



Parliamentary
Budget Office

2025

2026

CORPORATE
PLAN

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Foreword



As the accountable authority of the PBO, I present the PBO Corporate Plan 2025-26, 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 2025-26, as required by section 64Q of the *Parliamentary Service Act 1999*.

The 2025-26 year will be a time of building on solid foundations as we further develop our models, tools and capabilities to continue to deliver high quality costings and budget analysis for the Parliament.

With the 2025 Election Commitments Report published on 20 June 2025, we begin the year working with our partners in the parliamentary service to induct new members and senators, introducing them to our services and how we can support parliamentarians.

Traditionally, the first year of a new parliament sees a lower volume of requests for costings and analysis, providing an opportunity to mature data systems and develop new models in partnership with Commonwealth agencies. We will work to ensure we develop our systems and models in order to continue to deliver robust and timely responses on more complex policy issues across the life of the 48th Parliament.

During the election period, we leveraged purpose-built workflow and information management tools that we will continue to augment to support our work during the 48th Parliament. Our focus on harnessing technology to maximise efficient use of data across our modelling, reporting and data visualisation work during 2025-26 will ensure we are well placed to meet the ongoing demands of the Parliament.

We aim to enhance knowledge of fiscal issues through insightful and interactive publications and as such, our self-initiated products will focus on topics that aid the public and parliament's information on and understanding of budget and broader fiscal topics. Our regular focused reports and self-analysis tools will be extended with new areas of analysis, topical issue reviews, and additional parameters.

Underpinning these core activities is our stakeholder engagement strategy, refreshed for each parliament and based on feedback gathered from our formal surveys and regular discussions with clients and partners. We will continue to expand our education programs and collaboration with other parliamentary departments and agencies supporting our strategic outcome of improving understanding of the budget and fiscal policy issues.

Our 2025-26 Corporate Plan outlines how a year of investment in our capability will deliver our vision of enriching Australia's democracy by providing the Parliament and the public with independent information and tools for making sound policy choices and informing public policy debates.

Sam Reinhardt

Parliamentary Budget Officer
August 2025

Purpose

The Parliamentary Budget Office (PBO) was established in 2012 to provide for greater independence, transparency and accountability in the costing of election commitments and fiscal policy more broadly.

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. It is facilitated through delivery of our strategic priorities of service excellence, operational effectiveness, provision of independent and informative analysis, and investment in our people.

PURPOSE		VISION	
Inform the Parliament by providing independent and non-partisan analysis of the budget cycle, fiscal policy, and the financial implications of proposals.		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 parliamentary 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 improve the quality of the public policy debate by providing all parliamentarians with access to confidential costing and budget analysis services. We also publish analysis and interactive tools 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:

DEPARTMENT OF THE SENATE

The Department of the Senate provides the Senate, its committees, the President of the Senate and Senators with a broad range of advisory and support services related to the exercise of the legislative power of the Commonwealth.

DEPARTMENT OF THE HOUSE OF REPRESENTATIVES

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.

DEPARTMENT OF PARLIAMENTARY SERVICES

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.

PARLIAMENTARY BUDGET OFFICE

The Parliamentary Budget Office provides independent and non-partisan analysis of the budget cycle, fiscal policy, and the financial implications of proposals.

Core functions

Our mandate is to support the Parliament by providing access to independent policy costings and assistance to scrutinise the Budget. We help inform public debate on budgetary and fiscal policy issues through publication of data, analysis and interactive tools. In an election year, we also improve transparency and accountability of the financial implications of election commitments through producing the Election Commitments Report. We deliver our mandate through our core functions outlined below.



Policy costings and budget analysis

We provide all parliamentarians with access to advice on the financial implications of their policy proposals on request, 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. Responses to committee requests are automatically published.

Self-initiated products

We publish self-initiated analysis, chart packs, data and interactive tools on the budget and fiscal policy settings. Through our publications and tools, we seek to improve budget transparency and promote better public understanding of fiscal and budget policy issues.

Election commitments report

After each general election, we publish a report that shows the budget impacts of the announced 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 function develops and implements our organisational strategies and policies. This includes managing the delivery of a broad range of business enabling corporate services including human resources, financial management and reporting, governance and compliance, performance reporting, risk management, information management and communications.

We aspire to a strategic approach to managing our data and models that seeks to enhance corporate memory, mitigate key risks and facilitate our ambitions for performance and accuracy. We also invest in workflow solutions to streamline our business processes.

We strive to provide a working environment which recognises that people are key to our success and supports them to perform at their best.

External engagement

We support our vision of enriching Australia's democracy through independent budget and fiscal analysis by proactively engaging with our stakeholders and continually improving our services and their availability and accessibility. We continue to evolve how we can effectively support parliamentarians and their staff to understand the budget and fiscal issues, trialling new methods and adapting our approaches in response to feedback.

We place a high value on our relationships with Commonwealth agencies who provide us with information and other support. We acknowledge the critical role they play in enabling us to deliver on our purpose and vision. We also contribute to international capability building by sharing our experiences and insights and being open to new ways of delivering our mandate.

Key activities

Our 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 1999. Our key activities in 2025-26 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.				
POLICY COSTINGS & BUDGET ANALYSIS	SELF-INITIATED PRODUCTS	ELECTION COMMITMENTS REPORT	PEOPLE & SYSTEMS	EXTERNAL ENGAGEMENT
<p>Prepare high quality policy costings and budget analysis at the request of parliamentarians in a timely manner.</p> <p>Invest in maturing our data, models, methodologies and analytical capabilities that underpin our analysis.</p>	<p>Publish analysis and interactive tools that promote a better understanding of the budget and fiscal policy settings, with a focus on sustainability of the budget over the medium term.</p> <p>Develop and enhance analysis and tools to complement our publications.</p>	<p>Undertake a comprehensive after-action review of the 2025 Election Commitments Report to understand drivers of success and opportunities for improvement.</p> <p>Invest in the foundational capabilities to deliver a report analysing the budget impact of election commitments of parliamentary parties after the next general election</p>	<p>Implement our education strategy and induction program to build capable and confident teams.</p> <p>Invest in our critical tools, systems and processes to improve their efficiency and resilience.</p> <p>Improve how we manage our data, information, knowledge, and records.</p>	<p>Proactive engagement with the 48th Parliament in collaboration with other parliamentary departments</p> <p>Expand the <i>Budget Insights</i> education program.</p> <p>Build productive working relationships with parliamentarians and agencies.</p> <p>Support international capability building and partnerships.</p>

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 the needs of the intended audience. Refer to **Appendix A** for a one-page summary of our planned activities by function.

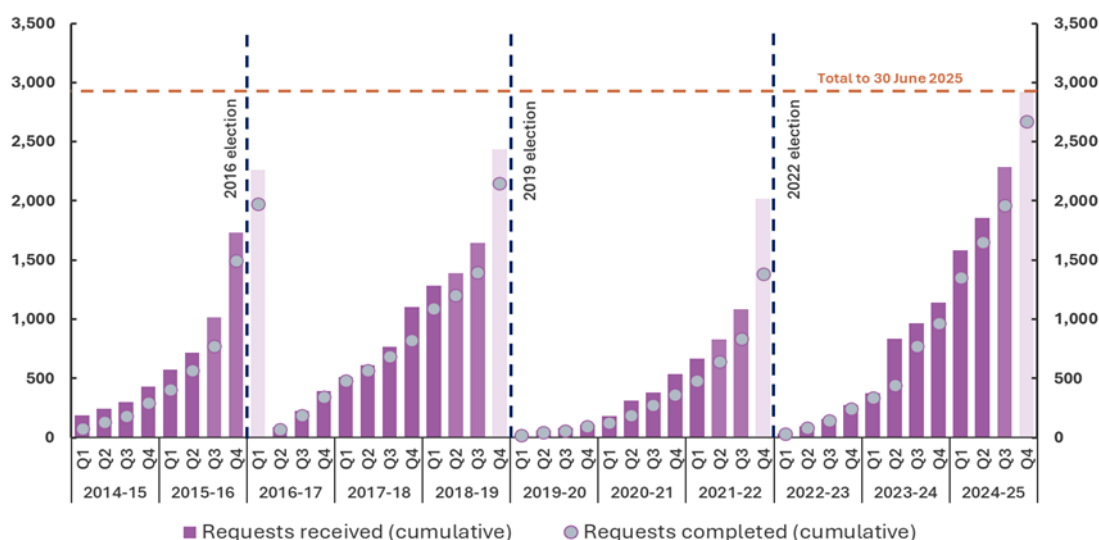
Policy costings and budget analysis

In 2025-26, we will continue to support parliamentarians through the provision of policy costings and budget analyses on request. Request volumes follow the parliamentary cycle, tending to reduce immediately after a general election before scaling up as policy platforms are developed and finalised, peaking in the election year (see Figure 1).

As the first year of a new parliamentary term, we expect demand for these services to reset and return to lower volumes. Our aim is to be responsive to parliamentary requests and to focus on the quality of our responses by investing in our models, data, methodology and analytical capabilities. This will be achieved by:

- proactive engagement with parliamentarians, their staff and parliamentary committees to provide high-quality timely responses to requests for policy costings and budget analyses ensuring we remain responsive to their priorities
- investment to mature our data, models, methodologies and analytical capabilities, to underpin high quality responses that withstand external scrutiny
- refreshing our quality assurance processes to ensure consistent, coherent and accurate responses to parliamentary requests
- providing transparency by regularly reporting on the demand for our services, and timeliness of our responses
- continuing to mature our business processes and workflow tools to improve service efficiency and reporting.

Figure 1: Total number of parliamentary requests received and completed



Self-initiated products

To enhance public understanding of the budget and fiscal policy issues, we will continue to expand the suite of self-help digital tools and self-initiated publications available on our website.

The aim of our self-initiated program is to support parliamentarians, advisors, media and readers from the public to understand key fiscal concepts and be empowered to engage with the policy conversation. We will continue to look for ways to make our work more accessible, including through data visualisation tools.

Our 2025-26 self-initiated work program falls broadly into 3 categories:

- Reports and analysis that are linked to the release of a fiscal update, such as the Budget, aimed to assist readers to understand current issues, particularly related to fiscal sustainability. It includes our flagship publication, *Beyond the budget*.
- Data and interactive tools that help users perform their own analysis such as the *Build your own budget* fiscal analysis tool, which provides unique user-driven insights into how changes in key economic and policy assumptions flow through to the medium-term fiscal position.
- Other products that build the knowledge and understanding of budget and fiscal issues, released when capability allows.

We retain flexibility within our self-initiated program to adjust our output over the course of the year, including in response to emerging issues or interests of parliamentary committees.

In the main our work considers issues related to:

- Fiscal sustainability
- Medium- and long-term fiscal risks
- Improving understanding of the budget
- Distributional analysis.

In 2025-26, we will also refresh the role of Expert Panel, to support our work to mature our methodological approaches and the focus of our self-initiated publication program.

Our key publications and tools include:

BUILD YOUR OWN BUDGET (BYOB)	An interactive tool to explore the impact of different economic assumptions and policy settings of your choice.
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 fiscal sustainability.
HISTORICAL FISCAL DATA & FORECASTS	Historical fiscal data and forecasts published in the Government's latest Budget update. The data includes time-series and forecasts previously unavailable in a single location.
BUDGET SNAPSHOT & MYEFO SNAPSHOT	Succinct online 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 EXPLAINERS	Non-technical pieces focused on explaining a particular area of the budget.
BUDGET BITES	Short insights into fiscal policy issues and updates to previously published PBO analysis.
NATIONAL FISCAL OUTLOOK	A summary of the national fiscal outlook, published following the release of all the Commonwealth and state and territory budgets, providing a national perspective on fiscal outcomes across all levels of government.
UNLEGISLATED MEASURES TRACKER	A list of Commonwealth Government measures for which enabling legislation has not yet passed.

Election commitments report

After each general election, the PBO must publish a report on the budget impacts of the election commitments of each parliamentary party with 5 or more members in the Parliament immediately before the commencement of the caretaker period. Minor parties and independents may opt in to have their election commitments included in this report. The *2025 Election Commitments Report* was published on 20 June 2025.

In 2025-26 we will complete an after-action review to ensure we capture any lessons for the next report, and invest in the foundational capabilities to underpin the preparation of the next report. Our investment in models, data, methodologies and analytical capabilities now will underpin responsive and high-quality costings and budget analysis throughout the 48th Parliament especially when demand escalates in the latter part of the Parliamentary term as election platforms are developed.

People and systems

Our people and the systems that support them enable the PBO to deliver its mandate effectively and efficiently. We focus on ensuring our people have the capability, skills and technology to achieve our objectives, underpinned by responsible financial stewardship and fit for purpose governance frameworks.

In 2025-26, priority will be given to:

- effectively managing the reduction in staff as we return to non-election year resourcing levels, whilst retaining high-quality people who are aligned to our vision and purpose
- implementing our education framework to nurture staff with the skills and confidence to perform at their best
- enhancing our information management, data analytics and visualisation capability to increase the accessibility and availability of our work
- investing in our critical tools, systems, and processes to improve their efficiency, resilience, and support the maturation of our governance and reporting systems
- investigating opportunities to leverage new digital tools to enhance the user experience of our advice and analysis
- refreshing our data and model strategy to support future demands on the PBO through enhancing our data management and analytical capability, datasets and models, including through model simplification
- collaborating with other parliamentary departments to implement the digital strategy for Australian Parliament House.
- continuing to evolve our agile, inclusive and diverse organisational culture.

External engagement

Our external engagement activity is an integral part of ensuring our relationships with parliamentarians, other parliamentary departments and agencies as well as the audiences of our self-initiated products remain strong. By listening to and leveraging feedback we received in the 2024 triennial stakeholder survey, and through regular meetings with clients and partners, we continually seek to enhance our products, services and relationships.

Feedback from the most recent triennial survey indicated that we should continue to enhance timeliness, accessibility and availability of our services, and we will continue to do so in the year ahead.

Our 2025-26, external engagement priorities include:

- successfully inducting the 48th Parliament, in collaboration with other parliamentary departments, including re-establishing or developing new relationships with parliamentarians, including new leaders' offices
- expanding the Budget Insights education program, including more drop-in sessions and webinars designed to build knowledge of the budget and fiscal issues
- continuing to strengthen relationships with our stakeholder agencies to ensure continued

provision of high-quality information and models that underpin our work, and to harness the knowledge and capability of partner agencies to inform our work and upskill staff

- partnering with other parliamentary departments to deliver information products, maximise staff training opportunities and link in with staff networks
- proactive engagement with parliamentarians and their staff to continually improve the requestor experience and ensure effective request management
- contribute to international capability building and partnership initiatives in our region.

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 key areas that may present challenges and opportunities for us in 2025-26 and beyond:

1. The commencement of the 48th Parliament
2. Review of PBO operations
3. Preparing for the future.

The commencement of the 48th Parliament

The commencement of the 48th Parliament presents an opportunity to induct new members of parliament to the PBO and the support we can offer, as well as re-engage with returning members. The composition of the parliament, especially the number of minor parties and independent members is expected to underpin demand for costing and budget analysis services.

We will prioritise activities that address the feedback we received during the 47th Parliament, while engaging with new parliamentarians to understand their requirements and manage expectations. We are committed to continual improvement in our service delivery and will recalibrate where needed to continue our high-quality service.

The outcome of the 2025 election saw a reduction in representation of those cohorts (opposition and other major non-government parties) who have traditionally made greatest use of our services. This may impact on the volume and breadth of future costing and analysis requests. We will continue to implement our proactive engagement to ensure that we deliver on their priorities and manage expectations around our services. Investment to mature our data analytics capability, models and methodology will also position us to better respond to demand over the parliament.

The new parliament is also an opportunity to support a new group of legislators and their staff in understanding the Australian budget and fiscal policy settings. We will expand our education program and leverage our website to provide an updated suite of self-help tools to support users to better understand how the budget works.

Review of PBO operations

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 aligned with best practice.

Section 64T of the *Parliamentary Service Act 1999* 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, which would be by 3 February 2026.

Since our establishment in 2012, the PBO has been reviewed 3 times. After the May 2022 general election, the JCPAA decided not to undertake a review.

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, modern workforce expectations, and ensuring our costings and self-initiated products consider changes in fiscal risks.

To ensure we remain a trusted and responsive partner, we will continually review our tools and processes to identify improvements, look for new ways to deliver our information and services, and leverage technology to enhance user experience. This includes working closely with the Department of Parliamentary Services to adapt to an evolving ICT and cyber-security landscape, to ensure that we protect the integrity of our systems, data and advice and promote a cyber-safe culture.

We recognise that we operate in a contested environment, where parliamentarians can seek alternative sources of advice. To ensure our advice is relevant and high quality, we will invest in maturing our methodologies and data sources, as well as models, to ensure that they take account of better practice, contemporary approaches and are able to withstand peer review. We will leverage our relationships with other agencies, and the expertise of our Expert Panel to do this.

Capabilities

In 2025-26 and beyond, we will continue to mature our business operations to optimise business efficiency and reinforce our agile culture, agency resilience and continual improvement whilst effectively managing strategic risks. Capability initiatives are split into 3 key areas: people and culture, data and models, and information systems and critical tools.

	CURRENT STATE	TRANSITION STATE	FUTURE STATE
PEOPLE & CULTURE	Cross-functional team collaboration and subject matter expertise	Uplifted management skills and tailored individual and team development	
	Skilled workforce	Workforce retention/succession and learning and development plans in place	
	Values culture and diverse workforce	Values, diversity and inclusion are further embedded in corporate culture	
DATA & MODELS	Web-based interactive educational and analytical tools	Expansion of web-based interactive visualisation and analytical tools	
	Comprehensive datasets Legacy models Siloed models	Model review and evaluation Cross-skilling on various policy models Collaboration with Commonwealth agencies	Automation and streamlining of complex modelling Integrated model/linking across models Improved quality & transparency of data modelling
	Siloed analytics tools and data modelling	Central secure cloud-based data analytics capability enhancing collaboration, efficiency and innovation	
INFORMATION SYSTEMS & CRITICAL TOOLS	Disparate, legacy workflow management tools. Gaps in tools	Unified platform for all PBO workflow management and tools	Comprehensive and integrated customer relationship and workflow management system
	Outdated digital engagement tools	Leverage new digital tools to enhance analysis, user interfaces and experience	
	Ad-hoc information and records management systems and procedures	Evolve information and records management systems and procedures	Best practice information and records management

People and culture

We have a small, dedicated workforce of around 45 employees, which becomes temporarily larger in an election year. For 2025-26 our workforce numbers will return to non-election year levels. We will continue to complement our workforce with temporary secondees from other Commonwealth agencies, and graduates under the Parliament of Australia Graduate Program.

We will continue to refine our agile operating model to maximise efficiency, mitigate key person risks and build breadth and depth in our team. Our analysts are allocated to the preparation of costings and budget analysis as well as to self-initiated 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 2025-26, we will continue to:

- invest in our workforce to enhance and retain the right mix of expertise and capabilities to deliver on our strategic priorities (including cross-skilling initiatives, tailored development strategies and succession planning)
- build the skills and resilience of our people to operate effectively in a dynamic and demand driven environment
- engage with staff as we refine our operating model and effectively mitigate risks, including proactively managing wellbeing
- respond proactively to feedback from the 2025 APS Census and complete implementation of the 2024 APS Census Action Plan
- implement actions from our updated diversity and inclusion strategy to increase awareness of diversity and improve our policies and processes to support inclusion and equity, as well as implementing the Australian Parliamentary Service Access and Inclusion Plan
- support reconciliation with Aboriginal and Torres Strait Islander peoples through our work in implementing the Australian Parliamentary Service Reconciliation Action Plan
- establish and embed a framework for fostering a culture of integrity.

Data and models

We develop and maintain a wide range of datasets and over 70 different models to deliver high quality and trusted costings and budget analysis. To ensure these are properly maintained we invest PBO resources and 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 economic and fiscal update.

We will continue to proactively engage with peers in partner agencies to ensure we have timely access to data and models and can leverage expertise to support

provision of timely and contemporary analysis. We will also invest in solutions to break down siloed analytical tools and explore upgrading our data analytics platform and web-based interactive data visualisation and analytical tools.

In 2025-26 we will refresh our [Data and Model Strategy](#) to support future demands on the PBO through enhancing our analytical capability, datasets and models. This will include model simplification and developing tools to automate manual processes to ensure we continue to sustainably deliver high quality analysis.

Information systems and critical tools

Effective and efficient ICT capability is critical to enable the PBO to maintain and improve the efficiency and effectiveness of our operations, and the timeliness and accessibility of our services.

Our secure ICT environment enables us to effectively collaborate with flexible and sustainable working practices, improve the efficiency of our internal workflows and data management, as well as allow for innovation. Our website enables us to further explore the use of data visualisation and interactive budget analysis and modelling tools. It also provides opportunities to explore new digital tools to enhance analysis, user interfaces and experiences.

Our focus on ICT modernisation will continue in 2025-26, in partnership with our outsourced ICT provider, the Department of Parliamentary Services. We will develop an ICT Strategy and roadmap to support operational efficiency, sustainability, effective risk management and compliance. This will leverage the digital strategy for Australian Parliament House and deliver:

- the unification of disparate workflow tools
- the continued improvement of these tools
- improved information and records management.

We will also explore opportunities to leverage new digital tools to enhance the user experience for our services.

Cooperation and external engagement

We engage with a wide range of Commonwealth agencies, organisations, and individuals 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 increasing the relevance of our self-initiated work program.



Oversight

We are accountable to the Parliament for our activities through the Joint Committee of Public Accounts and Audit (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.

Section 64T of the *Parliamentary Service Act 1999* allows for the 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, which would be by 3 February 2026.

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 their functions.

Service providers and partners

Our ability to fulfil our purpose relies 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 and models that allow 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.

Delivery of our corporate services is also supported by outsourced arrangements with the Department of Parliamentary Services for accommodation, security and ICT services, and the Department of the Senate for payroll and financial services.

As a Commonwealth Parliamentary Workplace the PBO and our staff are able to access the services of the Parliamentary Workplace Support Service to gain support and advice to build and maintain a safe, respectful, and inclusive parliamentary workplace.

Panel of expert advisers

Our panel of expert advisers was established in December 2017 to assist with ensuring the PBO continues to produce high-quality analytical work. We meet and engage with the panel as required to provide advice on a broad range of matters related to policy costings and our self-initiated publication program.

In 2025-26 we will refresh the members of the panel, its terms of reference and operational arrangements, consistent with the recommendations of the review of the expert panel undertaken in 2024. The refresh aims to uplift the breadth of technical costing and economic expertise on the panel, and to leverage this experience more effectively as we review our costing methodologies and self-initiated research and 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 operational policies, processes and plans that are embedded into our business 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 the Audit and Risk Committee in setting the PBO's appetite and tolerance for risk.

Thematic risk management plans are developed to operationalise our risk policy and strategy. This includes plans for strategic risks, operational risks, specialist risks (such as protective security and fraud and corruption), 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
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>Our outputs contain factual reporting and objective analysis, that is evidence based with documented assumptions.</p> <p>We are transparent in our workflow management and prioritisation processes.</p> <p>We strive to build a values-driven culture of openness, honesty and integrity and actively embed and reinforce core values into our corporate culture at all levels.</p>
RELEVANCE & INFLUENCE We are not seen to be relevant or influential.	<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>
RELATIONSHIPS WITH SERVICE PROVIDERS We fail to maintain productive and collaborative relationships with agencies which provide services, information, data, and models to us.	<p>Our liaison, data provision and service arrangements are tailored with Commonwealth agencies and are underpinned by active and regular engagement.</p> <p>We set and enforce service level agreements to manage third-party risk and ensure service providers understand the risk mitigation strategies and procedures expected of them.</p> <p>We engage regularly with our outsourced service providers to raise issues, provide feedback and discuss future opportunities.</p>
CONFIDENCE IN DELIVERABLES Our deliverables are convincingly and publicly challenged.	<p>Well established quality assurance, peer review and clearance processes.</p> <p>We regularly monitor media and public references to the PBO and our work to ensure accurate reporting.</p> <p>Assessments of costing methodology are undertaken in consultation with external parties, agencies and the expert panel while confidentiality is maintained.</p>
SENSITIVE INFORMATION Sensitive information held by or provided to us is inadvertently released because of accidental or intentional disclosure, or cyber-attack.	<p>We annually assess our maturity against the Protective Security Policy Framework.</p> <p>We provide training to our employees on data handling, access controls, authentication processes, and authorisation procedures that is refreshed annually.</p> <p>We are undertaking a project to refresh our records management tools and enhance records management compliance.</p>
PBO WORKFORCE We have difficulty retaining employees or are perceived to not provide a safe working environment.	<p>We provide development and training opportunities, engaging work, and safe and flexible working arrangements to attract and retain employees.</p> <p>We regularly monitor relevant PBO workforce information to identify emerging workforce issues.</p> <p>We integrate succession planning with leadership development to ensure the continuity of critical roles.</p>

2025-26 Performance measures

The purpose of the PBO is 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
- stakeholder satisfaction with our outputs and service experience.

To assess achievements 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.

We continue to refine our performance measures and targets to ensure they reflect the changing nature of our work, including our focus on delivering value-add analysis more regularly and frequently through our self-initiated work program.

Our 2025-26 planned self-initiated work program takes account of it being the first year of the parliamentary cycle, when we expect reduced demand for budget analysis and costing services, and there to be more capacity to produce self-initiated work. Accordingly, we plan to publish between 14 and 18 self-initiated products in 2025-26, a significant increase on 2024-25, but consistent with our usual non-election year output. This includes our flagship fiscal sustainability report, *Beyond the budget* and the major update of *Build your own budget* related to the 2025-26 Budget delivered in March 2025 and to the 2026-27 Budget.

The only change to the 2025-26 performance measures from last year is an increase to the target for website page views, to reflect our strong 2024-25 performance. For some measures, we have updated the text for clarity and to include more contextual information.

With the publication of our *2025 Election Commitments Report* on 20 June 2025, our related performance measures will be reported against the 2024-25 financial year, and are 'not applicable' for 2025-26.

Performance measures and targets should be read alongside the financial and performance information published in our Portfolio Budget Statement (PBS). Achievement against the performance measures 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.

Summary of 2025-26 Performance Measures and Targets

PERFORMANCE MEASURE	2025-26 TARGET
1. Output measures	
1.1 Number of policy costing and budget analysis requests completed	Equal to or greater than historical levels in the election cycle
1.2 Number of PBO self-initiated products	Publish between 14 and 18 self-initiated products
1.3 Publication of the Election Commitments Report within the legislated timeframe	Less than 30 days after the end of the caretaker period or 7 days before the first sitting day of parliament
2. Efficiency measures	
2.1 Median time to complete policy costing and budget analysis requests	15 business days or fewer (non-caretaker)
2.2 Percentage of fiscal update related products published at the time specified by our schedule	100% of fiscal update related products are published at the time specified in our schedule
3. Effectiveness measures	
3.1 Percentage of PBO publicly released parliamentary requests referenced in the public debate	80% of publicly released parliamentary requests referenced by media sources
3.2 Demand for PBO self-initiated products	(a) 50% of relevant products are reported on by a major news outlet
	(b) 45,000 web page views
	(c) 85% of relevant products receive at least 100 web site page views
3.3 Demand for the Election Commitments Report	90% of mentions are positive or neutral
3.4 Proportion of pre-election PBO responses to parliamentary requests that have informed election commitments included in the Election Commitments Report	60% of pre-election PBO responses to parliamentary requests have informed election commitments included in the Election Commitments Report
3.5 Proportion of feedback from stakeholders that indicates a high-level of satisfaction regarding the quality of the service and outputs provided by the PBO	85% of feedback is positive or neutral
3.6 Proportion of media mentions that indicate our outputs are of high-quality and that we are perceived as independent, robust, and/or non-partisan	90% of mentions are positive or neutral

Alignment of 2025-26 Key Activities with Performance Measures and Targets

Key Activity	Performance Measure	
Policy costings and budget analysis	1.1	Number of policy costing and budget analysis requests completed
	2.1	Median time to complete policy costing and budget analysis requests
	3.1	Percentage of PBO publicly released parliamentary requests referenced in the public debate
Self-initiated products	1.2	Number of PBO self-initiated products
	2.2	Percentage of fiscal update related products published at the time specified by our schedule
	3.2	Demand for PBO self-initiated products
Election Commitments Report	1.3	Publication of the Election Commitments Report within the legislated timeframe
	3.3	Demand for the Election Commitments Report
	3.4	Proportion of pre-election PBO responses to parliamentary requests that have informed election commitments included in the Election Commitments Report
External engagement	3.5	Proportion of feedback from stakeholders that indicates a high-level of satisfaction regarding the quality of the service and outputs provided by the PBO
	3.6	Proportion of media mentions that indicate our outputs are of high-quality and that we are perceived as independent, robust, and/or non-partisan

Output measures

Performance measure	1.1 Number of policy costing and budget analysis requests completed		
Outcome	Independent and informative analysis: Stable or increasing 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.		
Methodology	<p>Calculations are undertaken on raw data to verify the summary data. The calculations include adjustment for public holidays/non business days and hold time (periods when specifications are being clarified or where the requestor has directed the PBO to place a request on-hold). Manual adjustments may need to be made to completion dates for reissues of responses to requests.</p> <p>Requests are defined as the number of options or components (request options) provided to the parliamentarian in response to their request. These are confirmed when the request is completed.</p> <p>Completion rates are influenced by factors including the timing of the election cycle, the volume of requests on hand and the need to seek additional data from agencies.</p>		
Data sources	The data sources used to assess performance against the target for this measure include the Parliamentary Request App and SharePoint records. This includes the number of requests/options, date received, date completed and/or date withdrawn.		
Targets			
2025-26	2026-27	2027-28	2028-29
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
Target rationale	The demand for policy costing and budget analysis services is directly affected by the general election cycle. The target is based on an assessment of historical trends in the election cycle.		
Changes from previous year	No change, except for a minor clarification of methodology related to when request options are confirmed. The measure is retained from the 2024-25 Corporate Plan.		

Performance measure	1.2 Number of PBO self-initiated products			
Outcome	Independent and informative analysis: Demand for our products suggests that our self-initiated work is relevant, of high quality and timely.			
Methodology	<p>The PBO has a mandate to undertake independent analysis of budget and fiscal issues. Our self-initiated work program seeks to improve budget transparency through the provision of interactive tools and analysis that promotes public understanding of these issues. Self-initiated products fall into 3 broad categories (also relevant for performance measures 2.2 and 3.2):</p> <ol style="list-style-type: none">1. Reports and analysis that are linked to the release of a Government fiscal update, such as the Budget, with the aim of assisting readers to understand the current issues, particularly related to fiscal sustainability.2. Data and tools that help users perform their own analysis, updated at least once each year. These are counted only once, even if they are updated multiple times. (Build your own Budget (BYOB), Small Model of Australian Representative Taxpayers (SMART) and Historical fiscal data).3. Other products that build the knowledge and understanding of budget and fiscal issues, released when capacity allows. <p>Self-initiated products do not include those associated with corporate governance, or process and guidance material for parliamentarians.</p> <p>Assessment of the number of products publicly disclosed on the PBO website.</p>			
Data sources	The PBO website.			
Targets				
2025-26	2026-27	2027-28	2028-29	
Publish between 14 and 18 self-initiated products.	Publish between 14 and 18 self-initiated products. ⁴	Publish between 9 and 12 self-initiated products. ⁵	Publish between 14 and 18 self-initiated products. ⁵	
Target rationale	<p>The target for the total number of self-initiated products considers the expected timing of an election and fiscal updates, as well as expected available capacity given other workload pressures. The total number will vary depending on the number of Government fiscal updates in a given year and staff capacity.</p> <p>Fiscal update related releases cover those products that are triggered by the release of a Budget or Mid-Year Economic and Fiscal Outlook (MYEFO). In a non-election year, they include:</p> <ol style="list-style-type: none">1. <i>Beyond the budget</i> medium-term projections & fiscal sustainability2. Budget interactive snapshot3. MYEFO interactive snapshot4. <i>National fiscal outlook</i> whole-of-government fiscal analysis5. Guide to the budget			

⁴ For the purposes of this target the PBO has assumed there will be a general election in 2027-28.

6. Unlegislated measures.

The data and tools we intend to update at least once a year following a fiscal update are as follows:

7. *Build your own budget* fiscal analysis tool (a major update following the Budget and minor updates at other times)
8. Historical fiscal data and Historical budget forecasts
9. Small Model of Australian Representative Taxpayers (SMART)
10. Public debt interest calculator.

As the 2025 general election was held late in 2024-25, and our focus was on delivering the *2025 Election Commitments Report*, production of our flagship *Beyond the budget* publication and the major update to *Build your own budget* was not possible in 2024-25. These products will be delivered in the first quarter of 2025-26.

This means we will publish 2 editions of *Beyond the budget* and *Build your own budget* in 2025-26.

As a non-election year, we also expect to publish a number of other products, not listed above. These are likely to be short ‘budget bites’ or explainers, produced as resources allow.

Changes from previous year

The measure is retained from the 2024-25 Corporate Plan, with minor rewording to change the publication reference to product, clarify those products that are only counted once, classify unlegislated measures as being linked to a fiscal update and to provide context to the 2025-26 publication plan.

This target compares to the 19 products published in 2022-23, 16 in 2023-24 and 10 in 2024-25 (an election year where we expect to publish around half of the products published in a non-election year).

Performance measure	1.3 Publication of the Election Commitments Report within the legislated timeframe		
Outcome	Independent and informative analysis: The PBO measures the timeliness of the preparation of the Election Commitments Report to provide evidence of compliance with its legislative obligations.		
Methodology	<p>Assessment against the timeframe for the publication of the Election Commitments Report as set out in subsection 64MA (1A) of the <i>Parliamentary Service Act 1999</i>.</p> <p>If an election occurs late in the financial year, the PBO may publish the Election Commitments Report early in the next financial year.</p>		
Data sources	Data sources include the formal approval to publish by the Parliamentary Budget Officer and the publication date of the Election Commitments Report on the PBO website.		
Targets			
2025-26	2026-27	2027-28	2028-29
Not applicable	Not applicable	Less than 30 days after the end of the caretaker period or 7 days before the first sitting day of parliament. ⁵	Not applicable
Target rationale	This is an output measure in relation to compliance.		
Changes from previous year	The measure is retained from the 2024-25 Corporate Plan. Minor text changes to improve clarity.		

⁵ For the purposes of this document the PBO is assuming that there will be a general election in 2027-28.

Efficiency measures

Performance measure	2.1 Median time to complete policy costing and budget analysis requests		
Outcome	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.		
Methodology	<p>Analysis of the number of requests/options, date received, date completed and/or date withdrawn.</p> <p>Timeliness is influenced by factors including the number of requests on hand, their complexity and whether we have to request information from other agencies to complete the request. The use of the number of request options seeks to be a proxy for complexity.</p> <p>We track metrics that influence time to completion, such as the number of information requests from Commonwealth agencies to better understand their impact on delivery timeframes.</p> <p>The target timeframe for caretaker election costings is informed by the Charter of Budget Honesty Policy Costing Guidelines, as updated periodically.</p>		
Data sources	The data sources used to assess performance against the target include the Parliamentary Request App and SharePoint records.		
Targets			
2025-26	2026-27	2027-28	2028-29
15 business days or fewer (non-caretaker)	15 business days or fewer (non-caretaker)	15 business days or fewer (non-caretaker)	15 business days or fewer (non-caretaker)
		5 business days or fewer (caretaker)	
Target rationale	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.		
Changes from previous year	No change. The measure is retained from the 2024-25 Corporate Plan.		

Performance measure	2.2 Percentage of fiscal update related products published at the time specified by our schedule																																
Outcome	Operational effectiveness and efficiency: Products are delivered in accordance with our schedule and published while the triggering event remains relevant.																																
Methodology	<p>Fiscal update related releases are triggered by the Government publishing new economic and fiscal estimates. These products fall into 2 categories:</p> <ol style="list-style-type: none">1. Fiscal snapshots, historical data and the budget guide, which are to be released within 3 days of the trigger event.2. Deeper analysis and model updates, which are to be released within 2 months of the triggering event (<i>Build your own budget</i>, <i>Beyond the budget</i>, <i>historical fiscal data and forecasts</i> and <i>National fiscal outlook</i>). <p>Assessment of the publication dates on our website for products specified in category 1 and 2 above. The differentiated timing between category 1 and 2, reflects the extra information and analysis that needs to be incorporated in <i>Build your own budget</i>, <i>Beyond the budget</i> and the <i>National fiscal outlook</i>.</p>																																
Data sources	The PBO website.																																
Targets																																	
2025-26	2026-27	2027-28	2028-29																														
100%	100%	100%	100%																														
Target rationale	<p>The 100% target indicates the importance of publishing analysis and data while the trigger event remains relevant. The indicative schedule for 2025-26 is in the table.</p> <table><tr><th>Title of publication</th><th>Trigger</th><th>Target</th></tr><tr><td><i>Beyond the budget 2026-27</i></td><td>Budget</td><td>Within 2 months</td></tr><tr><td><i>Build your own budget: 2026-27 Budget update</i></td><td>Budget</td><td>Within 2 months</td></tr><tr><td><i>Guide to the Budget</i></td><td>Budget</td><td>Within 3 days</td></tr><tr><td><i>2026-27 Budget snapshot</i></td><td>Budget</td><td>Within 3 days</td></tr><tr><td><i>Historical Fiscal data: Budget update</i></td><td>Budget</td><td>Within 3 days</td></tr><tr><td><i>Build your own budget: MYEFO update</i></td><td>MYEFO</td><td>Within 2 months</td></tr><tr><td><i>Historical fiscal data: MYEFO update</i></td><td>MYEFO</td><td>Within 3 days</td></tr><tr><td><i>2025-26 MYEFO snapshot</i></td><td>MYEFO</td><td>Within 3 days</td></tr><tr><td><i>National Fiscal Outlook 2025-26</i></td><td>Last State Budget</td><td>Within 2 months</td></tr></table>			Title of publication	Trigger	Target	<i>Beyond the budget 2026-27</i>	Budget	Within 2 months	<i>Build your own budget: 2026-27 Budget update</i>	Budget	Within 2 months	<i>Guide to the Budget</i>	Budget	Within 3 days	<i>2026-27 Budget snapshot</i>	Budget	Within 3 days	<i>Historical Fiscal data: Budget update</i>	Budget	Within 3 days	<i>Build your own budget: MYEFO update</i>	MYEFO	Within 2 months	<i>Historical fiscal data: MYEFO update</i>	MYEFO	Within 3 days	<i>2025-26 MYEFO snapshot</i>	MYEFO	Within 3 days	<i>National Fiscal Outlook 2025-26</i>	Last State Budget	Within 2 months
Title of publication	Trigger	Target																															
<i>Beyond the budget 2026-27</i>	Budget	Within 2 months																															
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<i>2025-26 MYEFO snapshot</i>	MYEFO	Within 3 days																															
<i>National Fiscal Outlook 2025-26</i>	Last State Budget	Within 2 months																															
Changes from previous year	No change other than minor rewording of the target rationale for clarity. The measure is retained from the 2024-25 Corporate Plan																																

Effectiveness measures

Performance measure		3.1 Percentage of PBO publicly released parliamentary requests referenced in the public debate	
Outcome		Independent and informative analysis: The reference to 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 the nature of the mentions.	
Methodology		<p>For the purposes of this measure, the term ‘PBO publicly released parliamentary requests’ refers to responses posted to the PBO website and includes requests for costings and analyses of the budget.</p> <p>Assessment of the number of references to PBO publicly released parliamentary requests sourced from:</p> <ul style="list-style-type: none">- daily media monitoring- speeches/media releases/interviews- other sources, as appropriate.	
Data sources		The PBO website.	
Targets			
2025-26	2026-27	2027-28	2028-29
80% of publicly released parliamentary requests referenced by media sources	80% of publicly released parliamentary requests referenced by media sources	80% of publicly released parliamentary requests referenced by media sources	80% of publicly released parliamentary requests referenced by media sources
Target rationale		<p>The choice of the 80% target reflects that not all publicly released costings are picked up by the media. For instance, some costing requests that are legislatively required to be publicly released (such as those completed on behalf of a Parliamentary Committee) may not be topical for the media cycle.</p> <p>Additionally, costing requests are automatically publicly released following completion where a request is submitted on a ‘non-confidential’ basis by a parliamentarian.</p>	
Changes from previous year		No change, other than to add detail on data sources. The measure is retained from the 2024-25 Corporate Plan.	

Outcome

Independent and informative analysis: The number of self-initiated products reported on by the media and viewed on our website indicates demand for our products and their relevance over time.

The media has discretion over whether or not they report on our products, including the quality of reporting they produce. Results are interpreted as evidence of the PBO's contribution to the public debate and may demonstrate the level and extent of our influence.

Traffic to the PBO website is also indicative of demand for our self-initiated products, especially those that are published to support users to better understand the budget (explainers, the glossary and data) and fiscal issues (budget bites).

Methodology

We use media reporting and website engagement to measure demand for and relevance of PBO self-initiated products.

Media reporting is measured through an assessment of the percentage of all relevant products reported on by a major news outlet. A 'major news outlet' is defined as a national news source with a substantial readership size.

Website engagement is measured via a collection of website analytics for website page views, adjusted for the 'bounce rate' (views of less than 10 seconds and no page interactions).

We measure the website page views in aggregate, to acknowledge that the stock of self-initiated products grows over time, and that many of them have a long shelf life and continue to be relevant after they have been released. Relevant products include fiscal updates, explainers, data and tools.

We also measure website page views of those products delivered within the reporting period, to ascertain the demand and relevance of new products.

Data sources

Daily media monitoring (Hansard, print and online media, television, radio transcripts and media releases).

PBO website analytics data and reports.

Targets			
2025-26	2026-27	2027-28	2028-29
a) 50% of relevant products are reported on by a major news outlet	Maintain the percentage of relevant products reported on by a major news outlet	Maintain the percentage of relevant products reported on by a major news outlet	Maintain the percentage of relevant products reported on by a major news outlet
b) 45,000 ^(a) website page views	Maintain or increase	Maintain or increase	Maintain or increase
c) 85% of relevant products receive at least 100 website page views	Maintain the percentage of relevant products that receive at least 100 website page views	Maintain the percentage of relevant products that receive at least 100 website page views	Maintain the percentage of relevant products that receive at least 100 website page views

Target rationale

The media target of 50% reflects that not all of our self-initiated products will receive media attention. Some of them, particularly those related to recent fiscal updates, such as the budget, are more likely to gain media attention. Conversely, publications which explain a budget concept are unlikely to gain immediate media attention. Our program has a mix of these products being released in any given year.

The website page view target for all self-initiated products takes account of the stock of PBO self-initiated products (that increases each year), and that some have a long 'shelf life', resulting in website page views over a long period.

Website page views, adjusted for bounce rate, are considered the best metric to take account of the different ways the PBO publishes its work, including through HTML, interactive interfaces, and downloadable documents and spreadsheets.

The website page view target reflects prior year experience. We find there is consistent demand for prior year publications, and the target reflects our growing stock of on-line resources, such as the online budget glossary, online tools and various budget explainers.

Our target for 2025-26 is for 45,000 website page views, to take account of 2025-26 being a non-election year.

The 85% target for newly released products reflects that some of our products have a niche audience, or niche purpose fulfilling an important transparency or accountability objective but may not achieve a lot of views when released.

Changes from previous year

The measure is retained from the 2024-25 Corporate Plan. The target for website page views has been increased in light of our 2024-25 experience and the rationale has been updated explain the settings for the current year.

(a) relative to our 2025-26 Portfolio budget statements this target has increased from 35,000 to 45,00 reflecting actual performance through to the end of the 2024-25 financial year.

Performance measure		3.3 Demand for the Election Commitments Report	
Outcome	<p>Independent and informative analysis: The number and nature of media mentions indicate demand for our Election Commitments Report over time. Results are interpreted as evidence of the PBO’s contribution to the public debate.</p> <p>Media has discretion over whether they write articles on the report.</p>		
Methodology	<p>Assessment of the number and nature (positive/negative or neutral) of media mentions related to the Election Commitments Report.</p> <p>When assessing the nature of media references, PBO analysts make 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.</p>		
Data sources	<p>Daily media monitoring (Hansard, print and online media, television, radio transcripts and media releases).</p>		
Targets			
2025-26	2025-26	2026-27	2027-28
Not applicable	Not applicable	90% of mentions are positive or neutral ³	Not applicable
Target rationale	<p>A target of 90% of mentions being positive or neutral reflects the purpose of the Election Commitments Report as a document of accountability. It also acknowledges that some commentary may be negative as some stakeholders may be disappointed that the report is released after the election, as required by the PBO’s legislation.</p>		
Changes from previous year	<p>The measure is retained from the 2024-25 Corporate Plan. The target rationale has been updated to add context.</p>		

³ For the purposes of this document the PBO is assuming there will be a general election in 2027-28.

Performance measure	3.4 Proportion of pre-election PBO responses to parliamentary requests that have informed election commitments included in the Election Commitments Report		
Outcome	Independent and informative analysis: The usefulness of our costings and budget 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 included in the Election Commitments Report that are informed by work done by the PBO.		
Methodology	Performance results are calculated as commitments determined by the Parliamentary Budget Officer as meeting the criteria for inclusion in the Election Commitments Report that were informed by PBO work, divided by, the total of all commitments included in the Election Commitments Report.		
Data sources	<p>This measure draws on real-time, quality assured data already captured as part of the preparation of the Election Commitments Report.</p> <p>Sources include the Parliamentarian Requests App, ECR App and SharePoint records.</p>		
Targets			
2025-26	2026-27	2027-28	2028-29
Not applicable	Not applicable	60% ⁴	Not applicable
Target rationale	The target is informed by historical levels (2016: 51%, 2019: 50%, 2022: 60%, 2025: 70%). It also acknowledges that parties have discretion to use the PBO to support policy development.		
Changes from previous year	The measure is retained from the 2024-25 Corporate Plan. The methodology has been reworded to be clear the denominator is the total of the commitments included in the Election Commitments Report. The target rationale has also been updated.		

⁴ For the purposes of this document the PBO has assumed there will be a general election in 2027-28.

Performance measure	3.5 Proportion of feedback from stakeholders that indicates a high-level of satisfaction regarding the quality of the service and outputs provided by the PBO			
Outcome	<p>Service excellence:</p> <p>Feedback from our stakeholders (including parliamentarians) indicates they are satisfied with the customer service quality (support, engagement, and timeliness of our service) and the website and digital tools, (accessibility, functionality, and usability) provided by the PBO.</p> <p>Independent and informative analysis:</p> <p>Feedback indicates our outputs (self-initiated products, 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>			
Methodology	<p>The PBO’s stakeholders include parliamentarians and their advisers and staff, parliamentary committees, the Joint Committee of Public Accounts and Audit, Presiding Officers, Commonwealth agencies, the media, and the general public.</p> <p>The nature of feedback received from the following sources is assessed:</p> <ul style="list-style-type: none">- PBO stakeholder survey (undertaken every 3 years).- Ad hoc and unsolicited feedback provided by stakeholders.- Informal feedback via email/private briefings/meetings.- Other sources, as appropriate.			
Data sources	The results of the PBO stakeholder survey and the PBO’s records of feedback received and logged.			
Targets				
2025-26	2026-27	2027-28	2028-29	
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	
Target rationale	A target of 85% recognises that at times we will receive feedback that indicates the need to vary or improve our services. Constructive feedback from our stakeholders which identifies opportunities for improvement is welcomed.			
Changes from previous year	The measure is retained from the 2024-25 Corporate Plan. Text has been updated to clarify data sources.			

Performance measure	3.6 Proportion of media mentions that indicate our outputs are of high-quality and that we are perceived as independent, robust, and/or non-partisan		
Outcome	Media mentions demonstrate how we are perceived as an agency by our external stakeholders.		
Methodology	<p>Assessment of the number and nature (positive/negative or neutral) of media mentions across costings and budget analysis, self-initiated products and PBO functions.</p> <p>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.</p>		
Data sources	Daily media monitoring (Hansard, print and online media, television, radio transcripts and media releases).		
Targets			
2025-26	2026-27	2027-28	2028-29
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
Target rationale	The target is informed by historical levels. It acknowledges that not all comments will be positive or neutral, especially when considering the scope of the PBO’s role as defined by legislation.		
Changes from previous year	The measure is retained from the2024-25 Corporate Plan. Methodology and target rationale have been updated to improve clarity.		

APPENDIX A- PLANNED ACTIVITIES BY FUNCTION

JULY 2025 TO JUNE 2026



Parliamentary
Budget Office

LEGEND

- Activity complete
- Activity commenced

July to December 2025

January to June 2026

