

# Opening Statement

Supplementary Budget Estimates 2025-26

*October 2025*

- Thank you, Chair.
- I am Nadine Williams, Deputy Secretary of Economy, Industry and Resilience Group in the Department.
- Other members of the PM&C's Executive in attendance for this session to answer your questions include:
  - Blair Exell, Deputy Secretary, Social Policy;
  - Pauline Sullivan, Acting Deputy Secretary and Chief Operating Officer, Governance and Corporate; and
  - Kendra Morony, Acting Deputy Secretary, International and Security.
- The Department also has other senior officials here to assist the Committee. A detailed list of witnesses attending has been provided to the Committee Secretariat.
- Officers from the Office for Women and Australian Government Consulting will be appearing tomorrow – Wednesday, 8 October – with portfolio agencies under the responsibility of the Minister for Women and Minister for the Public Service, respectively.
- I have PM&C's Organisation Chart here for the Committee, should you wish it to be tabled.
- I note the following recent changes to the PM&C Executive:
  - Professor Glyn Davis AC resigned as Secretary of the Department. His last day was 13 June 2025.
  - Dr Steven Kennedy PSM subsequently commenced as the 23rd Secretary of the Department on 16 June 2025.
  - Graham Fletcher, former Deputy Secretary, International and Security, also resigned from the public service. His last day with the Department was 8 August 2025.
- For the Committee's awareness, as of last Monday, 29 September 2025, the Defence and Veterans' Services Commission commenced as an independent entity.