

**Opening Statement**  
**Supplementary Budget Estimates**  
**Monday 25 October 2021**

- Thank you Chair.
- I am Stephanie Foster, Deputy Secretary Governance and Head of APS Reform in the Department of the Prime Minister and Cabinet.
- The members of PM&C's Executive in attendance at Parliament House for this session to answer your questions are:
  - Ms Alison Frame, Deputy Secretary, Social Policy
  - Mr James Larsen, Climate Coordinator
  - Mr Rod Brazier, Acting Deputy Secretary, National Security and International Policy
  - Mr James Chisolm, Acting Deputy Secretary, Economy, Industry and G20 Sherpa (Mr Simon Duggan, Deputy Secretary, Economy, Industry and G20 Sherpa is unavailable as he travelling overseas.)
  - Mr Tom Gilmartin, Chief Operating Officer
- In line with COVID-19 safety protocols, the Department has limited our number of officials to be physically present in the room.
  - We have 18 key witnesses here at APH.
  - The remainder are available virtually from the Department.
- There may be a slight delay for witnesses attending virtually while they make their way to PM&C's virtual witness room.

- Since the last Estimates, changes to the Executive are:
  - Mr Paul Grigson, Deputy Secretary, Vaccine Strategy Integration returned to the Department of Home Affairs on 30 June 2021.
  - Ms Caroline Millar, Deputy Secretary, National Security and International Policy returned to the Department of Foreign Affairs and Trade on 15 October 2021.
- I have PM&C's current organisation chart here for the Committee.