



Parliamentary
Budget Office

PARLIAMENTARY BUDGET OFFICE

CORPORATE PLAN

2022–23

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Foreword



2022–23 is an important year for the Parliamentary Budget Office (PBO). We have now marked 10 years of informing the Parliament by providing independent and non-partisan analysis of the budget cycle, fiscal policy, and the financial implications of proposals.

The commencement of the 47th Parliament presents us with an opportunity to refresh our approach to service and engagement to meet the needs of new and continuing parliamentarians.

The 47th Parliament includes a record number of female parliamentarians across both the House of Representatives and the Senate, together with greater cultural representation. We look forward to engaging with and responding to the needs of all new parliamentarians.

In 2022–23, we will prioritise activities that meet the evolving needs of our clients and addresses feedback we received during the 46th Parliament. This includes expanding our external engagement, a new and more user focused website, building the capability of our people, and enhancing our internal operations to be timelier in our service provision.

The Parliamentary Budget Office (PBO) Corporate plan 2022–23 sets out our approach and priorities for the next 4 years (2022–23 to 2025–26) and the measures by which we will be held to account.

The Corporate plan is our primary planning document that outlines our purpose and core functions, the external and internal environment we operate in, our approach to risk management, and our key activities, objectives, and measures of performance.

As the accountable authority of the PBO, I present the PBO Corporate plan 2022–23, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This plan has been prepared in accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014*. This plan also serves as the PBO's work plan for 2022–23, as required by section 64Q of the *Parliamentary Service Act 1999*.

Stein Helgeby

Parliamentary Budget Officer
1 September 2022

Purpose

The Parliamentary Budget Office (PBO) was established in 2012 in response to a growing trend to examine the adequacy of fiscal management, government forecasting, and transparency of public expenditure, and to provide for greater independence in the process of costing election commitments.

Our purpose is to inform the Parliament by providing independent and non-partisan analysis of the budget cycle, fiscal policy, and the financial implications of proposals. Our vision of enriching Australia's democracy through independent budget and fiscal analysis drives everything we do. We do this through delivery of our strategic priorities of service excellence, operational effectiveness, provision of independent and informative analysis, and investment in our people.

PURPOSE

Inform the Parliament by providing independent and non-partisan analysis of the budget cycle, fiscal policy, and the financial implications of proposals.

VISION

Enriching Australia's democracy through independent budget and fiscal analysis.

VALUES

INDEPENDENT

We support the Parliament by providing non-partisan analysis and information, that is factual, and evidence based.

TRUSTED

We are a trusted partner that acts with integrity, transparency, discretion, and mutual respect.

EXCELLENCE

We strive for excellence by continuously improving and innovating to provide high-quality, useful, and timely information, tailored to the needs of our clients.

STRATEGIC PRIORITIES



**SERVICE
EXCELLENCE**



**OPERATIONAL
EFFECTIVENESS**



**INDEPENDENT &
INFORMATIVE
ANALYSIS**



GREAT PEOPLE

STRATEGIC OUTCOMES

Provide high-quality customer service to support our core functions.

Ensure our internal operations are effective and efficient.

Produce high-value outputs to improve understanding of the budget and fiscal policy issues.

Attract and retain high performing employees who align with our vision and values.

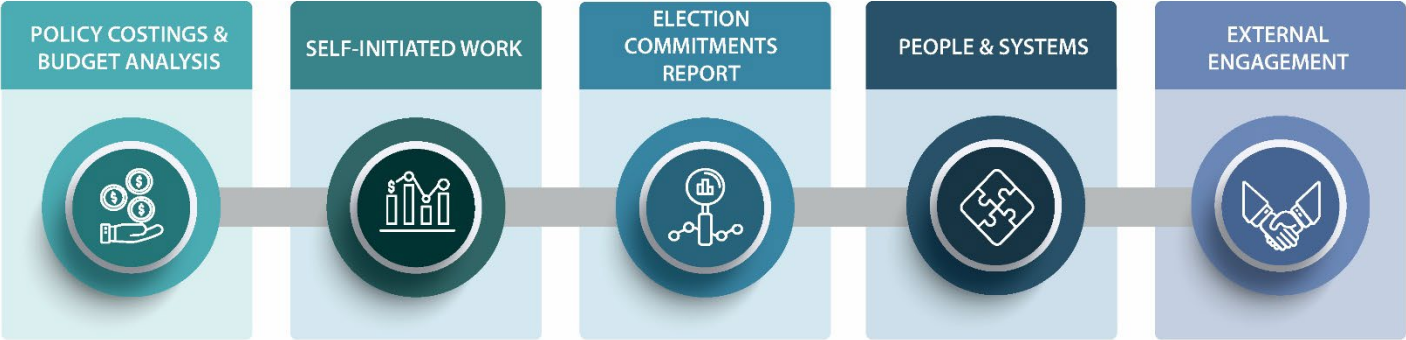
We provide all parliamentarians access to confidential costing and budget analysis services to improve the quality of the public policy debate. We also publish research to improve public understanding of fiscal policy and budget policy issues and enhance transparency around the financial implications of election commitments.

We are one of 4 parliamentary departments supporting the Australian Parliament.

<p>DEPARTMENT OF THE SENATE</p> <p>The Department of the Senate provides the Senate, its committees, and the President of the Senate with a broad range of advisory and support services.</p>	<p>DEPARTMENT OF THE HOUSE OF REPRESENTATIVES</p> <p>The Department of the House of Representatives provides services to support the efficient conduct of the House of Representatives, its committees, and certain joint committees, as well as a range of services and facilities for Members in Parliament House.</p>
<p>DEPARTMENT OF PARLIAMENTARY SERVICES</p> <p>The Department of Parliamentary Services provides a wide range of diverse services and facilities, such as the Parliamentary Library, to ensure the Parliament functions effectively.</p>	<p>PARLIAMENTARY BUDGET OFFICE</p> <p>We inform the Parliament by providing independent and non-partisan analysis of the budget cycle, fiscal policy, and the financial implications of proposals.</p>

Core functions

Our mandate is to support the Parliament through access to independent policy costings and additional support to scrutinise the budget, and to help inform the public debate on budgetary and fiscal policy issues. We do this through our core functions:



Policy costings and budget analysis

We provide all parliamentarians with access to advice on the financial implications of their policy proposals, based on the specifications they provide. Outside of the caretaker period for a general election, parliamentarians may submit requests for policy costings on a confidential basis. This means we are required to keep both the request and our response in confidence.

During the caretaker period for a general election, there is a different process for costings. Parliamentary parties and independent parliamentarians can request costings of their publicly announced election policies. We publish these requests, complete the analysis, and publicly release the costing as soon as possible.

We also provide parliamentarians with access to information relating to the budget. They can request this information on a confidential basis, regardless of when the request is made.

Our policy costing and budget analysis services are available to parliamentary committees on issues that fall within our mandate.

Self-initiated work

We publish self-initiated research and information papers on the budget and fiscal policy settings. Through our research, we seek to improve budget transparency and promote better public understanding of fiscal policy and budget policy issues.

Our self-initiated publications include reports, chart packs and tools that present key budget information in a more readily accessible format.

Election commitments report

After each general election, we publish a report that shows the budget impacts of the election commitments of each of the major parliamentary parties. This report presents the impacts on a policy-by-policy basis, as well as the aggregate impact of each party's policy platform. Minor parties and independents may choose to opt in to have their election commitments included in this report.

The purpose of this report is to provide transparency around the fiscal impact of election commitments. It serves an important role in encouraging parliamentary parties to announce fully costed election commitments and to publish their policy platforms prior to polling day.

People and systems

Our people and systems functions are responsible for developing and implementing our organisational strategies and policies, as well as managing the delivery of a broad range of corporate services including human resources, financial management and reporting, governance and compliance, performance reporting, risk management, information management and communications.

External engagement

We support our vision of enriching Australia’s democracy through independent budget and fiscal analysis, by proactively pursuing ways to engage with our stakeholders and seeking to continually improve our services and their accessibility. We conduct a major stakeholder survey once every parliamentary term and are establishing a variety of new avenues to gather regular feedback. Better understanding the needs of parliamentarians and working to make complex information easier to consume supports our role in improving public understanding of the budget and fiscal policy issues.

Key activities¹

Our key activities in 2022–23 and beyond across our core functions are:

Inform the Parliament by providing independent and non-partisan analysis of the budget cycle, fiscal policy, and the financial implications of proposals.

 <p>POLICY COSTINGS & BUDGET ANALYSIS</p>	 <p>SELF-INITIATED WORK</p>	 <p>ELECTION COMMITMENTS REPORT</p>	 <p>PEOPLE & SYSTEMS</p>	 <p>EXTERNAL ENGAGEMENT</p>
<p>Prepare high quality policy costings and budget analyses at the request of parliamentarians in a timely manner.</p> <p>Develop and maintain our costing and projection models and databases.</p>	<p>Publish analysis that promotes a better understanding of the budget and fiscal policy settings, with a particular focus on sustainability of the budget over the medium term.</p> <p>Develop analysis and tools to complement our publications.</p>	<p>Prepare and publish a report analysing the budget impact of the election commitments of parliamentary parties after the next general election.</p>	<p>Modernise our website and introduce new digital tools that are more user focused.</p> <p>Invest in our people to drive efficiency and effectiveness and continuous improvement.</p> <p>Continue to build and mature our internal capabilities.</p>	<p>Proactive engagement with the 47th Parliament and key stakeholders.</p> <p><i>Budget Insights</i> education program.</p> <p>Review and update our suite of information sheets.</p>

¹ *Key activities* serve as the *priorities* for the PBO’s work plan, as required by sub-section 64Q(3)(a) of the Parliamentary Service Act.

Together, these activities support us to achieve our purpose to inform the Parliament by providing independent and non-partisan analysis of the budget cycle, fiscal policy, and the financial implications of proposals. Our aim is to provide analysis and insights that add value and are tailored to needs of our clients.

Policy costings and budget analysis

In 2022–23, we will continue to support parliamentarians through the provision of policy costings and budget analyses. This will be achieved by:

- working closely with parliamentarians and parliamentary committees to provide high-quality and timely responses to policy costings and budget analysis requests
- providing greater transparency by regularly reporting on the demand for our services timeliness of our responses, evaluation of our models and use of advice in policy announcements
- liaising regularly with Commonwealth agencies to facilitate the timely provision of information that underpins our responses
- enhancing our datasets and models in anticipation of future demands, including through evaluating our models.

Self-initiated work

Our program of self-initiated work focuses on research and analysis that informs the assessment of medium-term trends and pressures facing Australia’s fiscal position. The program also seeks to improve the understanding of the budget by parliamentarians and the public, including through improving accessibility and transparency of budget data.

Our research contributes to improving estimates of the baselines against which our medium-term costings are compared. Similarly, trends that become apparent through our policy costings and budget analysis work may inform our research and related activities.

Major publications

We publish the following publications each year:

BEYOND THE BUDGET	A report on the medium-term (budget year plus 10 years) budget outlook, including projections of balance sheet, receipts and payments, and analysis of the major trends in, and risk to, the medium-term outlook and long-term sustainability of fiscal position.
NATIONAL FISCAL OUTLOOK & SNAPSHOT	A report and succinct online and PDF graphical summary on the national fiscal outlook, published following the release of all the Commonwealth and state and territory budgets, providing a national perspective over the short-term by explaining outcomes across all levels of government.
BUDGET SNAPSHOT & MYEFO SNAPSHOT	Succinct online and PDF graphical summaries of the budget and MYEFO, published directly after each release. The snapshots provide a graphic summary and highlight the impacts of policy decisions and parameter changes.
BUDGET AT A GLANCE CHART PACK	A detailed set of charts analysing the budget, extending the budget snapshot, published within a month of the budget.

Occasional research reports

In addition to our major publications, we undertake other research projects of varying size and complexity. We prioritise our research on topics that strongly align with our mandate and would benefit from our contribution.

In 2022–23, we plan to undertake research and related activity under the following themes:

- fiscal sustainability
- medium- and long-term fiscal risks, with a focus on climate change
- improving understanding of the budget
- distributional analysis, with a focus on gender.

We retain flexibility within our research program to add additional research topics to our work program over the course of the year, including in response to emerging issues or interests of parliamentary committees.

Short papers and guidance notes

In addition to our regular publications, we publish a range of short papers and guidance notes to:

- explain the concepts and methodologies that we use in preparing our policy costings and budget analyses
- provide parliamentarians with information on the processes and procedures that relates to our policy costings and budget analyses
- explain key features of the budget, and de-mystify the mechanics of how key budget measures and policy tools work
- outline our preparations of the election commitments report, in relevant years.

Election commitments report

We are required to publish a report on the budget impacts of the election commitments of each parliamentary party with five or more members in the Parliament immediately before the commencement of the caretaker period. Minor parties and independents may choose to opt in to have their election commitments included in this report. This is a periodic report published every 3 years.

We released the 2022 Election commitments report on 14 July 2022. An after-action review will be undertaken in 2022–23 to learn lessons from the process of producing the 2022 Election commitments report to inform the next report.

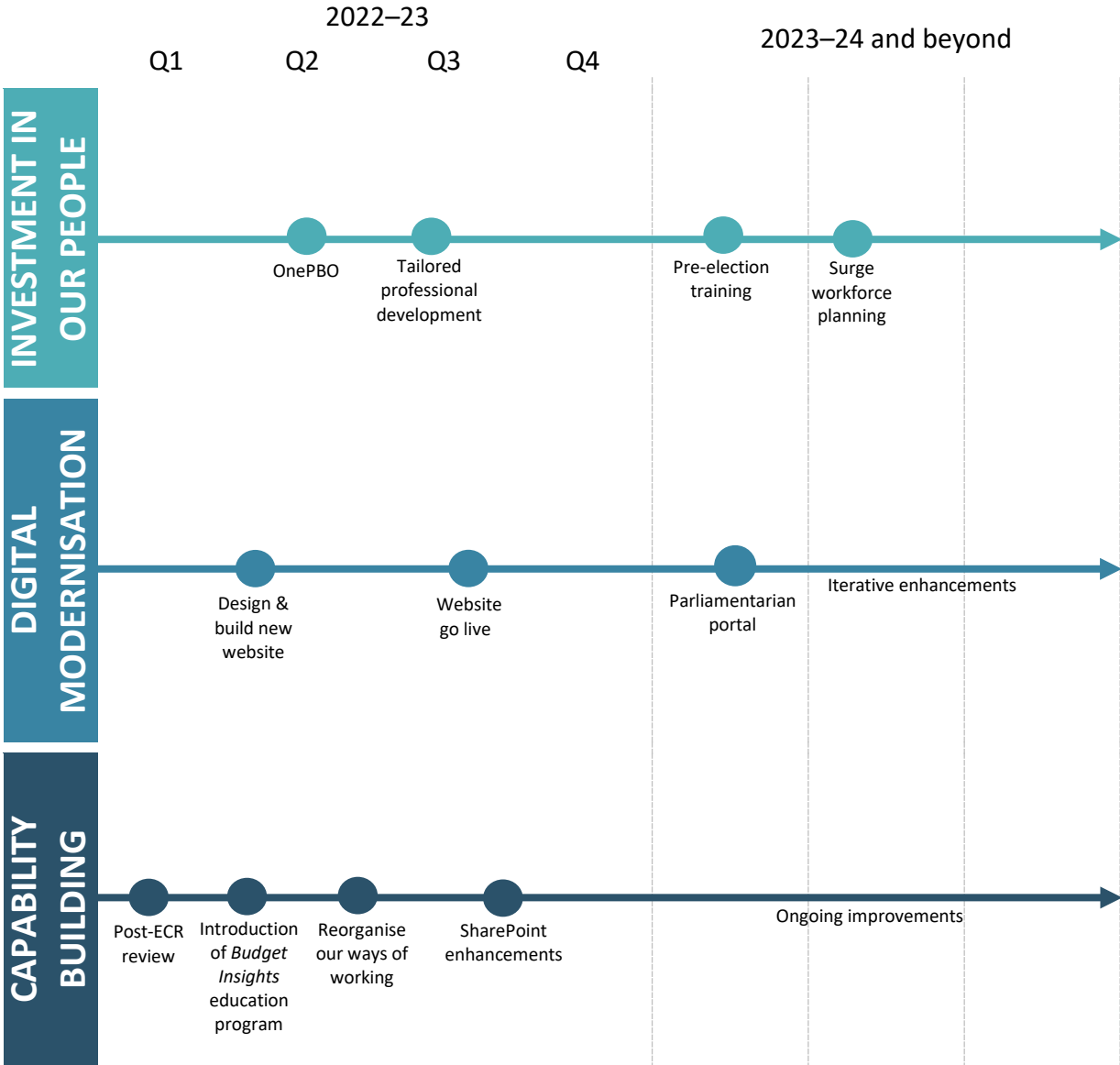


People and systems

In 2022–23 and beyond, our people and systems projects will fall into 3 main areas:

- OnePBO – a refresh of our organisational approach to enhance operational flexibility and support timely fit for purpose outputs that add value and reflect the needs of our clients
- investment in our people, to enhance team efficiency and effectiveness and support everyone to expand their skills, experience, and capabilities
- modernisation of our tools and systems including website upgrades and digital tools that are more user focused.

The figure below shows at high level the planned activities for each of the 3 areas.



External engagement

A key priority is enhancing our interactions with parliamentarians, their staff, and committees. We are committed to continual improvement in our service delivery and to making our work accessible to our audience. In 2022–23, our external engagement priorities include:

- proactively engaging with the 47th Parliament and key stakeholders to evolve our service offerings to meet the different needs of our clients
- hosting our first PBO conference
- introducing the *Budget Insights* education program
- reviewing our suite of information sheets and updating them to consider current issues.

Operating environment

We operate within the broad governance and accountability arrangements that apply across the parliamentary and public sectors. Our operating environment is affected by various factors over which we have varying levels of influence. Understanding our operating environment allows us to identify potential challenges and opportunities that may impact our ability to fulfil our purpose. To inform our planning, we have identified 3 keys areas that may present challenges and opportunities for us in 2022–23 and beyond:

1. Supporting the Australian Parliament
2. The impact of external reviews
3. Preparing for the future.

Supporting the Australian Parliament

We conducted our triennial stakeholder survey in June 2021, which provided us with valuable feedback on our services. The 47th Parliament presents us with an exciting opportunity to evolve our service offerings and how we engage with our key stakeholders to better suit their needs. Our key priorities responding to this feedback include expanding our external engagement, a new and more user focused website, building the capability of our people, and enhancing our internal operations to be timelier and fit for purpose in our service provision.

We are actively expanding our mechanisms for receiving feedback from our key clients so that we can continue to meaningfully support the Parliament.

The impact of external reviews

External reviews can present us with both challenges and opportunities. They may test or benchmark our internal systems, identify improvements to our services or operations, and provide clear recommendations linked to best practice. We have identified two groups of external reviews that may influence our operating environment:

- **Independent Review into Commonwealth Parliamentary Workplaces (Jenkins review) and Review of the Parliamentary Workplace: Responding to Serious Incidents (Foster review):** The final reports for the Jenkins review and Foster review were released in the second half of 2021. We continue to work with other parliamentary and relevant Commonwealth departments to implement the recommendations of both reports.
- **Review into our operations (PBO review):** Section 64T of the Parliamentary Service Act allows for the Joint Committee of Public Accounts and Audit (JCPAA) to conduct an independent review of our operations after each general election. Any review must be conducted within 9 months after the end of the caretaker period, with such a review due by February 2023. Since our establishment 10 years ago, we have been reviewed 3 times.

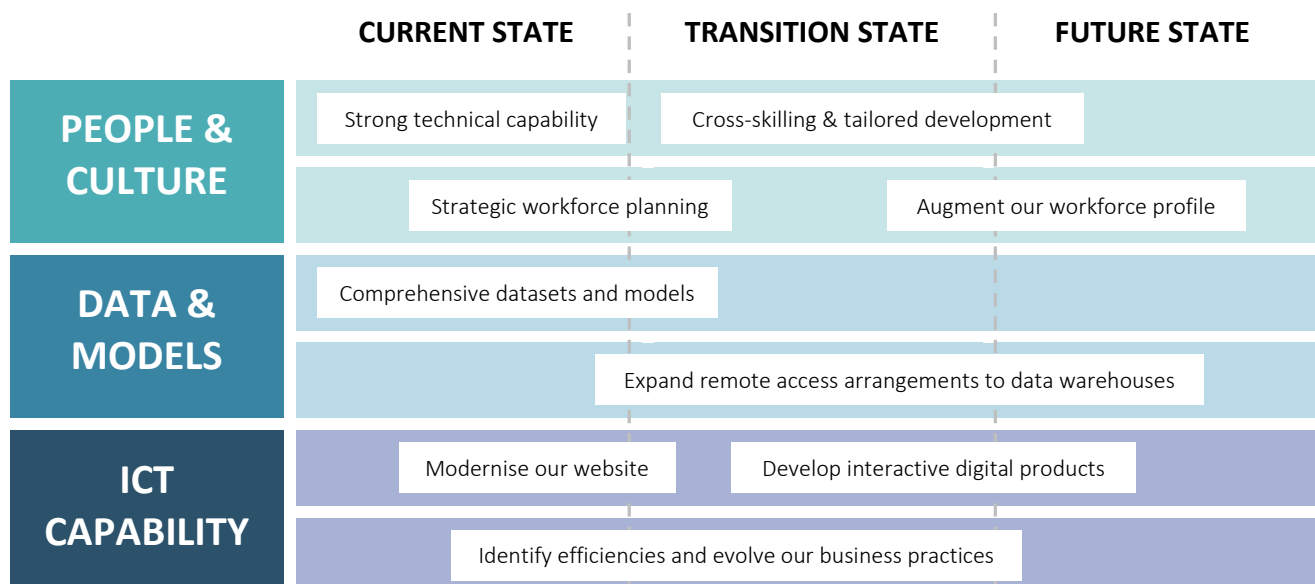
Preparing for the future

To achieve our vision of enriching Australia's democracy through independent budget and fiscal analysis, we need to innovate, evolve, and remain responsive to changes in our operating environment. This includes adapting our internal processes to respond to environmental changes, like COVID-19, and ensuring our costings and self-initiated work consider changes in fiscal risks, like the impact of climate change.

To ensure we remain a trusted partner, we will continually review our processes to identify improvements, look for new ways to deliver our information and services, and leverage technology to enhance user experience. This includes proactive investment in our people to be an employer of choice and retain our corporate knowledge.

Capabilities

Over the next 4 years, we will begin to shift our focus from establishment to enhancement. Much of this work is informed by the feedback from the triennial stakeholder survey, last conducted in June 2021. With this in mind, we will continue to build our organisational capability in 3 key areas – people and culture, data and models, and ICT capability.



People and culture²

We have a small, dedicated workforce of around 45 employees, which becomes temporarily larger during an election year. Our workforce includes ongoing employees, secondees from other Commonwealth agencies and external organisations, and graduates under the Parliament of Australia Graduate Program.

We are increasingly adopting a more flexible operating model to maximise efficiency and to enable us to meet the demand for our services. In a general election year, we receive additional funding to surge our workforce to support the preparation and publication of the election commitments report.

All our technical employees are allocated to the preparation of costings and budget analysis, and self-initiated longer term projects and publications. A small team of employees is dedicated to managing our governance and corporate support functions, including oversight of our outsourced payroll, financial transactions, and ICT services. Our technical and corporate staff collaborate to deliver on our key priorities.

In 2022–23 and beyond, we will continue to:

- invest in our workforce to attract and retain the right mix of expertise and capabilities to deliver on our strategic priorities. This includes cross-skilling initiatives, tailored development strategies, and succession planning
- augment our workforce with reciprocal secondment arrangements with other Commonwealth agencies
- support reconciliation with Aboriginal and Torres Strait Islander peoples through our work in implementing the Reconciliation Action Plan, and
- contribute to international capability building and partnership initiatives in our region, such as the United Nations Development Programme budget missions.

² *People and culture* serve as the *allocation of resources* for the PBO's work plan, as required by sub-section 64Q(3)(b) of the Parliamentary Service Act.

Data and models

We develop and maintain a wide range of datasets and models. We rely on strong, productive relationships with other Commonwealth agencies for access to data and models. We have well established arrangements in place to facilitate the provision of information. This includes standing information requests with several agencies to provide specified data and models after each budget update.

To improve our responsiveness to parliamentary requests and reduce administrative burden for Commonwealth agencies, we have arrangements for remote access to data and model warehouses. In 2022–23 and beyond, we will look to expand the number of remote access arrangements with Commonwealth agencies.

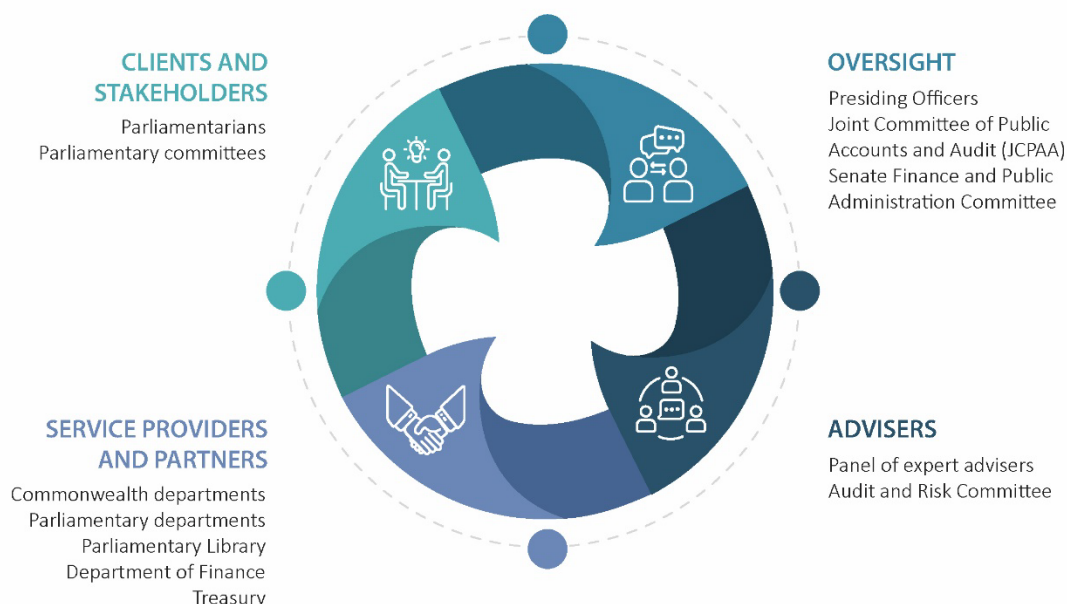
Information and communication technology (ICT) capability

Following the update to our ICT environment, we continue to focus on familiarisation and benefits realisation. Our new environment helps support a range of our strategic priorities, including operational effectiveness, stakeholder engagement and business continuity.

In 2022–23 and beyond, we will continue to explore opportunities to provide more of our information and outputs in a digital format to meet the needs of our key stakeholders. This includes modernising our website to enhance user experience for our clients, building a parliamentary request portal and improving the interactivity and scope of our digital products.

Cooperation and external engagement

We engage with a wide range of Commonwealth agencies, organisations, and people as part of our ongoing operations. These cooperative relationships are crucial to us achieving our purpose through enhanced capabilities, improvements to the quality of our products, and increase relevance of our research.



Each term of parliament, we conduct a stakeholder survey that provides us with valuable feedback. In 2022–23 and beyond, we will continue to implement the feedback from the survey of the 46th Parliament. This includes evolving our services to meet the needs of our key clients and more active outreach to parliamentarians and their staff. Throughout the year ahead we will augment this with other less formal feedback channels to ensure we are responding in a more real time way to feedback. Balancing the timeliness and frequency of feedback with the competing demands on our key client’s time remains at the forefront.

Oversight

We are accountable to the Parliament for our activities through the JCPAA and Senate Finance and Public Administration Legislation Committee. The JCPAA has an important oversight role for the PBO. We engage with them regularly throughout the year, including on our work plan, resourcing, and performance.

The Parliamentary Budget Officer reports to the Presiding Officers (the Speaker of the House of Representatives and the President of the Senate) in relation to the management of the PBO, our operations and work plan. The Parliamentary Budget Officer is not subject to direction in the performance of our functions.

Service providers and partners

Our ability to fulfil our purpose relies heavily on our relationships with a broad range of partners, including the Parliamentary Library, parliamentary departments, Commonwealth agencies, and independent research bodies.

Commonwealth agencies provide us with access to information that allows us to perform our core functions. We liaise regularly with Commonwealth agencies to maintain our strong relationships, and where appropriate, share our models and analysis to enhance capability across the public service.

Panel of expert advisers

Our panel of expert advisers was established in December 2017 to ensure our work is of the highest analytical quality. We meet annually with the panel and engage as required to provide advice on a broad range of matters related to policy costings and our self-initiated publication program.

Risk oversight and management

Risk management is a fundamental responsibility of all our employees. Risk oversight and management is about understanding our key threats and opportunities, including factors both within and outside our control. This allows us to implement mitigation strategies to influence our operating environment to allow us to achieve our objectives.

Our risk management framework consists of a collection of policies, processes and plans that are embedded into our business-as-usual practices at all levels. The framework meets our obligations as set out in the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Risk Management Policy. The Parliamentary Budget Officer considers the advice of the Executive and Audit and Risk Committee in setting the PBO's appetite and tolerance for risk.

Individual risk management plans are developed to operationalise our risk policy and strategy. This includes for strategic risks, operational risks, specialist risks (such as protective security and fraud), and project-specific risks.

Our key areas of risk and a summary of mitigation strategies are below:

KEY AREAS OF RISK	SUMMARY OF MITIGATING STRATEGIES
<p>IMPARTIALITY & INDEPENDENCE We are seen to be an instrument of a particular political party or are not perceived to be an independent, credible organisation.</p>	<p>Our outputs contain factual reporting and objective analysis, undertaken with documented assumptions.</p> <p>We are transparent in our workflow management and prioritisation processes.</p> <p>We actively engage with external stakeholders, including parliamentarians, Commonwealth agencies and our expert panel.</p>
<p>RELEVANCE & INFLUENCE We are not seen to be relevant or influential.</p>	<p>We undertake regular consultation with external stakeholders, including the JCPAA, our expert panel, parliamentary committees, and external peers.</p> <p>We actively seek and respond to feedback.</p>
<p>CONFIDENCE IN DELIVERABLES Our deliverables are convincingly and publicly challenged.</p>	<p>We regularly monitor media and public references to PBO outputs to ensure accurate reporting.</p> <p>Our research publications are externally reviewed prior to release.</p>
<p>RELATIONSHIPS WITH SERVICE PROVIDERS We fail to maintain productive and collaborative relationships with agencies which provide services, information, data, and models to us.</p>	<p>Our liaison, data provision and service arrangements are tailored with Commonwealth agencies and are underpinned by active and regular engagement.</p> <p>We meet regularly with our outsourced ICT service provider to raise issues, provide feedback, and discuss future opportunities.</p>
<p>SENSITIVE INFORMATION Sensitive information held by or provided to us is inadvertently released because of accidental or intentional disclosure, or cyber-attack.</p>	<p>We annually assess our maturity against the Protective Security Policy Framework.</p> <p>We are engaging with our outsourced ICT service provider to reconfigure our ECMS to enhance records management compliance.</p> <p>We regularly and systematically engage with our outsourced ICT provider at both an operational and strategic level.</p>
<p>PBO WORKFORCE We have difficulty attracting or retaining employees or are perceived to not provide a safe working environment.</p>	<p>We provide development and training opportunities, engaging work, and flexible working arrangements to attract and retain employees.</p> <p>We regularly monitor relevant workforce data to identify emerging workforce issues.</p> <p>We continue to engage with the other parliamentary departments to respond to the recommendations of the Jenkins Review.</p>

Performance

We have one purpose: **to inform the parliament by providing independent and non-partisan analysis of the budget cycle, fiscal policy, and the financial implications of policy proposals.**

Our performance framework is based on measuring:

- the relevance, quality, and timeliness of our outputs,
- the independence, transparency, and integrity of our processes,
- our operational effectiveness, and
- stakeholder satisfaction with our outputs and service experience.


To assess achievement against our purpose and to keep us accountable against our strategic priorities and outcomes we use a mix of output, efficiency and effectiveness measures, and qualitative and quantitative methodologies. This ensures an appropriate balance in our reporting information and provides an unbiased assessment of our performance results.



Our performance targets, particularly those in relation to the level of demand for costing services, are linked to the election cycle. The measures of effectiveness seek to provide information on how our outputs contribute to improving public understanding of budget and fiscal policy issues.

For 2022–23, we have updated some of our performance measures and targets to better reflect our core work, including our focus on external engagement with our stakeholders. We have expanded our stakeholder satisfaction measure to capture levels of satisfaction with the customer service quality that we provide and included additional ways of obtaining periodic feedback from our stakeholders to our methodology. In addition, during 2022–23, we will trial the use of metrics such as the ‘size and complexity’ of parliamentary requests to provide more context around our performance results against our efficiency measure: ‘the median time to complete policy costings and budget analysis requests’. As part of ongoing work, we will also consider how to better define and measure the impact of our outputs, particularly in relation to our self-initiated work.


The below performance table outlines our performance measures, targets, and methodology. Substantive changes to individual performance measures are outlined in the performance table for information. Our measures and targets will be further reviewed over the year to ensure the ongoing appropriateness of our performance reporting framework. We will use 2022–23 to settle revised measures, targets, and methodologies, with any refinements to our performance measures reflected in our next corporate plan.

Performance measures and targets should be read alongside the financial and performance information published in our portfolio budget statement (PBS). Achievement against the performance criteria in this corporate plan and the PBS is monitored by the PBO Executive and will be reported in the PBO’s annual performance statements at the end of the reporting period.



	Performance measure	Outcomes	Methodology/data sources	Target			
				22–23	23–24	24–25	25–26
Output							
	Number of policy costing and budget analysis requests completed.	Independent and informative analysis: Stable demand for and timely provision of costing services, particularly from repeat clients, suggests that the PBO’s outputs are relevant, of high quality and timely.	<p>The data sources used to assess performance against the target for this measure include the Parliamentarian Request app and SharePoint records. This includes the number of requests/options, date received, date completed and/or date withdrawn.</p> <p>Some calculations are undertaken on the raw data to verify the summary data. Calculations consider public holidays/non-business days and hold time (periods when specifications are being clarified or where requestor has directed the PBO to place a request on-hold).</p> <p>Manual adjustments may need to be made to completion dates for re-issues of responses to requests.</p>	Equal to or greater than historical levels in the election cycle	Equal to or greater than historical levels in the election cycle	Equal to or greater than historical levels in the election cycle	Equal to or greater than historical levels in the election cycle

	Performance measure	Outcomes	Methodology/data sources	Target			
				22–23	23–24	24–25	25–26
	Number of PBO research products. ³	Independent and informative analysis: Demand for our research products suggests that our research is relevant, of high quality and timely.	The number of research publications are publicly disclosed on the PBO website. Targets for major and occasional reports consider resourcing and budget updates. The commitment to occasional reports varies in an election year, as the election commitments report is produced.	5 major reports	5 major reports	5 major reports	5 major reports
				4 occasional reports	4 occasional reports	2 occasional reports	4 occasional reports
	Percentage of major reports published at the time specified by our schedule (reports related to the budget).	Independent and informative analysis: Reports are delivered in accordance with our schedule and published while the triggering event remains relevant.	Publication dates for research reports are specified on the PBO website.	100%	100%	100%	100%


³ The target for major reports has been amended from 7 (as noted in the 2021–22 Corporate plan) to 5, as two major reports have now been combined into one and we will no longer routinely publish ‘Unlegislated measures carried forward in the budget estimates’.

	Performance measure	Outcomes	Methodology/data sources	Target			
				22–23	23–24	24–25	25–26
	Publication of the election commitments report within the legislated timeframe.	Independent and informative analysis: The PBO measures the timeliness of the election commitments report to provide evidence of compliance with its legislative obligations.	The formal approval to publish by the Parliamentary Budget Officer and the publication date of the election commitments report on the PBO website.	Less than 30 days after the end of the caretaker period or seven days before the first sitting day of parliament ⁴	N/A	Less than 30 days after the end of the caretaker period or seven days before the first sitting day of parliament	N/A

⁴ The election took place in 2021–22, however the election commitments report was published in the following financial year. Reporting against targets for this performance measure will be reflected in the 2022–23 annual performance statement.


	Performance measure	Outcomes	Methodology/data sources	Target			
				22–23	23–24	24–25	25–26
Efficiency							
	Median time to complete policy costing and budget analysis requests. ⁵	Operational effectiveness and efficiency: Results are interpreted to provide evidence of the PBO’s performance in terms of efficiency of outputs as assessed by time to completion against our targets.	The data sources used to assess performance against the target include the Parliamentary Request app and SharePoint records. This includes the number of requests/options, date received, date completed and/or date withdrawn.	Fewer than 15 business days (non-caretaker)	Fewer than 15 business days (non-caretaker)	Fewer than 15 business days (non-caretaker)	Fewer than 15 business days (non-caretaker)
				N/A	N/A	Fewer than 5 business days (caretaker)	N/A
Effectiveness							
	Percentage of publicly released costings referenced in the public debate.	Independent and informative analysis: The reference of PBO outputs in public debate suggests that PBO’s outputs are relevant. The independence, transparency, and integrity of the PBO’s processes may be inferred from mentions.	The number of references to publicly released costings sourced from: <ul style="list-style-type: none"> daily media monitoring speeches/media releases/interviews other sources, as appropriate. The PBO website details all costings that are publicly released.	100% of publicly released costings referenced by media sources	100% of publicly released costings referenced by media sources	100% of publicly released costings referenced by media sources	100% of publicly released costings referenced by media sources

⁵ Timeliness in relation to the completion of costing and budget analysis requests is the way in which the PBO is best able to measure efficiency. In 2022–23, the PBO will internally trial reporting on metrics such as the ‘size and complexity’ of parliamentary requests to provide additional context for our performance results against our target of ‘fewer than 15 business days (non-caretaker)’. The data sources and methodology for any revised measure will be formally documented in the 2023–24 Corporate plan.

	Performance measure	Outcomes	Methodology/data sources	Target			
				22–23	23–24	24–25	25–26
	Demand for PBO research products. ⁶	<p>Independent and informative analysis: The number and nature of media mentions indicate demand for our research products over time.</p> <p>The media has discretion over whether or not they report on our research products, including the quality of reporting they produce. Results are interpreted as evidence of PBO's contribution to the public debate and may demonstrate the level and extent of our influence.</p>	<p>Assessment of the number and nature of media mentions. Considerations include but are not limited to:</p> <ul style="list-style-type: none"> the quality of the media mention which may be determined by the prominence of the media publication and/or its readership size. For example, if the publication is a major news outlet. A 'major news outlet' is defined as a 'national' news source with a substantial readership size. <p>Data sources include:</p> <ul style="list-style-type: none"> website analytics daily media monitoring (Hansard, print and online media, radio transcripts, media releases etc) other sources, as appropriate. 	220 total mentions ⁷	Equal to or greater than the historical average for the total number of media mentions for research products	Equal to or greater than the historical average for the total number of media mentions for research products	Equal to or greater than the historical average for the total number of media mentions for research products

⁶ This measure has been refined for the 2022–23 Corporate plan. The term 'impact' has been removed as we consider ways to better define and measure the impact of our work. In addition, assessment of the number of report downloads has been excluded from the methodology for this measure due to concerns with the quality of report downloads data (sourced from a third-party). To better ensure the accuracy and reliability of the data, we will look at ways to track downloads ourselves via the PBO's new website, which is expected to go live in early 2023.


⁷ Historical data regarding the annual total of media mentions for our research products has informed the development of the target for 2022–23 of 220 total media mentions (220 total mentions represents a 10% increased performance target over the average number of mentions for the last three years). The target for estimated total mentions is subject to change in future reporting periods.

	Performance measure	Outcomes	Methodology/data sources	Target			
				22–23	23–24	24–25	25–26
				100% of all major ⁸ research reports are reported on by a major news outlet	100% of all major research reports are reported on by a major news outlet	100% of all major research reports are reported on by a major news outlet	100% of all major research reports are reported on by a major news outlet
	Demand for the election commitments report. ⁹	Independent and informative analysis: The number and nature of mentions indicate demand for our election commitments report over time. Results are interpreted as evidence of the PBO’s contribution to the public debate.	Assessment ¹⁰ of the number and nature (positive/negative or neutral) of: <ul style="list-style-type: none"> • website analytics • daily media monitoring • social media analytics • other sources, as appropriate. Mentions may also be assessed in the year following the election.	90% of mentions are positive or neutral	N/A	90% of mentions are positive or neutral	N/A


⁸ Major research reports include recurring publications such as Beyond the Budget, and, where relevant, the National Fiscal Outlook, as well as other standalone research reports, but does not include the Budget Explainer series, the Budget and MYEFO snapshots or Historical Fiscal Data publications, which are treated as occasional publications.

⁹ This measure has been refined for the 2022–23 Corporate plan. The term ‘impact’ has been removed as we consider ways to better define and measure the impact of our work. In addition, assessment of the number of downloads has been excluded from the methodology for this measure due to concerns with the quality of downloads data. The target for this measure has been amended to specifically refer to the ‘nature’ of mentions. Note, the election took place in 2021–22, however the 2022 Election commitments report was published in the following financial year. Reporting against targets for this performance measure will be reflected in the 2022–23 Annual performance statement.

¹⁰ When assessing the nature of media references, PBO analysts are making their own judgment against a set of descriptors. For example, references are considered ‘neutral’ if they relate to the PBO’s function or outputs without accompanying descriptive language.

	Performance measure	Outcomes	Methodology/data sources	Target			
				22–23	23–24	24–25	25–26
	Proportion of pre-election PBO costings that have informed election commitments (election commitments report-specific). ¹¹	Independent and informative analysis: The usefulness of our costings analysis and the trust placed in the agency in informing the election platforms of non-government parties and individuals, as measured by the proportion of commitments submitted for inclusion in the election commitments report that are informed by work done by the PBO.	This measure will draw on real-time, quality assured data already captured as part of the preparation of the election commitments report. Results will be calculated as commitments submitted for inclusion in the ECR that were informed by PBO work divided by all commitments submitted for inclusion in the election commitments report. A baseline has been established considering the estimated proportion of commitments reflecting a PBO costing in past commitment lists (2016: 51%, 2019: 50%). The target has been set considering historical levels.	60%	N/A	65%	N/A

¹¹ This is a new measure for the purposes of the 2022–23 Corporate plan.

	Performance measure	Outcomes	Methodology/data sources	Target			
				22–23	23–24	24–25	25–26
	Satisfaction and/or perception of stakeholders ¹²	Independent and informative analysis: Media mentions demonstrate how we are perceived as an agency by our external stakeholders.	Assessment ¹³ of the nature (positive/negative or neutral) of media mentions from the following sources: <ul style="list-style-type: none"> daily media monitoring other sources, as appropriate. 	90% of mentions are positive or neutral	90% of mentions are positive or neutral	90% of mentions are positive or neutral	90% of mentions are positive or neutral
		Service excellence: Feedback from our stakeholders (including parliamentarians) indicates they are satisfied with the customer service quality (support, engagement, and timeliness of this service) provided by the PBO. Feedback from stakeholders provides opportunities for continuous improvement/increased efficiencies in service delivery.	Assessment of the nature of feedback received from the following sources: <ul style="list-style-type: none"> PBO stakeholder survey (undertaken every three years) direct feedback provided by stakeholders in response to costings and budget analysis work completed. 	85% of feedback is positive or neutral	85% of feedback is positive or neutral	85% of feedback is positive or neutral	85% of feedback is positive or neutral

¹² The PBO’s stakeholders include Parliamentarians and their advisers and staff, Parliamentary committees, the Joint Committee of Public Accounts and Officers, Presiding Officers, commonwealth agencies, the media, and the general public. This measure has been refined for the 2022–23 Corporate plan. Separate targets for feedback in relation to customer service quality and the quality and timeliness of our outputs (85% of feedback is positive or neutral) have been added.

¹³ When assessing the nature of media references, PBO analysts are making their own judgment against a set of descriptors. For example, references are considered ‘neutral’ if they relate to the PBO’s function or outputs without accompanying descriptive language.

	Performance measure	Outcomes	Methodology/data sources	Target			
				22–23	23–24	24–25	25–26
		<p>Independent and informative analysis: Feedback indicates our outputs (self-initiated work, policy costings and budget analysis and election commitments report) are relevant, high quality and timely, and/or our work is undertaken with independence, transparency, and integrity.</p>	<ul style="list-style-type: none"> periodic qualitative feedback on work experiences with the PBO (Including semi-structured interviews with stakeholders post completion of a selected sample of costing requests and in-depth, one-on-one conversations with a sample of stakeholders every six-months).¹⁴ informal feedback received via email/private briefings/meetings. other sources, as appropriate. 	85% of feedback is positive or neutral	85% of feedback is positive or neutral	85% of feedback is positive or neutral	85% of feedback is positive or neutral

¹⁴ Interview questions are drawn from the triannual PBO stakeholder survey to ensure alignment across points of data. We will ‘road-test’ our methodology for gathering periodic qualitative feedback from stakeholders during the first two quarters of 2022–23. We expect that our methodology will continue to evolve over 2022–23 as we uplift our external engagement and digital capabilities, including an improved website and a parliamentarian portal. Refinements to our methodology will be captured in the next corporate plan.