



Australian Government
**Department of Industry,
Innovation and Science**

CORPORATE PLAN 2019-20

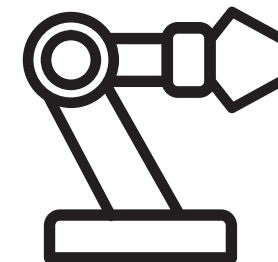
Supporting economic growth and job creation for all Australians



*Supporting science and
commercialisation*



*Growing business investment and
improving business capability*



Simplifying doing business

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Our Vision

Supporting economic growth and job creation for all Australians

Our purposes



PURPOSE 1

Supporting science and commercialisation

Activity 1.1: Investing in innovation, science awareness and international engagement

Activity 1.2: Increasing business R&D and commercialisation



PURPOSE 2

Growing business investment and improving business capability

Activity 2.1: Creating more competitive marketplaces

Activity 2.2: Supporting business and market development

Activity 2.3: Supporting industry transformation by encouraging innovation and investment

Activity 2.4: Supporting the sustainable development of the resources sector

Activity 2.5: Growing a stronger northern Australian economy



PURPOSE 3

Simplifying doing business

Activity 3.1: Reducing the burden on industry of inefficient regulation

Activity 3.2: Providing better services and information for business

What success looks like



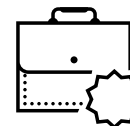
Greater science and technology capability



More firms in growth sectors



More innovative firms and businesses



Improved productivity and more jobs



Economic prosperity for all Australians

SECRETARY'S FOREWORD

Working towards 2023



As the accountable authority of the Department of Industry, Innovation and Science, I am pleased to present the department's Corporate Plan 2019–20, which covers the period 2019–20 to 2022–23, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013.

Industry, innovation and science drive economic growth and job creation in Australia, which in turn support Australians' standards of living. Because of these responsibilities, the department has a central role in promoting a globally integrated, digital and technology-driven economy.

Australia has experienced 28 years of economic growth; however, we cannot afford to be complacent. Our operating environment is changing rapidly. Global economic trends will continue to impact Australia, and we need to grow businesses that can navigate the changes in the global economy and use technology to drive Australia's productivity and competitiveness.

We work to implement the Government's economic agenda by enabling the growth of globally competitive businesses to support job creation and a strong economy and provide a foundation for our security. We also play an important role in delivering trusted and efficient services to businesses. Our efforts depend on connecting agendas across government and maintaining strong relationships with businesses, employees, the science community, regulators and international partners. This is complemented by taking citizen-centred approaches to developing, implementing and communicating policy.

The department's focus is on helping Australian businesses to navigate market disruptions and seek new opportunities, including those presented by digital transformation. Advances in core and emerging industries—from space to biotechnology—have the potential to create new jobs, raise incomes and deliver

a better quality of life for all Australians. This year, we will continue to support the competitiveness of these industries, with the implementation of the Manufacturing Modernisation Fund a key focus. We are also looking to improve the way we engage with, and encourage the development of, innovative and potentially disruptive technologies, particularly through approaches to artificial intelligence.

We promote the global competitiveness of our resources sector, which remains one of the foundations of our national wealth. We will implement the National Resources Statement as the blueprint for growth in our resources sector, as well as working to build the skills and data we need to unlock new opportunities. We are also helping to develop the National Hydrogen Strategy to examine how Australia can fast track the development of this industry and open up export markets in the Indo-Pacific region. At the same time, we are leading the Government's efforts to unlock the untapped potential of northern Australia and build on its strong primary and tourism industries, along with its connections to our regional neighbours.

The department is also focused on building a more competitive business environment, including through reforms to reduce the cost of doing business, particularly by providing simple, easy-to-access services and information and helping business seamlessly engage with government. With rapid technological advances, we also need to ensure our regulatory systems are fit for purpose and promote digital innovation while safeguarding the Australian community.

We also invest in and support scientific research, infrastructure, skills development, collaboration and engagement that underpins new discoveries. Our portfolio is supporting research agencies to ensure they are well positioned to undertake high-quality research for Australia. We are continuing to facilitate strong innovation and science connections internationally. Through the Global Innovation Strategy, we are helping Australia grow institutional connections that support frontier science responding to global challenges related to technology disruption, health, food and energy supply and the environment.

This year, the Australian Government will release the recommendations arising from the Independent Review of the Australian Public Service (APS) and the Government's response to the Review. We are strongly dedicated to building a fit-for-purpose APS that meets the needs of governments and Australians into the future.

As a portfolio, we are committed to working directly with business and the community to resolve real-world problems and to seize opportunities together. We will partner with more sectors and use more citizen-centred and co-designed policy to develop, implement and communicate policies and programs that create an environment that supports growth and technological advancement across all regions.

A key aspect of this work will be to continue to deliver valuable services to business and the community through AusIndustry, our shared services networks, policy and regulatory efforts. We will work closely with partners across government to ensure Australians and Australian business are able to access the seamless, effective services they need quickly and easily. That is why the department is working to build evaluation into every aspect of our work and to use data innovatively to drive more effective outcomes. Making greater use of data will ensure governments can be confident they have the right policy design and programs supporting the right people at the right time.

I am committed to continuing to support a safe, inclusive and diverse organisation. The department embraces the diverse backgrounds, life and work experiences of our staff to enhance the richness of our workplace. Through our programs, policies and services we also provide mutually beneficial opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities across Australia to share in economic development and social inclusion.

By continuing to invest in building the right capabilities, cultures and connections around the key areas of industry, innovation, science and technology we can create jobs for the future and promote a dynamic and successful Australian economy. I look forward to collaborating across government, business and the community to continue delivering positive outcomes for all Australians.

A handwritten signature in black ink that reads "Heather Smith". The signature is written in a cursive, flowing style.

Dr Heather Smith PSM

Secretary

Department of Industry, Innovation and Science

Our Vision

*Supporting economic
growth and job creation
for all Australians*

OUR PURPOSES

We aim to fulfil our vision through three purposes:



PURPOSE 1
Supporting science and commercialisation



PURPOSE 2
Growing business investment and improving business capability



PURPOSE 3
Simplifying doing business

Many external factors will affect the outcomes we are seeking to influence through our three purposes. These include the global strategic and economic environment, emerging developments across science and technology, the contributions of other actors and domestic economic and fiscal conditions.

A key part of our role is to create positive outcomes for the Australian economy within a complex operating environment. We will do this by ensuring robust policy design informed by evidence and the needs of the Australian public.

Success in achieving our purposes will help improve the following aspects of the Australian economy

Economic growth

- Growth in gross domestic product
- Growth in gross value added by industry

Job creation

- Growth in employment
- Growth in total hours worked

Productivity

- Growth in labour productivity
- Growth in multifactor productivity (such as efficient use of labour and capital)

OUR STRATEGIC ACTIVITIES

We are responsible for a diverse range of strategic activities that contribute to our purposes to help Australian business and industries to grow and prosper. We will measure our success against

how we influence and aid Australia's growth, economic resilience and transformation and uptake of emerging opportunities for the wellbeing of all Australians.



PURPOSE 1: Supporting science and commercialisation

Activity 1.1: Investing in innovation, science awareness and international engagement

Activity 1.2: Increasing business R&D and commercialisation



PURPOSE 2: Growing business investment and improving business capability

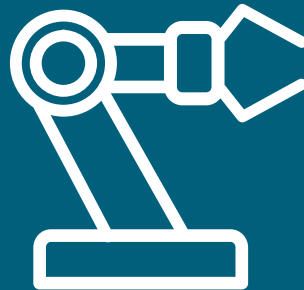
Activity 2.1: Creating more competitive marketplaces

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Activity 2.5: Growing a stronger northern Australian economy



PURPOSE 3: Simplifying doing business

Activity 3.1: Reducing the burden on industry of inefficient regulation

Activity 3.2: Providing better services and information for business

OPERATING ENVIRONMENT

The Australian economy is evolving rapidly, driven by new technology, shifting demographics and changing consumer preferences. Australia has enjoyed 28 uninterrupted years of economic growth. Job creation is high, with 1.2 million new jobs created in the last five years¹, unemployment is relatively low at 5.1 per cent² and the federal Budget is projected to return to surplus next financial year.

We are also facing global economic challenges that will impact Australian businesses and the community more generally. Weak wage growth³, rising costs of living⁴ and a protracted slowdown in productivity performance are all placing a strain on households and businesses. The department helps to address these challenges by working with key partners across the economy to drive future growth and business capability development. We do this by supporting businesses to innovate and adopt new technologies, encouraging business–research collaborations to develop and share new ideas and helping businesses access new markets.

We are in the midst of a fourth industrial revolution, marked by the transformative technologies associated with digitisation, automation, big data and artificial intelligence. Technology is key to improving the productivity and competitiveness of Australian businesses, and advances in these transformative technologies have the potential to create new jobs, raise incomes, and deliver a better quality of life for all Australians. Australia's ongoing economic success and standards of living depend on our ability to ethically harness technological advances. Data 61 estimates that improvements to existing industries and growth of new industries could be worth \$315 billion to the Australian economy over the next decade.⁵

As a department, we have a key role in bringing together expertise across the business and research communities to develop and share new tools and technologies.

Science and research will continue to drive advancements in knowledge and improvements in living standards as new discoveries are made and applied, while governments and industry look to scientific knowledge and skills to meet local and national needs. Australian businesses are our major investors in research, spending \$16.6 billion in 2015–16 and employing over 70,000 full time equivalent research staff.⁶ Our challenge is to drive further investment, enabling strong commercial returns from research and encouraging innovation across the economy. To achieve this, business and government must work in partnership with the community. The department supports this by leading and influencing key policy settings, helping to set a vision for the future, and establishing institutional arrangements, rules and regulations.

As technology brings the world closer together, global competition is intensifying. Australia must navigate changing strategic and trade dynamics in the Indo-Pacific and increase our economic security as a core component of our national security. With the growing importance of regional partnerships, the department helps build valuable international networks and supports Australia's scientific community to showcase our scientific and technological excellence at home and abroad. The department also helps SMEs access export markets to become more globally competitive.

Australia's globally competitive resources sector underpins much of our prosperity and delivers benefits for our communities, particularly in regional Australia. Together with mining services, the resources sector makes up over 8 per cent of Australia's economy and generates over \$200 billion in exports⁷ per annum. However, competitive pressures in the resources sector are expected to intensify. Investment attraction, technological development, and the portfolio's ongoing work to provide an effective and safe regulatory environment will all be critical as we seek to develop new resource projects and expand into new markets.

Ultimately, our ability to take advantage of these global shifts will come down to the skills of our workforce. Improving skills, including supporting basic science, technology, engineering and maths (STEM) skills for all, is fundamental to getting more Australians secure good jobs in a changing economy. By 2040, we expect that Australians will on average acquire 41 per cent of their knowledge and skills after they turn 21, up from 19 per cent today.⁸ As careers become more diverse and technology opens up new ways of working, we will need to increase our commitment to life-long learning, digital literacy and better business management. Australian businesses, governments and workers will all have an important role to play in this.

1 ABS (2019) *Labour Force, April 2019* (cat. no. 6202.0).

2 Ibid. Trend data.

3 ABS (2018) *Average Weekly Earnings, Australia* (cat. no. 6302.0); and ABS (2018) *Consumer Price Index* (cat. no. 6401.0)

4 Committee for Economic Development of Australia (2018) *Community Pulse 2018: The economic disconnect*. Available at: http://ceda.com.au/CEDA/media/General/Publication/PDFs/CEDA-Comm-Pulse-June-2018-Final_reduced.pdf

5 Data 61 (2018) *Digital Innovation Report*. Available at: <https://www.data61.csiro.au/en/Our-Work/Future-Cities/Planning-sustainable-infrastructure/Digital-Innovation>

6 ABS (2017) *Business resources devoted to research and experimental development (R&D)* (cat. no. 8104.0)

7 Office of the Chief Economist (2018) *Resources and Energy Quarterly—December 2018*. Australian Government, Canberra

8 AlphaBeta (2018) *Future Skills Report*. Available at: <https://www.alphabeta.com/our-research/future-skills-report/>

ROLES AND FUNCTIONS

Our primary role includes policy and program development that supports Australian industry, innovation and science. To do this we take the lead on national initiatives that aim to grow the economy, create jobs and future-proof Australian industries.

With global forces and technological change reshaping international and domestic markets, we play a critical role in enabling citizens and businesses to adjust to change and seize new opportunities. We do this through our purposes.

Supporting science and commercialisation

By investing in science and commercialisation initiatives, we support the creation and sharing of scientific and technological information as input to commercial activity.

Our work focuses on policy development initiatives, interventions and projects that:

- provide incentives for business research, development and commercialisation
- facilitate the innovative adoption and diffusion of digital technologies
- encourage collaboration between businesses and researchers to drive innovation and contribute to improved productivity.

Our aims are to:

- support the creation and sharing of scientific and technological information as input to commercial activity
- encourage collaboration between research sectors and businesses to generate solutions that lead to improved productivity and international competitiveness and address national and international challenges
- support international collaboration on science, technology and innovation
- maintain a strong science base focused on meeting Australia's priorities
- promote the innovative adoption and diffusion of digital technologies.

Success in this role will improve Australia's economic and business competitiveness, create jobs and drive economic growth by delivering better scientific and economic outcomes.

Growing business investment and improving business capability

We help to build a diversified, flexible, resilient and dynamic economic base that can identify and adapt to new markets and emerging opportunities.

Our aims are to:

- work with industry to help businesses build the capability (including digital capability) necessary to achieve profitable and sustainable futures
- encourage innovation and investment in growth sectors to underpin industry transformation
- support economic development in northern Australia
- work collaboratively across government to open up resources and other export markets
- work nationally and internationally to attract private sector investment.

Success in this role will drive Australia's future prosperity and continued jobs growth by supporting the transformation of existing industries and the growth of new ones, enabling access to new markets and improving competition in existing markets.

Simplifying doing business

We help to facilitate competitiveness and innovation by making it easier for businesses to interact with government and reducing the cost of doing business in Australia.

Our aims are to:

- make it simpler to find, understand and access government services to help businesses plan, start, run, employ, grow, export and exit
- personalise and streamline business dealings with government

- be an exemplar of innovation, embracing digital solutions to improve the efficiency and business experience of our program delivery function
- develop new ways to provide information and services to businesses to help them better understand business opportunities and challenges
- drive better connections between business programs to build impact and scale
- contribute to economy-wide regulatory reforms that reduce business costs
- create a conducive operating environment for competitive Australian businesses.

Success in this role will boost productivity and enhance Australia's international competitiveness by reducing the burden of inefficient regulation on industry and improving the delivery of programs and services.

Delivery partners

We work to achieve our purposes in partnership with a wide range of stakeholders, including other Australian Government agencies, state and territory governments, local governments, regulators, businesses, industries, researchers, universities, scientific agencies and the wider Australian community.

Our work with our state and territory government counterparts, particularly through the Council of Australian Governments (COAG) Energy Council, helps promote Australia's globally competitive resources sector. This supports best practices in the mining industry to develop Australia's mineral and energy resources.

We also coordinate the Government's agenda to unlock the potential of northern Australia and build on its strong primary industries, tourism and access to Asia. We are investing in critical infrastructure, facilitating private investment and developing more opportunities for a range of industries and communities to grow.

We are helping businesses to improve their productivity, capabilities and networks. In addition to our work driving innovation and business collaboration, we facilitate business engagement in global value chains and support the development of critical management, entrepreneurial and digital skills.

Our work also contributes to the Government's important work to provide an enabling environment for business success. We collaborate with the Australian Tax Office on tax and regulatory reform. This work helps reduce the cost of doing business and supports commercialisation to grow business investment and improve business capability.

Figure 1: Department of Industry, Innovation and Science stakeholder map



GOVERNANCE

A clear and accountable corporate governance framework is vital to sound departmental decision making, operation and performance.

Governance Review

To ensure we continually improve our business and financial effectiveness, we recently completed a review of the department's corporate governance arrangements. As a result, we have implemented a stronger governance system that ensures our activities better align with government and organisational objectives and fosters:

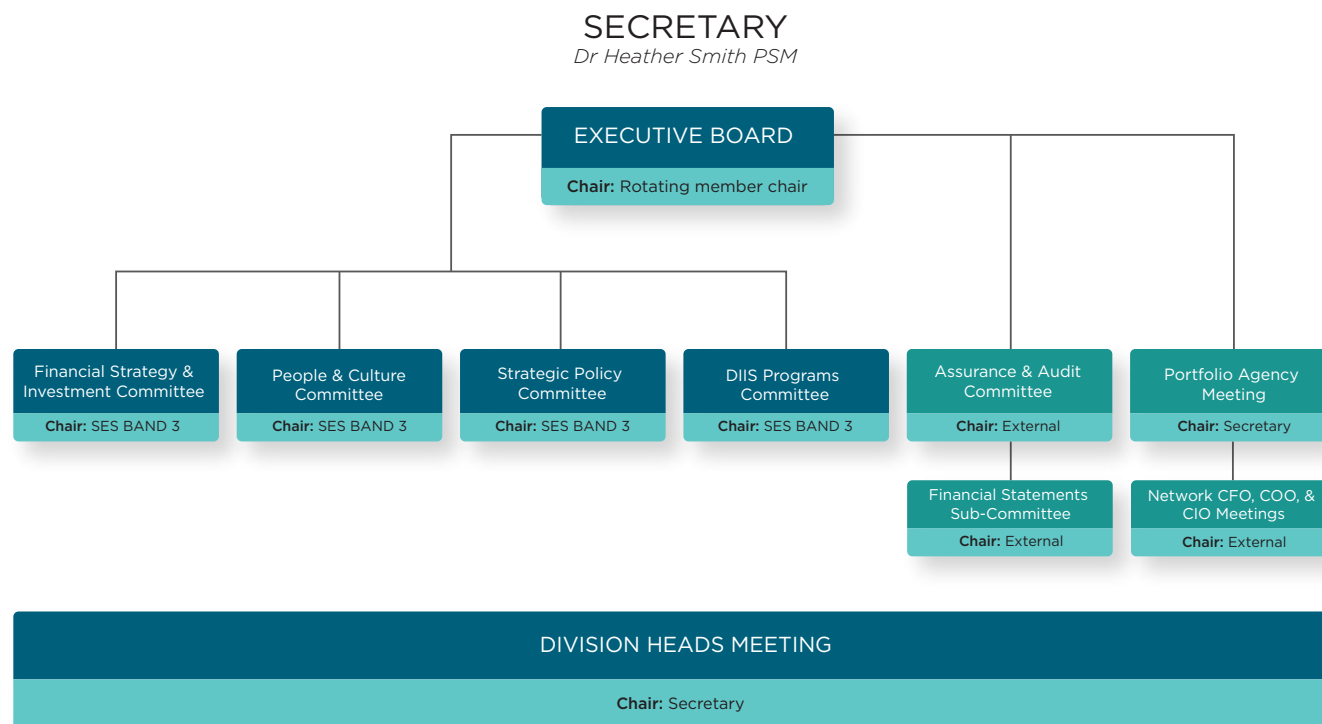
- high organisational performance through timely and effective decision-making that is aligned with strategic direction; and
- conformance with legal, policy and community expectations of transparency.

A key outcome of the review was a revised governance structure. This new governance structure will support:

- a cohesive, inclusive enterprise vision and mission to shape objectives and foster an outcomes-focused culture
- an enterprise level view of priorities, supported by standardised reporting of investments, workforce planning, benefits management and risks
- stewardship in decision-making
- positive engagement with risk to leverage opportunities and drive innovation
- an adaptable governance structure which supports organisational agility and is responsive to changes in government priorities.

Our new governance structure is at right.

GOVERNANCE STRUCTURE



MANAGING OUR RISK

Our risk appetite

Seeking out and engaging with new opportunities to drive positive outcomes for Australians means taking and sometimes realising risks. We acknowledge that is a part of doing business and it is incumbent on us to ensure we do so in a considered and effective way to reduce the likelihood of adverse outcomes or their impacts.

To achieve our vision, we must be innovative in our policy development, simplify our program delivery and continue to exceed expectations in delivering on the Government's priorities. This means taking measured risks where the potential benefit exceeds the potential downside; however, we do not tolerate repeat failures and systemic issues.

We recognise that effective risk engagement and risk management must be part of our culture—they must be embedded in our policies, processes and systems. This ensures we continue to make good decisions in the face of a complex and uncertain operating environment.

Our risk framework

Our Risk Management Framework 2018–20 sets out a systematic approach to risk management for all our business operations and staff at all levels. We achieve this through a consultative approach and tools designed to:

- build organisational risk capability so that risk awareness and effective engagement become part of our mindset and our skillset
- embed risk management into business processes and performance management so that risk thinking adds value
- drive better knowledge management to improve our performance in achieving our purposes.

Risk governance

We have established systems of risk oversight, management and internal controls in accordance with section 16 of the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Risk Management Policy.

The Executive Board is responsible for determining and reviewing our risk appetite, tolerance levels and the department's performance in managing risks. The Executive Board is active in identifying emerging risks and provides support to the Secretary in the strategic management of the department's risks.

The Assurance and Audit Committee considers the appropriateness of the risk management framework, adequacy of procedures and overall effectiveness of risk management systems and processes, including providing independent advice and assurance to the Executive Board.

We undertake periodic risk reviews, reporting results and findings through our departmental governance structures. This includes regular monitoring of and reporting on the risk environment to the Audit Committee and during the business planning and review process.

The framework is consistent with the Commonwealth Risk Management Policy and is designed in accordance with the Australian and New Zealand Risk Management Standard ISO 31000:2009, Risk management—principles and guidelines.

CAPABILITY

To meet the Australian Government's priorities, we must be adaptive, proactive and innovative as we work with our stakeholders and the community to find new approaches to a changing environment. We will build our capability to achieve our purposes and realise our vision by investing in our people, values, processes and systems.

Policy capability

Strategic and robust policy development is crucial to ensuring that the policy advice we provide to the Government is of high quality. In order to meet the expectations of citizens and Ministers, we are continually assessing and improving our policymaking methods and practices.

In response to a major review of our policy capability, the department has implemented a number of initiatives to improve our policymaking, including:

- creating an internal SES governance group that guides departmental policy development and discusses policy issues reflected in new governance arrangements
- establishing a new collaborative and strategic approach to developing new policy proposals
- developing an organisational policy capability measurement framework
- contributing to APS-wide improvements in policymaking through our co-chairing of the APS Policy Project designed to help APS staff build the policy and implementation skills they will need in a changing work environment.

These improvements complement other activities undertaken to improve aspects of policy development, such as:

- engaging with communities, businesses and citizens in new and better ways
- evaluating the impact of programs and policies
- deploying data and analytics to build an evidence base for policy development
- using human centred design principles and techniques in policy, program and service delivery
- growing a strategic communications function.

Case study: The Australian Public Service Framework for Engagement and Participation

Helping public servants to engage better with Australian citizens, community and business

As a department, we have designed and are implementing the *Australian Public Service Framework for Engagement and Participation*.

The framework provides guidance and support by establishing engagement principles, standards and *Ways to Engage*. It emphasises that engagement should not focus solely on managing citizens, stakeholders and their expectations; rather, public servants should see Australian citizens as a source of expertise where engagement can forge partnerships that earn trust and overcome complexity. It asks public servants to reflect on what expertise they need to solve the problem at hand, and what engagement will best obtain it. The Framework is timely, because better engagement underpins effective policy, programs and services that earn the trust of the Australian public.

To support the framework we are also implementing a *Guide to the Right Engagement*. This guide will help policy makers by providing different engagement tools and techniques, and helping choose which of these to apply. We are also implementing the *Informed Participation* deliberative engagement methodology, which will help public servants resolve complex issues that require trade-offs, balance competing interests and priorities, and shared action built on public support.

People capability and workforce planning

To achieve our purposes we will build capability through our people, culture, principles and knowledge. Strong organisational capability will ensure we deliver on government priorities in line with community expectations and prepare for future challenges and opportunities.

We will build a diverse and inclusive organisation by:

- being recognised as a leader in program delivery supported by strong evidence based policy development on matters relevant to Australia's industries
- building the evidence to support policy decisions through rigorous economic analysis and research
- contributing to the Government's shared and common services program to increase the effectiveness and efficiency of services delivered to government and business
- being a leader in delivering open government through engagement and participation
- fostering a development culture that builds employee capabilities and creates career opportunities
- being a leader in the use of flexible work arrangements to support and drive employee engagement
- ensuring our workforce is diverse and reflects the composition of the Australian community
- becoming an agency of choice for new and existing employees.

Workforce planning

Planning a workforce for the future is critical to ensuring there are sufficient numbers of appropriately trained and skilled employees to deliver on the Government's agenda. To meet the demands of a rapidly changing environment we need to develop and maintain a highly skilled, engaged, flexible and innovative workforce.

We undertake integrated business and workforce planning activities to ensure we consider our workforce needs in a priority setting. Our workforce strategies will support ongoing development to create a highly capable organisation. These strategies include:

- rewarding high performance
- providing extensive learning and development opportunities
- encouraging mobility across the department, the APS and within industry to broaden experience and strengthen capability
- supporting the flexible deployment of staff and strategic recruitment to ensure the department has the right people in the right place at the right time
- providing a flexible work environment through a variety of initiatives, including teleworking
- supporting managers to plan for succession, recruitment and learning and development needs in a strategic way.

Mobility Opportunities Network

As a department, we are leading the APS Mobility Opportunities Network (the Network), which comprises nine departments and agencies across the APS.

Mobility across the APS is critical in ensuring staff with the appropriate skills and experience are available to work on priority issues. Mobility also builds individual employee capability.

The Network is committed to creating partnerships and collaborating on inter-departmental mobility pilot projects across four areas:

- mobility across the regions
- capability development
- taskforces
- making it easier to be mobile.

The nine departments and agencies of the Network will work together to ensure the success of mobility initiatives, as well as identifying and delivering new short to medium term mobility opportunities, across the four work streams. The Network will also work together with the APS Reform Committee and recommendations from the Independent Review of the APS, to further understand reform opportunities and integrate solutions where optimal.

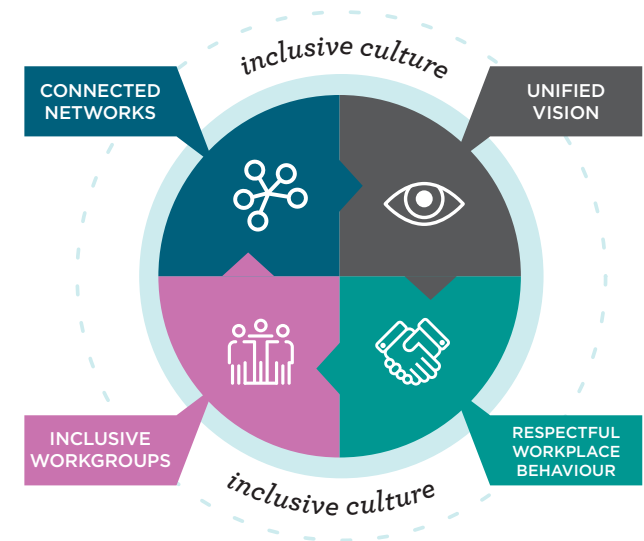
Diversity and Inclusion

We are committed to creating a more diverse workforce with inclusive work practices. Greater diversity and an inclusive culture drive innovation and deliver meaningful and tailored outcomes for jobs, science and communities. To foster a culture where we celebrate and leverage diversity, we promote:

1. **Inclusive work groups:** we continually ensure that we capture diversity of ideas by including a broad selection of staff in decision-making.
2. **Connected networks:** we actively include, and co-design solutions with, our state and region-based staff and ensure our diversity network colleagues feel connected to their peers.
3. **United vision:** we have a clear line of sight of how our work aligns to the team, branch, division and departmental priorities, thereby unifying our work and contribution to the departmental vision.
4. **Workplace behaviours:** we ensure all staff have a clear understanding of the common expectations of respectful behaviours in the workplace.

When we value workplace diversity and inclusion, we see benefits such as higher employee engagement, improved performance, greater innovation, retention of talent and improved employee wellbeing.

Figure 3: Culture and Inclusion—Focus Areas



Case study: Mental Health Capability Taskforce

Supporting managerial confidence and capability when employing and managing team members with a lived experience of mental illness

The Department of Industry, Innovation and Science's Mental Health Capability Taskforce is undertaking an APS wide review of mental health capability among managers on behalf of the Secretaries Equality and Diversity Council (SEDC).

The review seeks to uncover some of the issues affecting managerial confidence and capability and develop a range of solutions to address the projects core challenge of: "How might we support managers' confidence and capability when employing and managing team members with a lived experience of mental illness."

The project has enjoyed significant support across government, including receiving over 16,000 survey responses, 4,500 free text comments, participation of 40 organisations in eco-system mapping activities and hundreds of people registering to attend collaborative workshops on the topic across the country.

The department has established a reference panel and we expect to table the final recommendations with the SEDC in September 2019. The project has the capacity to significantly impact the way mental health and wellbeing is managed across the APS.

ICT capability

Improving our ICT and digital capabilities

We are seizing the opportunity for technology to be the catalyst for change to drive efficiencies, better connect people, drive use of data and information to deliver actionable insights and a strong evidence base, foster innovation and creativity and boost productivity.

In line with the Government's priority to make the best use of digital technologies in driving greater efficiencies in whole-of-government service delivery, we are lifting our ICT capability and performance so that technology complements every aspect of what we do and what we deliver to businesses and citizens.

Our plan is to leverage technology to transform the user experience:

- for businesses and customers, so that they can access faster, easier and more personalised information and services
- for departmental staff, so that they more effectively and efficiently deliver policy and program objectives in a flexible, collaborative, inclusive and digitally enabled workspace.

Our digital transformation requires us to build and prioritise capabilities. In the short term, we will continue to build our maturity in user-centred design to ensure we provide technology solutions that best support our staff to make evidence-based policy and program decisions. In the longer term, we will grow capability in artificial intelligence, data, cloud and cyber security, so that we can meet the department's future digital needs and keep pace with emerging technologies and trends. Lifting these capabilities will require significant investment over the next three years.

To be more responsive to our customers' needs, we will improve prioritisation of the delivery of customer products and solutions and refine our delivery approach, in line with the department's Financial Strategy. This will provide greater transparency and visibility of the work we do, measure customers' outcomes, and enable us to dynamically reallocate resources to higher value activities and improve the management of ICT risks.

OUR ORGANISATIONAL STRUCTURE

Secretary

Dr Heather Smith PSM

Deputy Secretary

David Williamson

Questacon

Creating a better future for Australians through engagement with science, technology and innovation.

National Measurement Institute

Driving a measurement system that underpins an efficient and growing economy and promotes the wellbeing of all Australians.

Science & Commercialisation Policy Division

Shaping the contribution of science and innovation to national wellbeing by providing high quality policy, program and governance advice.

Corporate Division

Supporting a high performing, digitally enabled workplace that promotes collaboration and agile delivery through its people, places and technology.

Analysis & Insights

Empowering the department to lead the national agenda in industry, innovation and science through compelling analysis and insights.

Deputy Secretary

Elizabeth Kelly PSM

Digital Strategy & Operations

Empowering people and organisations to thrive in a digital world.

AusIndustry—Industry Capability & Research

Supporting the growth and transformation of Australian business, industries and regions and fostering sustainable communities.

AusIndustry—Support for Business

Supporting the growth and transformation of Australian business, industries and regions and fostering sustainable communities.

Digital Economy & Technology

Leading policy development on the digital economy, artificial intelligence and blockchain.

Deputy Secretary

Mike Lawson PSM

Strategic Policy

Bringing compelling business, innovation and industry perspective to policy development across government.

Industry Growth

Providing insightful and influential advice on sustainable industry growth and structural adjustment to government across a range of policy matters.

Resources

Advising the Government on regulation development, promotion and stewardship of Australia's resources sector to maximise its future potential.

Northern Australia & Major Projects

Driving sustainable and inclusive economic growth across northern and regional Australia.

Anti-Dumping Commission

Strengthening the market place by providing competent, effective and efficient trade remedy investigation service for Australian manufacturers and other interested parties.

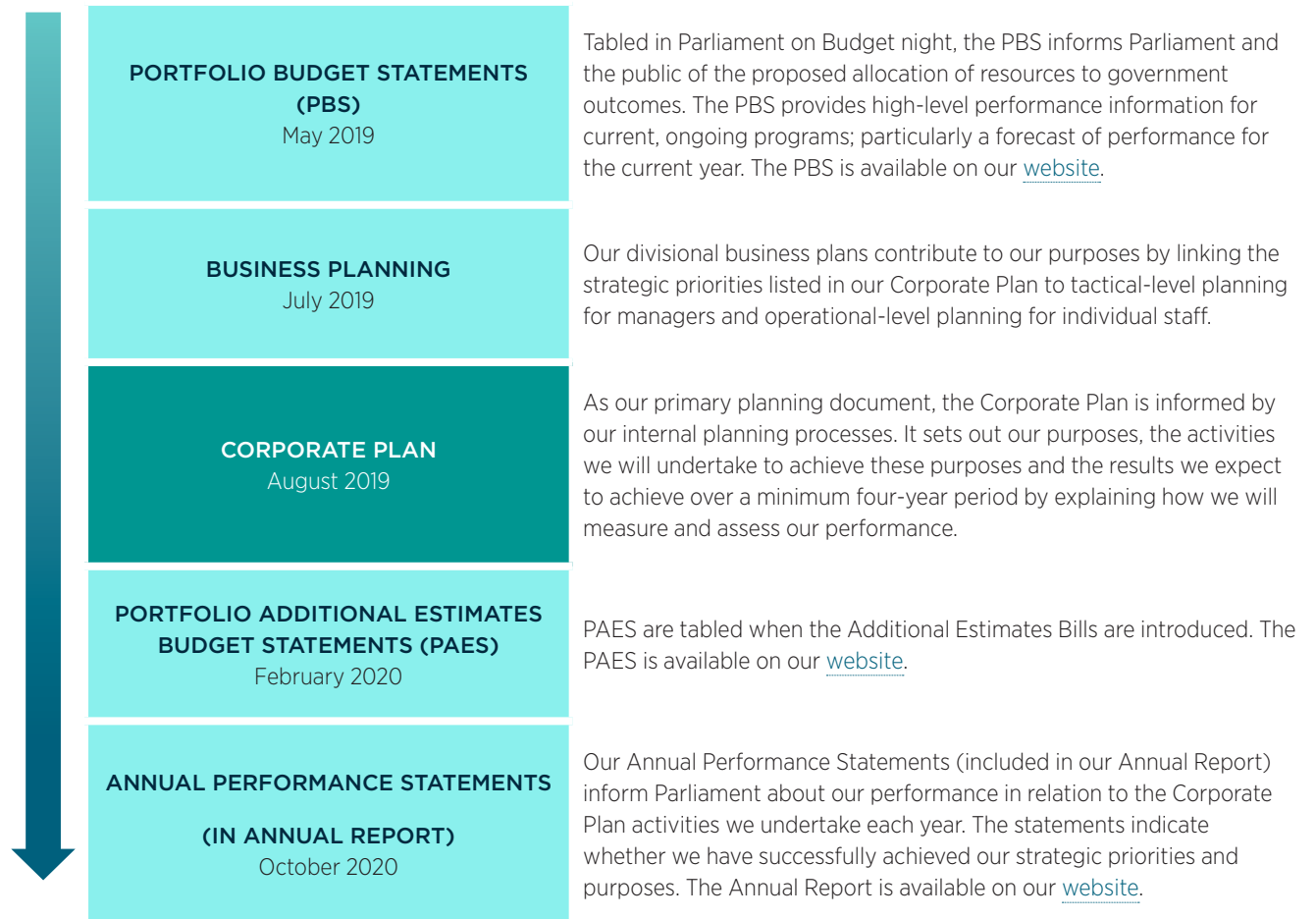
PERFORMANCE

This section sets out the activities and delivery strategies that contribute to our vision and purposes. It includes performance indicators over the next four years.

In this plan, we seek to provide a clear line of sight between the way we measure our performance in relation to our vision, our purposes and our strategic activities. We aim to achieve this by continuously strengthening the performance information we provide to Parliament and the broader community. To accomplish this we have substantially reduced the number of performance measures to represent our main priorities. We have also enhanced our performance measures by strengthening the focus on the outcomes of our work.

We will use the measures outlined in this Corporate Plan to report on our performance and achievements in our 2019–20 Annual Performance Statement.

Table 1: How our Corporate Plan fits into the PGPA Act planning and performance reporting framework



Purpose 1: Supporting science and commercialisation



This purpose aims to strengthen Australian prosperity by investing in science and technology awareness and international engagement. Complemented by incentives for business research and development, commercialisation and collaboration this investment aims to facilitate the innovative adoption and diffusion of ideas and technologies across the economy. Success in this purpose will help increase productivity, improve Australia's competitiveness, create jobs and drive economic growth by delivering better scientific and economic outcomes for Australia.

Our support of innovation, science, technology and research will benefit all Australians through:

- strong economic growth
- competitive industries and companies, and collaborative education and knowledge institutions
- an increase in the number of jobs that are meaningful and productive
- a fair and inclusive society with a high quality of life.

Strategic Outcomes	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Enhance international engagement in science and technology	Proportion of Australian science, technology, engineering and mathematics (STEM) publications with international co-authorship (%)	Year on year increase			
	Proportion of Australian patent applications with international co-inventors (%)	Year on year increase			
Increase collaboration between researchers and businesses	Proportion of innovation active businesses collaborating on innovation with publicly funded research institutions (%)	Year on year increase			
	Proportion of higher education R&D financed by industry (%)	Year on year increase			

ACTIVITY 1.1 - INVESTING IN INNOVATION, SCIENCE AWARENESS AND INTERNATIONAL ENGAGEMENT

Strategic Objectives	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Deepen international science and innovation engagement	Effective delivery of Global Innovation Strategy initiatives, and Australia–China and Australia–India funds				
Improve Australian science engagement and skills development, particularly for Women in STEM	Maintaining the number of institutions participating in the Science in Australia Gender Equity (SAGE) initiative	Maintain SAGE participation for 44 or more institutions			
	Effective delivery of initiatives to encourage more women and girls to pursue science education and careers	Maintaining SAGE accreditation for 15 or more institutions			
	Total visitation to the Questacon Centre	500,000	500,000	500,000	500,000
	Number of participants to Questacon programs in-school or in their communities	93,000	93,000	93,000	93,000

Strategic Objectives	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Provide a trusted national system of measurement	Percentage of National Measurement Institute reports, certificates and services delivered on time	≥85%	≥85%	≥85%	≥85%
	Percentage of (trade measurement) trader audit target met	≥90%	≥90%	≥90%	≥90%
	Australia's national system of measurement is trusted nationally and internationally				

ACTIVITY 1.2 – INCREASING BUSINESS R&D AND COMMERCIALISATION					
Strategic Objectives	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Encourage business research and development (R&D) investment by offsetting some of the cost of conducting eligible R&D activities	R&D expenditure registered by entities with the department in order to claim the R&D Tax Incentive through their annual tax returns (\$'000)	The R&D Tax Incentive is a demand-driven program, therefore the department does not have forward estimates <i>Note: The R&D is reported against the financial year in which it is registered. This is the year following the year in which the companies undertake the R&D activity.</i>			
	Support industry-led collaborations between industry, researchers and the community	Number of Cooperative Research Centres (CRC) grants/ Cooperative Research Centres Projects (CRC-P) grants supported	129	133	124
	Number of commercialisation agreements reported by CRC/CRC-P recipients	1,981	1,981	819	819
	Number of patent applications filed by CRC recipients	24	24	23	24

Purpose 2: Growing business investment and improving business capability



This purpose aims to facilitate competitiveness and innovation by building a diversified, flexible, resilient and dynamic economy that can identify and adapt to new markets and emerging opportunities. This will help drive economic growth and create more jobs by supporting the transformation of existing industries and the growth of new ones.

Success in this purpose will help boost productivity and enhance Australia's international competitiveness by:

- creating a competitive marketplace that produces more profitable and sustainable industry futures
- enhancing business leadership, management, digital and entrepreneurial skills and opening up international export markets to Australian businesses
- encouraging innovation and investment that will underpin industry transformation
- supporting the sustainable development of the resources sector, attracting private sector investment and encouraging innovative technologies
- driving economic growth and investment in northern Australia.

Strategic Outcomes	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Support the growth of entrepreneurship activity in Australian businesses	Australia's ranking in the Global Entrepreneurship Monitor indicator of total early-stage entrepreneurship activity (TEA)		Maintain or improve Australia's top 10 TEA ranking		
Support the growth of innovative activities in Australian businesses	Australia's ranking in the Global Innovation Index		Maintain or improve Australia's 22nd ranking in the Global Innovation Index		

ACTIVITY 2.1: CREATING MORE COMPETITIVE MARKETPLACES

Strategic Objectives	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Create a competitive marketplace to ensure Australian businesses and manufacturers compete in a fair market	Proportion of anti-dumping Preliminary Affirmative Determination (PAD) reports, or status reports explaining that there are insufficient grounds to issue a PAD, made on or before day 60 of an anti-dumping/countervailing investigation	100%	100%	100%	100%
	Proportion of anti-dumping inquiries to the business.gov.au hotline and the client support area responded to within client service standards	≥95%	≥95%	≥95%	≥95%
	Influential participation in Free Trade Agreement negotiations support Australian interests to increase and deliver better outcomes for market access and trade				
Provide support for Industry Service Organisations	Australian memberships of key international standardisation and accreditation bodies are maintained				

ACTIVITY 2.2: SUPPORTING BUSINESS AND MARKET DEVELOPMENT

Strategic Objectives	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Grow the number of exporters	Number of Small to Medium Enterprise's (SME) participating in the SME Export Hub reporting increased revenue/export sales	50	100	150	200
	Exports Hubs deliver against their objectives through helping collaborative networks of SMEs to identify their competitive strengths and innovation potential and develop export plans, including activities to: <ul style="list-style-type: none"> ■ increase business engagement with supply chains and international markets ■ identify and improve management and workforce skills 				
Help entrepreneurs to innovate, compete and grow their business by providing expert support, funding and incentives	Number of services provided by the Entrepreneurs' Programme that strengthen business management and networks, develop start-up capabilities, enhance research collaborations, and facilitate commercialisation of novel products, processes and services	6,832	6,832	6,832	6,832
Build industry sector capability and collaborative networks to drive innovation, productivity and competitiveness	Number of Growth Centre activities against key objectives	170	180	180	180
	Number of participants in Growth Centre activities	2,500	3,000	3,000	3,000
	Established Growth Centres deliver against the objectives of Sector Competitiveness Plans including activities to: <ul style="list-style-type: none"> ■ identify and pursue opportunities for regulatory reform including improving industry standards ■ increase collaboration between business and researchers ■ increase business engagement with supply chains and international markets ■ identify sector skills needs and improve management and workforce skills 				

ACTIVITY 2.3: SUPPORTING INDUSTRY TRANSFORMATION BY ENCOURAGING INNOVATION AND INVESTMENT					
Strategic Objectives	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Support manufacturing to embrace new technologies and develop high value added products and services for the global marketplace	Induced private sector investment in new or expanded business activity from, for example, Advanced Manufacturing Growth Fund, Next Generation Manufacturing Investment Programme, and Manufacturing Modernisation Fund (\$'000)	56,294	40,000	50,000	N/A
Transform and grow a globally respected Australian space industry that lifts the broader economy, inspires and improves the lives of Australians – underpinned by strong international and national engagement	<p>Implement the Australian Civil Space Strategy:</p> <ul style="list-style-type: none"> ■ Establish the Australian Space Agency headquarters at Lot Fourteen in Adelaide ■ Deliver the Space Infrastructure Fund and International Space Investment initiative ■ Develop and implement regulatory reform to support the <i>Space (Launches and Returns) Act 2018</i> and administer the Act to ensure safe space activities ■ Achieve year-on-year growth exceeding 8.5 per cent per annum of the Australian space sector. ■ Achieve year-on-year growth of direct and indirect jobs to meet a target of 20,000 additional jobs and growth to \$12 billion per annum of the Australian space sector by 2030. 				
ACTIVITY 2.4: SUPPORTING THE SUSTAINABLE DEVELOPMENT OF THE RESOURCES SECTOR					
Strategic Objectives	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Promote the development of Australia's resources sector through expanded exploration and investment in new projects	Implement the National Resources Strategy with state and territory counterparts through the COAG Energy Council	National Resources Strategy delivered by mid-2020		N/A	N/A
	Grow the resources sector to create new jobs in regional Australia	Year-on-year maintenance or increase in relevant new jobs created			
Position Australia to capture new opportunities in global resources markets especially in critical minerals	Deliver a national resources brand (with Austrade) and Global Resources Strategy	Strategy and brand delivered by mid-2020		N/A	N/A
	Finalise the National Hydrogen Strategy	National Hydrogen Strategy finalised	N/A	N/A	N/A
	Identify and remove regulatory and administrative barriers that impose unnecessary costs and delays to resource projects				
Safely manage Australia's radioactive waste	Determining a suitable site to host a radioactive waste management facility, and progress site-specific design	Site Selection: A decision is made in relation to a site, including resolving any acquisition and compensation issues		N/A	N/A

ACTIVITY 2.5: GROWING A STRONGER NORTHERN AUSTRALIAN ECONOMY

Strategic Objectives	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Grow the number of jobs in Northern Australia	Number of new jobs created through federally financed infrastructure projects	Year-on-year maintenance or increase in relevant new jobs created			
	Number of businesses contracted to assist with construction of federally funded infrastructure projects, and contract dollar value	Year-on-year maintenance or increase			
Grow the indigenous economy in Northern Australia	Number of new Indigenous jobs created through federally financed infrastructure projects	Year-on-year maintenance or increase in relevant new jobs created			
	Number of Indigenous businesses contracted to assist with construction of federally funded projects, and contract dollar value	Year-on-year maintenance or increase			
	Indigenous businesses accessing departmental programs	Year-on-year increase			



Purpose 3: Simplifying doing business

This purpose aims to reduce the burden created by inefficient government regulation and ensure that the regulatory environment strikes the right balance between efficient markets and community expectations. This helps businesses to be more productive, grow and employ more people.

This purpose also seeks to provide better services and information for Australian business by simplifying business services and programs, as well as providing information that helps businesses to grow.

Success in this purpose will:

- reduce the burden on industry of inefficient regulation and improving the delivery of programs and services
- simplify business by making it easier for businesses to interact with government, by reducing the cost of doing business in Australia and by participating in the digital economy.

Strategic Outcomes	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Reduce regulatory congestion to improve ease of doing business in Australia	Australia's ranking on the World Bank's 'ease of doing business' scorecard	Maintain or improve Australia's top 20 ranking			
	Australia's ranking on the World Economic Forum's 'business dynamism'	Maintain or improve Australia's top 20 ranking			

ACTIVITY 3.1: REDUCING THE BURDEN ON INDUSTRY OF INEFFICIENT REGULATION

Strategic Objectives	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Reduced burden on industry of inefficient regulation	Working effectively with other portfolios and with state and territory governments to help simplify the process of operating a business in Australia and improve business regulation and services				
Reduce the regulatory burden to resource projects	Number of regulatory and administrative improvements identified and implemented				

ACTIVITY 3.2: PROVIDING BETTER SERVICES AND INFORMATION FOR BUSINESS					
Strategic Objectives	Performance criteria	2019–20 targets	2020–21 targets	2021–22 targets	2022–23 targets
Deliver better services for business to allow them to get on with business	Phone calls and webchats received by the Contact Centre continue to be answered within 10 seconds	≥90%	≥90%	≥90%	≥90%
	Reduce the number of businesses that waste time submitting ineligible applications for business services programs	≤4% year on year			
	Increase the number of applicants experiencing a digital end-to-end business services application process	55%	70%	85%	100%
	Applications for registration of R&D activities are processed within: <ul style="list-style-type: none"> ■ 40 business days for first time registrants ■ 20 business days for registrants that have applied within 6 months after the end of the income period ■ 80 business days for registrations submitted from 6 to 10 months after the end of the income period 	95% of applications for registration of R&D activities are processed within timeframes			
Simplify grants administration in line with the Streamlining Government Grants Administration Program	Total number of program opportunities on-boarded through the Business Grants Hub	80	N/A	N/A	N/A
	Make it easier for businesses to access government services by improving the efficiency and business experience of program delivery				