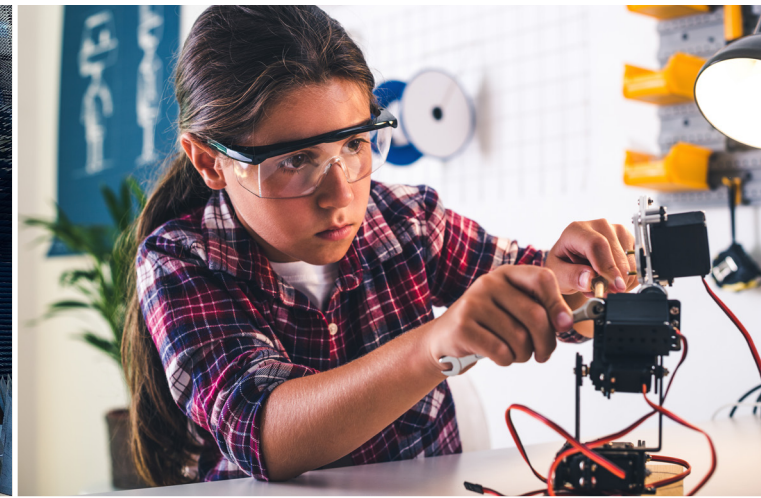
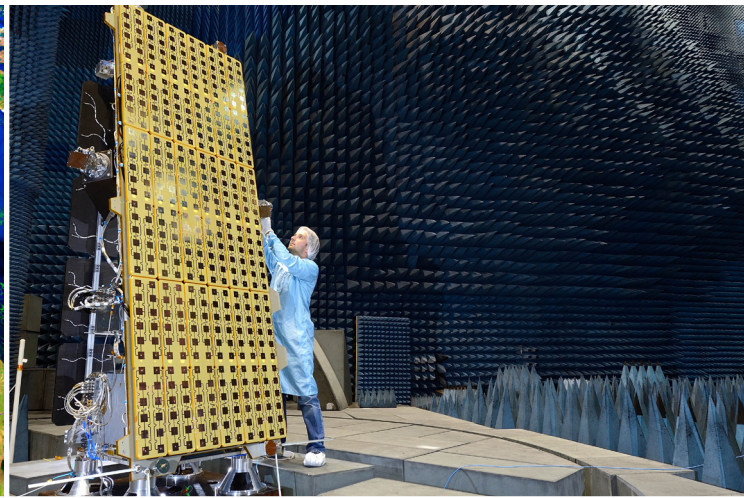
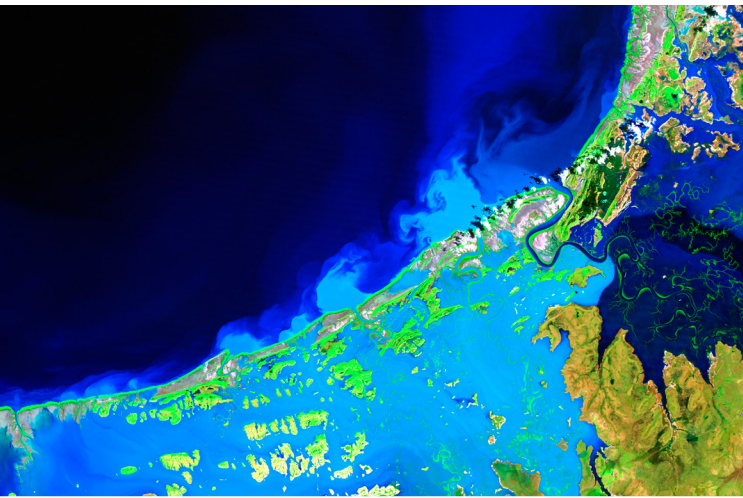




Australian Government
Department of Industry, Science,
Energy and Resources

CORPORATE PLAN 2020-21



Acknowledgement of Country

The Department of Industry, Science, Energy and Resources acknowledges the traditional owners and custodians of country throughout Australia and acknowledges their continuing connection to land, water and community. We pay our respects to the people, the cultures and the elders past, present and emerging.

Deferral of *Corporate Plan 2020–21* publication

Publication of this year's corporate plan was deferred to 30 November 2020, as a result of the department's extensive efforts to support the government's response to the COVID-19 pandemic. An amendment to the *Public Governance, Performance and Accountability Amendment (Corporate Plans) Rules 2020* allowed for this deferral.

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SECRETARY'S INTRODUCTION



As the accountable authority of the Department of Industry, Science, Energy and Resources (DISER), I am pleased to present the department's *Corporate Plan 2020–21*.

This covers the period 2020–21 to 2023–24, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

We are delivering a significant agenda on behalf of the Government and for the Australian people across a broad portfolio. The context in which we deliver this work is constantly shifting, and will continue to do so. The COVID-19 pandemic, in particular, changed our operating environment and forced on us new ways of living and working. Like the broader Australian Public Service (APS), this department has shown that it is agile and responsive. We see our role, not just to deliver the specific priorities of our portfolio, but as we have done historically, to help navigate our country through its greatest challenges.

Our department is embracing the opportunity to continue the important work we do to deliver a prosperous future for Australia. To fast track our recovery and secure future growth, we are leveraging our strengths in resources and energy and helping to build high value-add manufacturing and digital industries. We are incentivising private investment and making the most of our national science, technology, engineering and maths (STEM) capabilities. In forging this powerful blueprint for the future, we are embracing exciting opportunities to deepen these synergies to create real opportunities for everyday Australians.

The ongoing effects of the COVID-19 pandemic have changed our country's course. The Government is supporting our economic recovery and job growth by fostering a stronger, more competitive and resilient economy. As a major economic portfolio, our department continues to drive economic growth and job creation for all Australians, as we build back to a position of economic strength.

We are implementing the Modern Manufacturing Strategy (MMS) to drive investment in Australian manufacturing businesses, focusing on competitiveness, scale and resilience. Our work is providing a supportive economic growth environment for households and businesses by locking in secure, affordable and reliable energy, backing Australia's strong resources sector, investing in digital uptake and supporting small and family business. Our efforts are also focused on reducing emissions while growing jobs and the economy, including by implementing a technology investment roadmap which focuses investment on priority technologies.

Our manufacturing industry adds vital economic value and we will aid the establishment of a resilient and competitive manufacturing sector at the heart of Australia's economy. The centrepiece of the MMS is the Modern Manufacturing Initiative (MMI), which will guide strategic investments in projects that help manufacturers to scale up and create jobs. The MMI will support projects within six National Manufacturing Priorities: resources technology and critical minerals processing, food and beverage, medical products, recycling and clean energy, defence, and space. In close consultation with industry, we will develop, deliver and monitor the progress of tailored road maps for each of these priority sectors.

To enable Australian businesses to thrive and create jobs, we are fostering the conditions for them to succeed. Lower energy costs will stimulate job creation and boost industry competitiveness and we are working to bring down prices by accelerating critical transmission projects, underpinning investment in new dispatchable generation and improving energy efficiency in the building sector. And we will continue our work with industry to create a secure liquid fuels future.

Gas has a leading role to play in creating jobs and making energy affordable for families and businesses. Working with industry, we will help to deliver a gas hub for Australia that will ensure households and businesses enjoy the benefits of Australia's abundant local gas at the least possible price, while producing strategic basin plans that will identify opportunities to accelerate gas to the market, reduce field production costs, strengthen community support for development, and gather additional data that can reduce regulatory red tape. We are making Australia's gas work for all Australians, and as a critical enabler of the economy.

Implementing the Government's Technology Investment Roadmap capitalises on Australia's comparative advantage in clean energy and low emissions technologies. These technologies have the potential to unlock low cost carbon abatement across the economy and strengthen the industry and jobs sector in low emissions technologies.

Job creation and recovery will also be strengthened by initiatives to support Australia's strong STEM capabilities and marshal the expertise in our science and research agencies, such as the Commonwealth Scientific and Industrial Research Organisation (CSIRO). We look forward to continuing to work with CSIRO on its essential and ground-breaking scientific research.

Just as the landscape in which the department operates continually changes, Australia's businesses are constantly adapting to changes in their landscape. In our increasingly digitised world, we are helping Australian businesses better use digital tools and adjust their operations and processes to support Australia in becoming a leading digital economy by 2030. Small businesses are the backbone of our economy. Getting the settings right for their success is crucial.

Critical economic growth opportunities exist beyond our big cities and heavily populated towns, which is why we are committed to the development of Northern Australia, including through support of the Northern Australia Infrastructure Facility (NAIF).

We have important work to do. The department has a key role to play in delivering the Government's plan to re-establish our economy and build for a prosperous future. Our workplace culture strives for continuous improvement and our talented and dedicated staff will ensure we deliver in our implementation of the Government's priorities. Further, our clear and accountable corporate governance framework is vital to sound departmental decision making, operation and performance.

Our people are our most important investment and I want our staff across the nation to genuinely enjoy the experience of working in our department and to feel valued and supported. That is why I am committed to supporting a safe, inclusive and diverse department in which we all work. The department embraces the diverse backgrounds and life and work experiences of our staff to enhance the richness of our workplace.

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



David Fredericks PSM
Secretary
Department of Industry, Science, Energy
and Resources

OPERATING ENVIRONMENT

As Australia rebuilds from the impact of the COVID-19 pandemic, the department continues to play a central role in the Government's plan to strengthen the economy, create jobs and deliver opportunities for all Australians.

Leading into the coronavirus crisis — the greatest economic shock since the Great Depression — Australia's economic fundamentals were sound. Our strong economic foundation provided a platform from which to respond quickly and appropriately to the challenge before us and put us on the road to recovery. The Government's various stimulus measures helped cushion the impact of the pandemic on our economy by keeping Australians in jobs and businesses in business.

The 2020–21 Budget forecasts¹ that economic activity will pick up in late 2020 and into early 2021, driven by easing public health restrictions and improving business and consumer confidence. The Government's COVID-19 Economic Recovery Plan has two phases. The first phase targets job creation; this phase will remain in place until the unemployment rate is comfortably below 6 per cent. The second phase, the medium-term fiscal strategy, focuses on growing the economy to stabilise and then reduce debt as a share of the economy.

The department is playing a key role in shaping Australia's economic fortunes. As a department, we are bringing together expertise across the business and research communities to develop and share new innovations and technologies. The success of our business community will drive strong economic growth

into the future, and the department is ensuring the environment in which businesses operate is optimised for success. The department helps businesses to address the challenges they face 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.

By supporting a secure, reliable and affordable energy sector, we are providing businesses with the certainty they need to invest, compete and grow, while also supporting the transition to a low-emissions economy. We are ensuring that Australian households have access to affordable energy when household incomes are under pressure.

Australia's emissions levels are also falling, and the department is developing and implementing the policies that will ensure we continue to meet and beat our emissions reduction targets. Australia beat its Kyoto 2020 target and we are on track to exceed our Paris target in 2030. The 2020–21 Budget delivered another \$1.9 billion in investment in clean technology, building on Australia's strong track record in this area. The Technology Investment Roadmap is guiding \$70 billion in investment in the technologies that we must develop to reduce our emissions, like hydrogen, carbon capture and storage, green steel and aluminium, batteries and soil carbon. Getting these technologies of the future right in Australia will support 130,000 jobs by 2030, and avoid in the order of 250 million tonnes of emissions by 2040.

We continue to pursue opportunities for industry and export growth in key areas such as manufacturing, where the Government has identified six priority areas for investment and established a framework for recovery, working in partnership with the private-sector. One of the pillars of our economic recovery will be the development of a vaccine for COVID-19. The department will continue to support work led by the Health portfolio in this area.

Science and technology are vital to our economic recovery, as well as in the development of a vaccine. Australian scientists and researchers, innovators, entrepreneurs and small business owners – supported by robust industry policy – are playing a key role in our national recovery effort. A highly skilled workforce and an ongoing focus on STEM skills including, importantly, Women in STEM initiatives are vital to adapting and taking advantage of changing global supply chains.

Our department continues to adapt and respond to the challenges facing Australia. We are helping deliver the Government's agenda and while policies and priorities continue to change, we are focused on providing professional and robust advice to government and delivering initiatives that change Australians' lives for the better. Our people, our capability and our engagement across government and industry will continue to guide us in our role as a major contributor to the nation's economy and future prosperity.

¹ Treasury Budget 2020–21, Budget Strategy and Outlook'

COOPERATION WITH OTHER ENTITIES

One of the key strengths of our department is its breadth and diversity which helps us deliver on the Government's agenda to drive economic recovery and support jobs growth.

By striving for deep, collaborative and respectful engagement with our wide range of stakeholders – across the APS, different levels of government, the private sector and the broader Australian public – the department maximises its effectiveness.

In response to the challenges of our operating environment, we are taking a multidisciplinary approach and working closely with our wide range of stakeholders. Through our extensive networks of stakeholders across Australia, including in regional and remote areas, we are working directly with business and industry to deliver programs that improve the lives of all Australians.

We strive to engage all Australians and believe increasing participation from Aboriginal and Torres Strait Islander peoples, cultures and perspectives will enhance our knowledge and ultimately benefit our society and the Australian economy.

As a department we embrace technology, where appropriate, to expand stakeholder engagement but at the same time we are committed to building relationships through human-to-human interaction based on trust and respect. We work with businesses to understand their needs and support the development of critical management, entrepreneurial and digital skills. There is a focus on the needs of businesses of all sizes and we offer targeted support to small and medium sized businesses, particularly with help to go digital.



Figure 1: The department collaborates with these entities to enable provision of support to the Australian community, businesses and industry.

The AusIndustry national outreach network is the department's local business connection, with offices in every state and territory, in capital cities and regional areas. Our local experts work directly with businesses to provide targeted support and guidance, connecting them to government programs and services at a local, state and federal level. The network includes over 27 Regional Managers and over 170 Business Facilitators who provide access to networks, national information, strategies, and specialists.

We have a key role driving development and coordinating whole-of-government investment in northern Australia. Through the Office of Northern Australia, the department oversees the implementation of the Government's White Paper on Developing Northern Australia which is a 20-year plan for investment and collaboration. This includes working with Indigenous communities and a number of government agencies responsible for developing the north's water resources, developing the northern workforce and delivering better infrastructure, tourism and agriculture.

The department is developing the five Strategic Basin Plans that will support economic growth by delivering more gas at an affordable price for all Australians. Our resources industry is vital to economic prosperity in many regional communities as well as to the wealth of the nation through export income. The Critical Minerals Facilitation Office continues to collaborate with the sector to develop new products and export opportunities in this rapidly growing industry.

The department is working with the science and research sector by facilitating world-leading scientific research that will underpin Australia's future prosperity and save Australian lives. This includes deep collaboration with our portfolio science and research agencies which are vital public research institutions in Australia's overall research infrastructure.

The department is working with the science and research sector by facilitating world-leading scientific research that will underpin Australia's future prosperity and save Australian lives. This includes collaboration to develop and manufacture a vaccine for COVID-19.

Participation in international forums, agreements and treaties strengthens Australia's energy, science and technology capability. The department has a number of memoranda of understanding with nations around the world to support mutually beneficial research and investment, such as in science, energy, emissions reduction and space. The Moon to Mars collaboration between the Australian Space Agency and National Aeronautics and Space Administration and our agreement to work with Japan on carbon recycling are prime examples of this engagement.

OUR VISION AND PURPOSE

Our Vision

Supporting economic growth and job creation for all Australians

Our purposes



PURPOSE 1

Science and Industry

Key Activity 1.1: Investing in science, technology and commercialisation

Key Activity 1.2: Growing innovative and competitive businesses, industries and regions



PURPOSE 2

Resources and Northern Australia

Key Activity 2.1: Supporting a strong resources sector

Key Activity 2.2: Growing a stronger Northern Australian economy



PURPOSE 3

Emissions Reductions and Clean Energy

Key Activity 3.1: Reducing Australia's greenhouse gas emissions

Key Activity 3.2: Developing clean energy technology



PURPOSE 4

Energy Markets

Key Activity 4.1: Supporting reliable, secure and affordable energy



PURPOSE 5

Small and Family Business

Key Activity 5.1: Supporting small business

STRATEGIC PRIORITIES

Our vision is to support economic growth and job creation for all Australians. As Australia learns to manage the impacts of COVID-19, and rebuilds and recovers from the pandemic, we are helping to create a strong, modern, more resilient and productive economy that delivers long-term prosperity by:

Unlocking Australia's potential and creating jobs by building on our strengths

- **Focusing on areas of comparative advantage and strategic interest**, including manufacturing, clean energy, resources and space, to grow the jobs of the future.
- **Boosting the competitiveness, scale and resilience of Australian manufacturing**, by investing in Australia's national manufacturing priorities and working with businesses to ensure they are able to compete, move up the value chain and create jobs.
- **Backing a strong resources sector** through the safe and sustainable development of our world-class resources. We support investment and exploration, growing the critical minerals sector, developing downstream supply chain capabilities and removing regulatory and administrative barriers.
- **Investing in Australia's energy future** to enable economic transition, boost energy productivity and support new industries by accelerating commercialisation of new technologies and adoption of low emission technologies.

- **Capitalising on our national science, technology, engineering and mathematics (STEM) expertise**, continuing to build on and promote our strong STEM capabilities (including women in STEM), boost commercialisation, deepen science collaboration (both nationally and internationally) and marshal the expertise in our science and research agencies.

Growing our economy by supporting a competitive business environment

- **Delivering energy that is reliable, affordable and secure** through supporting investments in critical energy infrastructure, unlocking gas supplies, and working with the states and territories on bilateral energy and emissions reduction agreements.
- **Supporting Australia to become a leading digital economy by 2030**, strategically investing in digital technologies, skills and infrastructure to accelerate the digital and cyber capability of Australian businesses and open up new markets.
- **Ensuring the right tax and regulatory settings are in place**, including the Research and Development Tax Incentive, and improving regulatory effectiveness while reducing compliance costs to support investment and employment growth.
- **Supporting small and family businesses to thrive** by building capability and improving mental health and wellbeing, making it easier for businesses to get paid, employ and look after staff, and encouraging productivity and business investment.
- **Enabling COVID-19 safe operations for businesses** by connecting them to relevant policies, programs and resources.

Creating a more resilient and outward looking economy that benefits all Australians

- **Driving export growth and strengthening and diversifying supply chains and markets**, engaging bilaterally and multilaterally with international partners to promote Australia's interests, attract private sector investment and capture new and emerging opportunities.
- **Delivering on Australia's long-term emissions reduction targets while maintaining a strong economy**, by accelerating the development of priority low emissions technologies under the Technology Roadmap and overachieving on our 2030 Paris Agreement commitment.
- **Boosting fuel security** by developing options to support storage, domestic refining capability and transitioning to future fuels.
- **Supporting growth and transformation in regions and communities**, with a particular focus on northern Australia, through a refresh of the Government's northern Australia development agenda.
- **Safeguarding the community and the environment**, including by building sovereign capability in life-saving nuclear medicines, developing an enduring, safe and efficient National Radioactive Waste Management capability, supporting national offshore petroleum safety and ensuring fair measurement for consumers and businesses.

CAPABILITY

Departmental capability is critical to achieving our purpose, supporting the Government's priorities, and serving the interests of all Australians. This has been reinforced over the past year as natural disasters and a global pandemic highlight the importance of flexibility, mobility and inclusivity across the APS.

Delivering the key priorities outlined below, we will continue to build upon our strong internal capabilities, ensuring that we can continue to support individuals, businesses and industry, and communities across the nation.

Future Way of Working

Our Future Way of Working program brings together People, Place and Technology to drive an inclusive, safe and productive workplace that is efficient and enables the delivery of the department's strategic priorities.

People

Our people are our greatest asset and our workforce is equipped to rapidly adapt as the world continues to change around us. Performance management is embedded into our culture, building a culture of high performance, where receiving feedback becomes common practice, our efforts are recognised and our managers are empowered.

Our **People Strategy 2020–2022** sets the strategic people goals of our department, centred on three pillars:

1. **Engaged and inclusive workforce**, a culture that is inclusive, that builds capability and cares for our workforce.

2. **Future ways of working**, a culture that acknowledges the recent and significant changes to the way our people work, encouraging more flexibility and harnessing of technology.

3. **Attract a diverse and high performing workforce**, a culture that focuses on building and maintaining a high performing workforce that will be highly skilled, diverse in thought and mobile.

To ensure that we meet these strategic goals, the department is delivering a number of key strategies, with the centrepiece being our culture and inclusion strategies.

Over the months we will launch and implement our new **Inclusion Strategy 2021–2024** to further build the department's inclusive culture, providing a clear line of sight to our values and being driven by the principles of connection, commitment and culture. This is complemented by the **Accessibility Action Plan 2020–2025**, which is integrated into our core business and our **Aboriginal and Torres Strait Islander Employment Strategy 2019–21** that aims to attract, retain and nurture staff so they can reach their full potential.

In addition, the **Safety, Health and Wellbeing Strategy 2020–2023** sets out our engagement on work health and safety issues, ensuring all staff feel physically and psychologically safe at work.

Place

We have 69 properties across Australia, ranging in size from Industry House with 2,000 work points, to one and two person sites in regional locations, as well as managing scientific laboratories for the National Measurement Institute (NMI) and Questacon.

The department's **Property Management Strategy** (the Strategy) supports our future operating environment by realigning our existing property footprint in the most flexible, efficient and cost effective way. Early actions will ensure all property decisions are aligned to a sustainable property capability that will be further embedded in the medium and long-term.

In addition, the Strategy addresses key property-related risks due to the pandemic and considers the challenges and opportunities of new technologies, regulations and ways of working and how these will impact our property footprint over time.

Technology

Our **Digital Strategy 2020–23** describes our vision and ambition to transform the department into a leading digital government agency and enable us to achieve our mission through technology, innovation, and transformation.

We are integrating digital technologies into the way we operate, allowing geographically disperse staff to work more closely and productively with each other and with our stakeholders through online forums and video conferencing, harnessing the benefits that come from digital engagement and application. This includes supporting flexible working arrangements.

By harnessing these digital technologies we drive policy innovation, improve our internal effectiveness and efficiency, and modernise service delivery to provide robust, secure and customer focused services.

Throughout 2020 and 2021 we will simplify and secure our technology landscape, further our use of automation and emerging technology and develop new systems to support business recovery post-COVID-19.

Data

We will continue to deliver our third **Data Strategy**, focusing on building data into our day-to-day activities through best-practice data management and ensuring every member of staff has the capability to use data to inform their work.

The **Data Strategy** will focus on moving from data literacy to data fluency by providing tools and building capabilities based on shared language, standards and processes. Moving to data fluency will provide a consistent and best-practice culture of effective data use across all our activities.

We want to ensure our staff not only use data to produce reports and visualisations, but are also enabled to use data to create meaningful stories that assist critical thinking, shape policy, and fuel modernisation.

Financial

We are committed to best practice financial management, providing the certainty and stability that is essential to the department's endeavours. A key focus for 2020–21 is to deliver on the **Financial Management Strategy** (endorsed December 2019), and further strengthen our financial management capability.

Key elements of the Strategy include increasing financial literacy and proficiency and anticipating the capabilities needed in a rapidly changing landscape of policy, program and service delivery.

Financial capability uplift will take an enterprise view, equipping staff with the required skills and knowledge to provide valued finance functions and make well informed decisions. This will be supported by initiatives that build a strong culture of financial management and continuous improvement.

Through our professional and engaged workforce, we will enhance our finance and business expertise, improve client service delivery through a risk-based approach and build on our strong financial management culture to help achieve the department's strategic objectives.

Governance

We have strong governance in place to enable us to achieve our priorities and objectives and to support compliance with our legal and other obligations. The structures, systems, policies and processes that set out our management responsibilities and accountabilities and provide assurance and oversight include our governance committee structure, organisation structure, delegations framework, information and records management, internal audit, risk management and business planning.

Our governance committee structure includes the Executive Board and its sub-committees, which assist the Secretary in decision-making and discharging his oversight and governance obligations. These forums cover people and culture, financial management strategic policy and performance assurance.

We will continue to improve and enhance our governance framework through a review process to be completed by June 2021.

Risk

Risk management is an integral part of the department's governance and culture, embedded in our policies, processes and systems and ensures that we make good decisions in the face of complexity and uncertainty. We will deliver a new **Risk Management Framework** that sets out a systematic approach to embed risk management across the department for all business operations and staff.

The COVID-19 pandemic has sharpened our focus on the importance of engaging positively with risk to support the innovative delivery of policy and programs. As the department's operating environment continues to evolve and new challenges emerge, we will ensure our risk framework remains contemporary and fit for purpose.

OUR PERFORMANCE

This section of the Corporate Plan sets out our performance information and describes how we intend to measure our success in achieving our purposes. Our performance is reported in our Annual Report.

We measure and report on our performance to track progress against our five purposes and demonstrate accountability to our Ministers and the Government and, through them, to the Parliament, industry and the Australian public.

In this section, performance information for each purpose is set out as follows:

- **intended result**, statements about the impact, difference or result we want to achieve in support of the key activities and purposes;
- **performance measure**, measures used to track progress towards an intended result;
- **targets**, specific descriptions of what success against a performance criterion will look like;
- **data sources**, the information we will draw on as evidence for our performance against the target.

In line with Department of Finance guidelines, our performance measures relate directly to our purposes and key activities, representing a mix of qualitative and quantitative measures that provide a basis for an assessment of our outputs, efficiency and effectiveness over time.

As a key contributor to national policy for complex and multi-faceted areas – such as the promotion of STEM; Australia’s resource development potential; supporting a secure, reliable and affordable energy sector; and supporting innovative and competitive businesses, industries and regions – we have included measures that highlight where we, as a nation, stand. While we aim to contribute significantly to these measures, there are often many other factors at play which may affect the outcomes and results. However, we believe the measures below are important to track as a means to continually develop and improve our policies for the benefit of all Australians.

Purpose 1: Science and Industry

Support economic growth, productivity and job creation for all Australians by investing in science, technology and commercialisation and growing innovative and competitive businesses, industries and regions

Activity 1.1: Investing in science, technology and commercialisation

This activity aims to facilitate the development and uptake of new ideas and technology and translate them into commercial outcomes and enhanced productivity. It relates to PBS² 2020–21 Outcome 1 Program 1.1.

We will measure and report on our progress towards the following intended results of the activity:

- increasing business investment in research and development
- delivering the department's business services programs efficiently
- increasing awareness of the importance of STEM skills and careers
- improving collaboration between businesses and researchers

Targets

Performance measures	2020–21	2021–22	2022–23	2023–24	Data sources
R&D ³ expenditure registered by entities with the department in order to claim the R&D Tax Incentive through their annual tax returns	The R&D Tax Incentive is a demand-driven program, therefore the department does not have forward estimates Note: 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.				Data maintained internally, held by the department
Proportion of Australians who consider STEM skills important when considering employment	≥87%	≥87%	≥87%	≥87%	Youth in STEM Research Report 2020–21 STEM Equity Monitor
Number of business-research collaborations facilitated by departmental programs	Year on year increase				Data maintained internally, held by the department
Australia's national system of measurement is trusted nationally and internationally					Information maintained internally, held by the department

² Portfolio Budget Statements (PBS)

³ Research and Development (R&D)

Activity 1.2: Growing innovative and competitive businesses, industries and regions

This activity aims to support the growth of innovative and competitive businesses, industries and regions, and build a diversified, flexible, resilient and dynamic economic base that can identify and adapt to new markets and emerging opportunities. It relates to PBS 2020–21 Outcome 1 Program 1.2.

We will measure and report on our progress towards the following intended results of the activity:

- supporting growth in the priority sectors of the Australian industry
- facilitating the development of businesses in regional areas
- simplifying doing business by making it easier for businesses to interact with government

Performance measures	Targets				Data sources
	2020–21	2021–22	2022–23	2023–24	
Instances of assistance delivered to businesses in priority sectors		Year on year increase			Information maintained internally, held by the department; and Industry Growth Centres
Number of regional areas where businesses have received assistance		Year on year maintenance			Information maintained internally, held by the department
The median time to complete a grant application for a merit, eligibility or competitive grant		Year on year decrease			Information maintained internally, held by the department
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%	Anti-Dumping Commission website
Total number of jobs created by the digitally intensive industries		Year on year increase			ABS ⁴ Cat. 6291.0.55.003, Labour Force, Australia, Detailed, Quarterly

⁴ Australian Bureau of Statistics (ABS)

Purpose 2: Resources and Northern Australia**Support economic growth, productivity and job creation for all Australians by supporting a strong resources sector and growing a stronger Northern Australian economy****Activity 2.1: Supporting a strong resources sector**

This activity aims to support the sustainable development of the resources sector, attract private sector investment and encourage innovative technologies. It relates to PBS 2020–21 Outcome 1 Program 1.3.

We will measure and report on our progress towards the following intended results of the activity:

- supporting investment and further exploration in the resources sector and harnessing the economic benefits of national resources for all Australians
- growing Australia's resource development potential and, in particular, growing the critical minerals sector and supporting the development of downstream supply chain capabilities
- removing regulatory and administrative barriers that impose unnecessary costs and delays to resources projects

Targets

Performance measures	2020–21	2021–22	2022–23	2023–24	Data sources
Total expenditure on resources exploration		Year on year increase			ABS Cat. 8412.0, Mineral and Petroleum Exploration, Australia
Grow Australia's critical minerals potential, including by supporting development of downstream capacity		Year on year increase			Geoscience Australia report on Australia's Identified Mineral Resources
Identify and remove regulatory and administrative barriers that impose unnecessary costs and delays to resources projects					Information maintained internally, held by the department

Activity 2.2: Growing a stronger Northern Australian economy

This activity aims to drive economic growth and investment in northern Australia. It relates to PBS 2020–21 Outcome 1 Program 1.4.

We will measure and report on our progress towards the following intended results of the activity:

- implementing the Government initiatives to support Northern Australia
- supporting job growth in Northern Australia

Targets

Performance measures	2020–21	2021–22	2022–23	2023–24	Data sources
Number of Northern Australia White Paper measures delivered and progress to refresh the broader northern agenda		Year on year increase			Northern Agenda lead agencies across the Australian Government
Total number of jobs created by federally-financed Northern Australia Infrastructure Facility projects		Year on year increase			Northern Australia Infrastructure Facility website

Purpose 3: Emissions Reduction and Clean Energy

Reduce Australia's greenhouse gas emissions, contribute to effective global action on climate change, and support technological innovation in clean and renewable energy, through developing and implementing a national response to climate change

Activity 3.1: Reducing Australia's greenhouse gas emissions

This activity aims to shape the global response to climate change and achieve Australia's greenhouse gas emissions reduction targets. It relates to PBS 2020–21 Outcome 2 Program 2.1.

We will measure and report on our progress towards the following intended results of the activity:

- meeting the legislated large-scale renewable energy target
- achieving Australia's greenhouse gas emission reduction targets

Performance measures	Targets				Data sources
	2020–21	2021–22	2022–23	2023–24	
Australia's emissions and projected emissions are on track to meet international commitments	Australia meets its international emission reduction commitment targets				Australia's emissions projections and National Greenhouse Accounts: <ul style="list-style-type: none">■ Environment.gov.au - Emissions Projections■ AGEIS⁵ - Climate Change data■ DISER - emissions tracking data
Number of businesses participating in carbon neutral certification	Year on year increase				Climate Active database
Legislated Large-scale Renewable Energy Target of 33,000 GWh of eligible renewable electricity generation in 2020 is met	33,000 GWh of eligible renewable electricity generation in 2020	N/A	N/A	N/A	Clean Energy Regulator's Annual Statement on progress towards the Large-scale Renewable Energy Target

Activity 3.2: Developing clean energy technology

This activity aims to support technological innovation in clean and renewable energy to reduce Australia's greenhouse gas emissions. It relates to PBS 2020–21 Outcome 2 Program 2.2.

We will measure and report on our progress towards the following intended results of the activity:

- increasing government investment in clean energy research and development

Performance measures	Targets				Data sources
	2020–21	2021–22	2022–23	2023–24	
Australian Government expenditure on clean energy research and development	\$216 million by FY2020/21	N/A	N/A	N/A	Information maintained internally, held by the department and externally (ARENA ⁶)

⁵ Australian Greenhouse Emissions Information System (AGEIS)

⁶ Australian Renewable Energy Agency (ARENA)

Purpose 4: Energy Markets

Support the affordable, reliable, secure and competitive operation of energy markets for the long-term benefit of the Australian community through improving Australia's energy supply, efficiency, quality, performance and productivity

Activity 4.1: Supporting reliable, secure and affordable energy

This activity aims to improve Australia's energy supply, efficiency, quality, performance and productivity and support the affordable, reliable, secure and competitive operation of energy markets for the long term benefit of the Australian community. It relates to PBS 2020–21 Outcome 3 Program 3.1.

We will measure and report on our progress towards the following intended results of the activity:

- Australia's energy supplies are reliable
- lower energy bills for consumers

Performance measures	Targets				Data sources
	2020–21	2021–22	2022–23	2023–24	
Lower energy prices	Progress towards wholesale price <\$70 per MWh in the National Electricity Market				The Australian Energy Market Operator (AEMO)
	Domestic gas market prices lower than liquefied natural gas (LNG) netback price				Australian Competition Consumer Commission and AEMO
The liquid fuel market is in supply-demand balance	The <i>Liquid Fuel Emergency Act 1984</i> is not triggered.				Information maintained internally, held by the department.

Purpose 5: Small and Family Business

Build a sustainable and productive small business sector by facilitating the growth of small and family business

Activity 5.1: Supporting small business

This activity aims to support the growth of small and family business and build a sustainable and productive small business sector. It relates to PBS 2020–21 Outcome 4 Program 4.1.

We will measure and report on our progress towards the following intended results of the activity:

- facilitating the growth of small business
- supporting small business to transition to the digital economy

Performance measures	Targets				Data sources
	2020–21	2021–22	2022–23	2023–24	
Instances of assistance provided to small businesses	Year on year increase				Data maintained internally, held by the department; Australian Small Business Advisory Services providers
Continued advocacy and promotion of mental health support for small business operators	Year on year maintenance or increase				Data maintained internally, held by the department

Alignment between *Portfolio Budget Statements 2020–21* and *Corporate Plan 2020–21*

The following table describes the alignment between the DISER outcomes and program structure for *Portfolio Budget Statements 2020–21* and the DISER purposes and key activities for *Corporate Plan 2020–21*.

Outcome statements (<i>PBS 2020–21</i>)	Purposes (<i>Corporate Plan 2020–21</i>)	Programs (<i>PBS 2020–21</i>)	Key activities (<i>Corporate Plan 2020–21</i>)
Outcome 1: Enabling growth and productivity for globally competitive industries through supporting science and commercialisation, growing business investment and improving business capability and streamlining regulation.	Purpose 1: Science and Industry Support economic growth, productivity and job creation for all Australians by investing in science, technology and commercialisation and growing innovative and competitive businesses, industries and regions.	Program 1.1: Investing in science, technology and commercialisation	Activity 1.1: Investing in science, technology and commercialisation
	Purpose 2: Resources and Northern Australia Support economic growth, productivity and job creation for all Australians by supporting a strong resources sector and growing a stronger Northern Australian economy.	Program 1.2: Growing innovative and competitive businesses, industries and regions	Activity 1.2: Growing innovative and competitive businesses, industries and regions
		Program 1.3: Supporting a strong resources sector	Activity 2.1: Supporting a strong resources sector
		Program 1.4: Growing a stronger Northern Australian economy	Activity 2.2: Growing a stronger Northern Australian economy
Outcome 2: Reduce Australia's greenhouse gas emissions, contribute to effective global action on climate change, and support technological innovation in clean and renewable energy, through developing and implementing a national response to climate change.	Purpose 3: Emissions Reduction and Clean Energy Reduce Australia's greenhouse gas emissions, contribute to effective global action on climate change, and support technological innovation in clean and renewable energy, through developing and implementing a national response to climate change.	Program 2.1: Reducing Australia's greenhouse gas emissions	Activity 3.1: Reducing Australia's greenhouse gas emissions
		Program 2.2: Developing clean energy technology	Activity 3.2: Developing clean energy technology
Outcome 3: Support the affordable, reliable, secure and competitive operation of energy markets for the long term benefit of the Australian community through improving Australia's energy supply, efficiency, quality, performance and productivity.	Purpose 4: Energy Markets Support the affordable, reliable, secure and competitive operation of energy markets for the long-term benefit of the Australian community through improving Australia's energy supply, efficiency, quality, performance and productivity.	Program 3.1: Supporting reliable, secure and affordable energy	Activity 4.1: Supporting reliable, secure and affordable energy
Outcome 4: Facilitating the growth of small and family business.	Purpose 5: Small and Family Business Build a sustainable and productive small business sector by facilitating the growth of small and family business.	Program 4.1: Supporting small business	Activity 5.1: Supporting small business

