice on practical productivity-enhancing reforms and clear communication of the benefits of productivity growth for all Australians
- grounding our public conversations in decency, partnership, and respect for Aboriginal and Torres Strait Islander ways of knowing, being and doing
- delivering high quality public events on a range of economic and public policy issues
- building our capability to communicate plainly so that our work is easy to read and understand
- tailoring our publications to meet the diverse information and accessibility needs of our stakeholders and the broader community.

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

The PC will build expertise and further develop stakeholder relationships by:

- continuing 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 the implementation of our policy advice
- continuing 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
- extending innovative approaches to stakeholder and community engagement to further aspects of our work program
- taking a relational approach to our inquiry, research and reporting functions, giving voice to the perspectives of Aboriginal and Torres Strait Islander people
- working to strengthen our connections with Aboriginal and Torres Strait Islander communities to support their participation in the next review of governments' progress against the *National Agreement on Closing the Gap*
- measuring 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

The PC will adopt a range of approaches to our work by:

- strengthening our data analytics and modelling capabilities through the implementation of our Data Strategy
- implementing the *Framework for the Governance of Indigenous Data* (GID) to ensure Aboriginal and Torres Strait Islander people have meaningful access to relevant government-held data
- continuing 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*
- further developing our capability and capacity to use qualitative data and evidence to complement other research methods, including quantitative methods
- continuing 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
- adopting and embedding Indigenous data governance and sovereignty principles and practices when collecting, managing, analysing and storing Indigenous data.

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

The PC will draw on diverse views and perspectives to inform its work by:

- investing in digital tools and technology that will make it easier for stakeholders and community members to engage with our work

-
- building our cultural capability to engage with Aboriginal and Torres Strait Islander people through the implementation of our *Statement of Commitment, Reconciliation Action Plan*, and other guidance, resources and peer-led training relating to Indigenous research methodologies
 - seeking to embed a variety of community perspectives in all stages of the research and reporting process
 - sharing 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 intellectually curious workforce

The PC will attract and retain its talented workforce by:

- continuing to build a positive, safe and inclusive work culture that ensures we are an employer-of-choice for talented and skilled people from a range of backgrounds and disciplines
- developing and implementing 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
- employing and retaining 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
- reviewing our internal performance frameworks, embedding a culture of transparency and accountability for all staff including our senior leaders
- continuing to improve our approach to project and change management to support the timely delivery of advice and reports, and the wellbeing of our staff.

Operating context

Our key activities are undertaken within our operating context which includes:

- the environment in which we operate
- the capability required to undertake our key activities and achieve our purpose
- our systems for overseeing and managing risk, the key risks we face, and how we will manage them
- who we cooperate with, and how they help to achieve our purpose

They individually and collectively contribute to achieving our entity's purpose by ensuring we are able to identify opportunities to influence policy outcomes, and we have internal processes and systems that manage risk and foster a high performing and inclusive workforce.

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.

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.

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 remains our nation's biggest challenge

The Australian Government placed boosting productivity and cutting regulatory costs at the heart of the 2026–27 Federal Budget, reiterating its commitment to lifting wages and living standards for Australians through productivity growth. The PC's recommendations in its 2025 five pillars of productivity inquiries, as well as past PC work, were central to many elements of the productivity package in the Budget.

This continued 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. A continued focus on removing unnecessary regulatory burdens should free up resources so businesses can invest and innovate, more houses can be built, people can access higher quality services, and less time and money is spent meeting unwarranted compliance obligations.

Our commissioned work program reflects a growth mindset

We have been asked to conduct inquiries into the determinants of regional airfares, housing supply regulation and barriers to business dynamism. Each of these focuses on policy recommendations that support people and businesses to invest in economic goods and services that benefit the Australian community, including services that underpin connectivity for people who live or work in remote and regional areas. Increasing the supply of housing is a priority of the Australian and state and territory governments and improving regulation that unnecessarily limits housing development is key to getting more houses built in areas people want to live and work. Many factors affect the affordability of housing, but increasing housing supply would help put downward pressure on prices.

Business dynamism is the processes of change among firms, including business set-up, expansion, contraction, change of ownership and closure. Unnecessary barriers can get in the way of risk taking, innovation and investments in labour and capital that are the foundations of economic growth. We will also review the regulatory environment that protects investors, creditors and workers when business ventures fail so labour and capital can move swiftly to other activities.

An investigation into whether safeguard measures against imports of certain fabricated structural steel products are warranted will determine if increased imports have caused or are threatening to cause serious injury to the relevant domestic industry. The Australian fabricated structural steel industry manufactures steel components, including for the construction, mining, manufacturing, defence and agriculture sectors and employed over 20,000 people in 2023–24. Getting the policy settings right matters for our economic growth.

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

PC reporting and review underpins the performance of governments and their policies

The PC has a central role in holding governments to account by providing information on the equity, effectiveness and efficiency of services provided by federal, state and territory governments through the Report on Government Services (RoGS). 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 2026, we will continue to provide independent analysis and oversight over the impact and effectiveness of government policies, programs and services in our second *Review of the National Agreement on Closing the Gap*. 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.

The PC is required by legislation to review certain government policies under the 2007 Water Act, the 2019 Future Drought Fund Act, and the 2018 Goods and Services Tax distribution reforms. These reviews are underway or expected to commence in 2026.

Our independent and systematic approach to reporting and review supports transparency, openness and rigour in government and government decision making.

Capabilities

Our ability to deliver high-quality, independent and influential advice depends on the capability of our people and the effectiveness of the systems that support them. As the policy environment becomes more complex and expectations continue to evolve, we will continue to invest in our workforce, digital capability and enabling corporate services to ensure the PC remains a modern, resilient and high-performing organisation.

Building and sustaining organisational capability is fundamental to achieving our purpose and strategic objectives. We require a skilled and adaptable workforce, contemporary digital and data capability, and effective corporate systems that enable us to undertake rigorous analysis, engage meaningfully with governments, stakeholders and the community, and deliver timely, transparent and evidence-based advice. Together, these capabilities underpin the delivery of our statutory functions and ensure we remain well placed to respond to emerging policy challenges.

Our values

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 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. Our values are: inclusive; collaborative, influential, respectful and supportive.

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.



Workforce

Our people are our greatest strength and the foundation of our capability. Delivering independent, rigorous and evidence-based advice requires a highly skilled, multidisciplinary workforce with expertise in economics, public policy, data and quantitative analysis, evaluation, stakeholder engagement, communications and corporate enabling services. Supported by contemporary digital systems and high-quality corporate services, our people have the tools and environment needed to undertake rigorous analysis, engage effectively with governments, stakeholders and the community, and deliver timely, transparent and impactful advice.

Over the life of this Corporate Plan, we will continue to strengthen organisational capability by focusing on three priorities

1. Capability – developing the technical, analytical, leadership and other professional skills needed to deliver timely, rigorous and impactful advice.
2. Culture – fostering a safe, inclusive and collaborative workplace that encourages learning, innovation and continuous improvement.
3. Capacity – attracting, developing and retaining the diverse talent required to respond to evolving government priorities and increasingly complex policy challenges.

Through strategic workforce planning, learning and development, succession planning and knowledge sharing, we will ensure we have the right people, with the right skills, in the right roles to deliver our purpose. We will continue to strengthen capability in areas such as data and digital analysis, strategic communication, stakeholder engagement, leadership and project delivery, while enhancing our ability to respond to emerging, cross-cutting and multidisciplinary policy issues.

During the reporting period, we will develop and implement our five-year Workforce Strategy to strengthen workforce planning, capability development, leadership, succession planning and knowledge sharing. We will continue to invest in learning and development, coaching and mentoring, secondments and professional development opportunities to broaden staff expertise and support a diverse, adaptable and high-performing workforce.

Consistent with our Inclusion and Diversity Strategy 2024–28, we will continue to foster a safe, respectful and inclusive workplace. 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. By embracing different perspectives and experiences, we strengthen 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 workforce helps us challenge assumptions, design more relevant and responsive research,

build trust with stakeholders, and foster collaboration and innovation across the organisation. When people feel included and supported, they are more engaged, creative and able to contribute their best, strengthening both our workplace and the quality of our work.

We are also committed to transforming how we work with Aboriginal and Torres Strait Islander people in line with Priority Reform Three of the *National Agreement on Closing the Gap*. Through our *Statement of Commitment* and Reconciliation Action Plan, we will continue to strengthen cultural safety, embed Indigenous research methodologies, improve data governance in line with the principles of Indigenous Data Sovereignty, deepen engagement with Aboriginal and Torres Strait Islander communities, and increase Aboriginal and Torres Strait Islander representation across the PC.

Our first Reconciliation Action Plan (RAP) brings these commitments together in a coordinated roadmap for advancing reconciliation, to strengthen cultural capability and support self-determination. Together, these initiatives will help build a more inclusive, culturally responsive and high-performing organisation.

APS Strategic Commissioning Framework

The PC operates in accordance with the Australian Public Service (APS) Strategic Commissioning Framework. Our core work is undertaken primarily by our APS workforce, ensuring we maintain the independence, expertise and institutional capability required to deliver our statutory functions. The use of external providers for core work is limited (less than 1%) and occurs only in the extenuating circumstances permitted under the framework. We continue to strengthen our in-house capability through strategic workforce planning, learning and development, and knowledge transfer, ensuring APS employment remains the default for delivering our core functions.

Digital, data and ICT

Digital capability is a critical enabler of the PC's work. It supports robust analysis, effective collaboration, secure information management and efficient business operations. We will continue to modernise our ICT environment to provide secure, reliable and user-focused services that improve productivity and support the delivery of our statutory functions.

Our Digital Technology Strategy 2024–29 provides the roadmap for creating an agile and responsive digital environment that supports the delivery of high-quality, independent advice. We will continue to modernise our ICT environment to meet evolving business requirements including investing in secure, reliable and user-focused platforms, contemporary collaboration and productivity tools, and scalable data and analytical capability that enable our teams to adopt and adapt to new technologies quickly. This work is guided by the strategy's 4 priorities: enabling innovation and the use of emerging technologies, service excellence, collaboration, and cyber security and compliance.

Artificial intelligence (AI) will play an increasingly important role in how we work. The PC is already an established user of enterprise-grade AI, including Microsoft 365 Copilot and Enterprise ChatGPT, complemented by ChatPC (an in-house tool that enables staff to query and explore the PC's publication archive). Over the period of this plan, we will continue to expand the safe, ethical and responsible use of AI to support analysis, research and policy development, improve efficiency across corporate and enabling functions, and streamline routine operational tasks. Our approach focuses on building staff capability and confidence over time, underpinned by clear governance, including our policy on Use of AI at the PC, our AI Transparency Statement, a register of approved tools and use cases, and staff training, consistent with the Digital Transformation Agency's Policy for the Responsible Use of AI in Government. When we use AI in our work, the outputs are checked by PC staff for accuracy and quality.

Our technology strategy is aligned with broader trends in technological development and with whole-of-government direction. It reflects the shift towards cloud-based, platform-based and data-driven ways of working, the rapid emergence of generative AI, and heightened expectations around cyber security and digital trust. The strategy aligns with key Australian Government frameworks, including the Australian Government Data and Digital Strategy and the Protective Security Policy Framework (PSPF), ensuring our investments promote interoperability, security, platform agility and value for money.

We will also pursue improvements in ICT capability through cooperation, co-investment and shared services with other entities. This includes leveraging whole-of-government platforms and arrangements, engaging with APS-wide AI initiatives such as GovAI and GovAI Chat, and adopting established cross-government solutions where they meet our needs rather than building bespoke capability. By drawing on shared arrangements for common technologies, cyber security services and corporate systems, we can reduce duplication, strengthen resilience and interoperability, and direct our resources towards the specialist analytical and digital capabilities that are unique to the PC's role.

Implementation of our Data Strategy 2025-30 will strengthen data governance, information management and analytical capability across the PC. We will improve our ability to access, manage and use data responsibly to support evidence-based policy advice while maintaining strong security, privacy and information integrity.

During the reporting period, we will continue to implement our Data Strategy by strengthening data governance, information management and analytical capability.

- We will expand our use of linked administrative data, strengthen our modelling and analytical capability, and improve the way we use qualitative, quantitative and Indigenous research methodologies to support robust, evidence-based policy advice.
- We will continue to modernise our digital environment by investing in secure, reliable and user-focused technologies, strengthening cyber security, improving digital tools that support collaboration and stakeholder engagement, and enhancing information management practices across the organisation.
- We will also implement the *Framework for the Governance of Indigenous Data* to strengthen Indigenous Data Governance and Indigenous Data Sovereignty practices across our work.

Corporate systems and enabling services

Effective systems and enabling services are essential to achieving the PC's purpose. We continue to strengthen governance, financial management, people management, procurement, facilities, records management, information management and risk management to provide efficient, responsive and contemporary support across the organisation.

We will also strengthen our project, portfolio and change management capability through consistent governance, planning and assurance practices that support the successful delivery of strategic initiatives, continuous improvement and effective organisational decision-making.

We will invest in contemporary systems and business improvements that enhance organisational performance, strengthen decision-making and improve the experience of our staff and stakeholders. Together, these investments in our workforce, digital capability and corporate services will ensure the PC has the capability, systems and organisational resilience needed to continue delivering independent, high-quality advice that supports better public policy outcomes for Australia.

Risk

We embed risk management across all aspects of the organisation, integrating consideration of risks, controls and mitigations into business planning, reporting, decision-making, operations, and the delivery of our inquiries, studies and corporate functions.

We apply our Enterprise Risk Management Framework to identify, assess, manage and monitor risks that could affect the achievement of our purpose and performance. The framework integrates risk management into planning, decision-making and day-to-day operations and supports compliance with the PGPA Act and the Commonwealth Risk Management Policy. Through regular review and oversight, we seek to ensure risks are effectively managed while recognising opportunities to improve our performance.

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.

Key risks	How we manage our 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.	We maintain robust governance and quality assurance processes, including transparent inquiry processes, peer review through Commission Meetings, Commissioner and Chair approval of public outputs, project management oversight, stakeholder engagement and communications strategies, rigorous recruitment and capability development, and ongoing monitoring of the quality and impact of our work.
2 We are unable to demonstrate our commitment to Priority Reform Three under the National Agreement on Closing the Gap.	We strengthen cultural capability and accountability through our Reconciliation Action Plan, Statement of Commitment, Aboriginal and Torres Strait Islander employment initiatives, culturally appropriate engagement practices, implementation of the Indigenous Data Strategy, governance by the RAP Working Group, and ongoing staff development to embed culturally safe ways of working.
3 We are unable to attract and recruit high-quality staff and develop, retain and reinvigorate staff and leadership.	We implement targeted recruitment strategies, merit-based selection, attractive employment conditions, workforce planning, learning and development programs, mentoring, performance and career development processes, leadership development, secondment opportunities, and initiatives that foster a positive, inclusive and high-performing workplace culture.

Key risks

- 4 Our critical business systems fail, including cybersecurity breaches, data loss, compliance, violations, ICT system failures, third-party risks and insider threats.**

How we manage our risks

We protect our critical systems through cybersecurity controls aligned with the ACSC Essential Eight, continuous monitoring and incident response, secure backups and disaster recovery arrangements, access controls, third-party risk management, regular audits, business continuity planning, staff cyber awareness training, and ongoing investment in ICT capability and resilience.

All staff share responsibility for identifying, understanding and managing risk. The Chair, supported by the Head of Office, the First Assistant Commissioner and the Assistant Commissioner, Corporate, promote a strong culture of risk management across the organisation. This includes:

- communicating regularly with staff about risk
- promoting the benefits of effective risk management
- providing risk management training and guidance.

Risk management is further supported by a range of policies, plans and governance arrangements. In accordance with the PGPA Act and the PGPA Rule, we maintain an Audit and Risk Committee that:

- 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 systems of internal control
- is supported by contracted internal auditors who deliver an internal audit program in accordance with the Audit and Risk Committee's guidance and subject to approval by the Head of Office or delegate.

Management reports quarterly to the Audit and Risk Committee on the implementation of the Enterprise Risk Management Framework and Plan, including the status of enterprise risks, the effectiveness of risk treatments, and emerging risks requiring oversight.

Cooperation

Strong partnerships enhance our capability, broaden our expertise and strengthen the quality and impact of our work. We recognise that complex policy challenges are best addressed through collaboration with governments, research institutions, communities and organisations that bring diverse knowledge, perspectives and experience.

We will continue to build productive relationships across the Australian Government, state and territory governments and intergovernmental forums, including National Cabinet and the Council on Federal Financial Relations, to support evidence-informed policy development, knowledge sharing and improved public sector performance. These partnerships strengthen our contribution to national policy priorities while supporting collaborative approaches to reform.

We will foster partnerships that build organisational capability and support innovation, including through secondments, staff exchanges and collaborative projects with government agencies, universities and research institutions. These opportunities broaden our expertise, strengthen policy capability and promote the exchange of knowledge and best practice.

We will maintain strategic partnerships with organisations including the Australian Disability Network, Diversity Council Australia, Pride in Diversity and the Engagement Institute to strengthen our workforce capability, inclusive leadership and organisational culture.

Our partnerships with Aboriginal and Torres Strait Islander people and communities are fundamental to our commitment to respectful engagement and better policy outcomes. We will continue to work in partnership to strengthen understanding, build trust and support the development of evidence and advice that reflects Aboriginal and Torres Strait Islander perspectives and priorities.

We will also continue to build strong relationships with academics, researchers, industry, community organisations and other stakeholders to ensure our work is informed by contemporary research, practical experience and a broad range of perspectives. By fostering enduring partnerships, we will strengthen our organisational capability, support continuous learning and deliver more practical, inclusive and impactful advice.

Subsidiaries

Our entity does not have any subsidiaries.

“ The PC’s aim is for a more productive and prosperous Australia. We fulfill that mission through independent, transparent research that takes a community-wide perspective. ”

****** Danielle Wood, Chair

Performance

Our performance measures outline how we assess effectiveness in delivering our purpose and provide the basis for monitoring and reporting performance outcomes.

PC’s obligations and functions are outlined in the PC Act. It is the legislation that establishes the PC, as an independent statutory authority and sets out our functions, powers and governance framework in Australia.

Our approach to performance is informed by the Commonwealth Performance Framework and our Portfolio Budget Statements (PBS) (released in May 2026) details our proposed allocation of resources and performance information.

Our approach is aligned with the Australian Government’s Principles of Regulator Best Practice:

- continuous improvement and building trust
- risk based and data driven
- collaboration and engagement.

Since the PBS 2025–26, we have reworded and made a few changes to our performance targets. The performance annual target changes and explanations are outlined in table 1.

Performance against these measures will be reported in the 2026–27 Annual Performance Statements (within our Annual Report). This will include the results achieved against each target, together with an analysis of performance and the key factors that contributed to those outcomes.

Performance measure for Outcome 1

Outcome 1 – 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.

Program 1.1

The PC provides governments and the Australian community with information and advice that informs policy decisions to improve Australians’ wellbeing.

Key activities

- The PC delivers Program 1.1 by using its resources to undertake the following key activities that achieve its key strategic goals:
- conducting public inquiries on major economic, social and environmental policy issues and in relation to different sectors of the economy
 - conducting PC-initiated research on topical policy issues
 - producing the annual Report on Government Services on behalf of the Steering Committee for the Review of Government Service Provision
 - reporting on progress against the targets in the National Agreement on Closing the Gap
 - advising on the competitive neutrality of Australian Government business activities
 - delivering on responsibilities under several Acts, including the *Water Act 2007*.

The PC uses a combination of output, efficiency and effectiveness measures to assess performance. Measures comprise both quantitative and qualitative information where appropriate, including stakeholder perception measures, delivery measures and activity-based measures.

The 2025–26 baseline has informed the targets for 2026–27 and the three forward reporting periods, providing a consistent basis for measuring and assessing performance over time.

Performance measure 1: Providing a valuable source of robust evidence-based analysis

Description: Deliver independent inquiries, commissioned studies, research papers, productivity reporting, ongoing performance reporting and other analytical outputs that support evidence-based policy development and decision-making.

Performance statement: The PC provides rigorous, timely and independent evidence and analysis to inform government decision-making and public policy.

Measure type: Effectiveness, output and efficiency.

Key performance indicator (KPI)	Annual target
% people who agree the PC generates research, analysis and advice that is robust, evidence-based and independent	>80%
# research papers, inquiry or commissioned study draft or final reports released	>6
# papers released, including productivity bulletins, Trade and Assistance Review reports, Closing the Gap and Report on Government Services and other ongoing products	>10
% commissioned work completed on time	100%
% ongoing products delivered on time	100%
# report downloads	180,000
# academic citations	>200
# international engagements	>15
% 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%

Performance measure 2: Generating effective public debate

Description: Promote informed public discussion of economic, social and environmental issues through publication, media engagement, speeches, parliamentary engagement and public communication activities, to support understanding of policy issues and the PC's work.

Performance statement: The PC contributes to informed public debate on Australia's economic, social and environmental policy challenges through accessible, evidence-based communication and engagement.

Measure type: Output and effectiveness.

Key performance indicator (KPI)	Annual 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	100
# participation in parliamentary hearings	5

Performance measure 3: Engaging effectively with the government and community

Description: Engage openly and transparently with governments, stakeholders, Aboriginal and Torres Strait Islander people, industry, academia and the wider community to ensure the PC's work is informed by diverse perspectives and supports evidence-based policymaking.

Performance statement: The PC fosters open, inclusive and transparent relationships with government, stakeholders and the Australian community, ensuring its work is informed by diverse perspectives and communicated accessibly.

Measure type: Effectiveness and output.

Key performance indicator (KPI)	Annual target
% people who agree the PC's publications, reports and papers are engaging and easy to read	>80%
# website page views	2m
# submissions received ¹	500
# meetings held with the community and external stakeholders by Commissioners and SES, related to work outputs (publications) or policy issues	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%

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

Key performance indicator (KPI)	Annual target
% people who agree that the PC provides enough opportunities to engage with and provide input into its work	>90%
% people agree the PC provides enough time for meaningful consultation and engagement	>90%
# public events held	10

Appendix 1: Changes to 2026–27 annual performance measure targets

Corporate Plan 2025–26	Portfolio Budget Statements 2026–27	Change	Detail and rationale for each change
Measure: Providing a valuable source of robust evidence-based analysis Annual target: >250 academic citations	Measure: Providing a valuable source of robust evidence-based analysis Annual target: >200 academic citations	Reduced	To ensure the number of academic citations remains achievable within existing resource allocations.
Measure: Providing a valuable source of robust evidence-based analysis Annual target: >20 international engagements	Measure: Providing a valuable source of robust evidence-based analysis Annual target: >15 international engagements	Reduced	To ensure the number of international engagements remains achievable within existing resource allocations.
Measure: Providing a valuable source of robust evidence-based analysis KPI: Inquiry or commissioned study draft or final reports released	Measure: Providing a valuable source of robust evidence-based analysis KPI: research papers, inquiry or commissioned study draft or final reports released	Reworded	To include research papers.
Measure: Providing a valuable source of robust evidence-based analysis KPI: papers released, including research papers, productivity bulletins, Trade and Assistance Review reports and other ongoing products	Measure: Providing a valuable source of robust evidence-based analysis KPI: papers released, including productivity bulletins, Trade and Assistance Review reports, Closing the Gap and Report on Government Services and other ongoing products	Reworded	To include Closing the Gap and Report on Government Services reports.
Measure: Generating effective public debate Annual target: >155 parliamentary mentions	Measure: Generating effective public debate Annual target: >100 parliamentary mentions	Reduced	Adjusted to reflect the PC's limited ability to influence the frequency of parliamentary references to our work.
Measure: Engaging effectively with the government and community Annual target: Web Content Accessibility Guidelines (WCAG) level AA compliance standards met	...	Removed	PC strives to maintain its compliance.

Appendix 2: List of requirements

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1 of the PGPA Rule	Introduction	The following: (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.	4
s16E(2) item 2 of the PGPA Rule	Purpose	The purpose of the entity.	5
s16E(2) item 3 of the PGPA Rule	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	7–11
s16E(2) item 4 of the PGPA Rule	Operating context	For the entire period covered by the plan, the following:	12
s16E(2) item 4(a) of the PGPA Rule	(a) Environment	(a) the environment in which the entity will operate	13–14
s16E(2) item 4(b) of the PGPA Rule	(b) Capability	(b) the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes	14
s16E(2) item 4(c) of the PGPA Rule	(c) Risk	(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	18–19
s16E(2) item 4(d) of the PGPA Rule	(d) Cooperation	(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	19–20
s16E(2) item 4(e) of the PGPA Rule	(e) Subsidiaries	(e) how any subsidiary of the entity will contribute to achieving the entity's purposes.	20
s16E(2) item 5 of the PGPA Rule	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA, and (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	21–24