Australian Government
Department of Industry, Science and Resources

Corporate Plan

2026–30

industry.gov.au/corporateplan

Corporate Plan

2026–30

Disclaimer

The purpose of this publication is to set out the Corporate Plan of the Department of Industry, Science and Resources (DISR) over the next 4 years to achieve our purpose and key activities.

The Commonwealth as represented by DISR has exercised due care and skill in the preparation and compilation of the information in this publication.

The Commonwealth does not guarantee the accuracy, reliability or completeness of the information contained in this publication. Interested parties should make their own independent inquiries and obtain their own independent professional advice prior to relying on, or making any decisions in relation to, the information provided in this publication.

The Commonwealth accepts no responsibility or liability for any damage, loss or expense incurred as a result of the reliance on information contained in this publication. This publication does not indicate commitment by the Commonwealth to a particular course of action.

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Acknowledgement of Country

Our department recognises the First Peoples of this Nation and their ongoing cultural and spiritual connections to the lands, waters, seas, skies, and communities.

We Acknowledge First Nations Peoples as the Traditional Custodians and Lore Keepers of the oldest living culture and pay respects to their Elders past and present.
We extend that respect to all First Nations Peoples.

Artwork by Chern'ee Sutton, 2024

About the artwork

DISR Journey

This artwork represents all elements of the department. In particular, the rings represent Science, Resources and Industry and the U symbols are the people who work within. The large yellow ring represents the sun, symbolising the bright future the department is creating through their work and Reconciliation Action Plan.

Secretary’s introduction

> The Department of Industry, Science and Resources and our broader portfolio helps the government build a better future for all Australians through enabling a productive, resilient and sustainable economy, enriched by science and technology.

We do this by:

- growing innovative and competitive businesses and industries
- investing in science and technology
- supporting a strong resources sector.

Our work to implement the government’s Future Made in Australia agenda will build Australia’s industrial capabilities and create a more diversified and resilient economy, underpinned by science, research and innovation. We will continue to develop a robust resources sector to bolster domestic and regional energy security and support the transition to net zero.

Through targeted partnerships, we will drive a sustained uplift in research and commercialisation that will expand our technological and industrial limits and scale-up Australian ideas.

We are navigating an uncertain global environment, shaped by supply chain challenges, energy disruptions, rapid technological advancement and climate change. We are working with industry, government and international partners to identify real-time risks and respond to global disruptions.

We will support businesses and industry through responsible regulatory frameworks and targeted investment and services. The Investor Front Door will attract and accelerate nationally significant investments, helping to make our economy stronger and more resilient.

Collaboration is central to our purpose. We will work closely with Australian Government agencies, states and territories, international partners, businesses and communities. We will continue to build and strengthen our partnerships with First Nations Peoples and culturally and linguistically diverse groups and organisations.

Our people, systems and services drive our effectiveness. Undertaking annual business and workforce planning will focus our investment in new capabilities, technologies and ways of working. We will foster a culture that values curiosity, connectivity, collaboration and care, empowering our staff to perform at their best.

It is my pleasure to present the 2026–27 Department of Industry, Science and Resources Corporate Plan, covering the periods 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This is our primary planning document and sets out how we will support our ministers and deliver on the government’s agenda.

Julia Pickworth
Acting Secretary

17 August 2026

Photo caption: *Acting Secretary Julia Pickworth attending a Reconciliation Week smoking ceremony at Industry House, Canberra, with Aunty Serena Williams Palm, Ngunnawal Elder.*

Our purpose and key activities

Industry and Science | **Resources**

Our purpose

Building a better future for all Australians through enabling a productive, resilient and sustainable economy, enriched by science and technology

Our key activities

Key activity 1.1

Growing innovative and competitive businesses and industries

Key activity 1.2

Investing in science and technology

Key activity 1.3

Supporting a strong resources sector

For 2026–27, Key activity 1.1 has been amended from ‘Growing innovative and competitive businesses, industries and regions’. Contribution to growing regions is achieved through the department’s activities growing businesses and industries.

Our key activities and strategic priorities

***Photo caption:** DISR staff Jane East and Lucas Rutherford at the Whyalla steelworks.*

We will meet our responsibilities under the Administrative Arrangements Order, support the continued implementation of the Australian Government's Future Made in Australia agenda, and achieve our purpose through the following key activities and strategic priorities.

Key activity 1.1: growing innovative and competitive businesses and industries

We are building a resilient economy for Australia that identifies and adapts to new markets and emerging opportunities. Strategic priorities under this activity include:

- **Leveraging our natural and competitive advantages to create sustainable, high-value jobs.** This includes implementation of the government's Future Made in Australia agenda, and supporting the growth of Australia's green metals and clean energy technology manufacturing industries.
- **Boosting critical supply chains and economic resilience** through flexible and innovative supply chains that can adapt to geostrategic uncertainty and respond to economic shocks. Our work includes monitoring critical supply chains, and building domestic resilience and regional coalitions to assure supply chain diversity. We are working with industry, governments and partners to develop critical industrial and technological capabilities to help advance Australia's national interest and build a stronger and more resilient economy.
- **Supporting investment to build our industrial capabilities**, including through the Investor Front Door. The Investor Front Door will support nationally significant projects, including connecting them to our specialist direct investment vehicles like the National Reconstruction Fund.
- **Managing the impact of sectoral and regional transition.** We are supporting the transformation and modernisation of heavy industry facilities across Australia. This includes the Mount Isa copper smelter and Townsville copper refinery, Port Pirie and Hobart smelters, Boyne Island and Tomago aluminium smelters, Phosphate Hill fertiliser facility, and the Whyalla steelworks. These transition activities will position Australian regions for a more diverse and resilient future.
- **Strengthening Australia's trade remedies framework** to support domestic industry against unfair international trade practices. This includes supporting the establishment of a single specialist trade remedies authority. Reforms will improve the effectiveness, timeliness and accessibility of trade remedies and support the delivery of the Future Made in Australia agenda.
- **Boosting Australian commercialisation and research and development (R&D)** by progressing reforms to the R&D Tax Incentive with the Australian Taxation Office. We are also reforming the venture capital limited partnership system to support high-impact innovation.
- **Improving the effectiveness of government services and investment** by making sure businesses benefit from government initiatives. This includes the suite of options available through the Single Business Service and the AusIndustry Regional Manager Network.

Key activity 1.2: investing in science and technology

Science and technology are essential to Australia's economic and productivity growth. Strategic priorities under this activity include:

- **Leveraging our R&D system.** We continue to support the government to consider and respond to the *Ambitious Australia: Strategic Examination of Research and Development* final report, leveraging opportunities across Australia's R&D system to build a stronger, smarter and more resilient Australia. We will establish the National Resilience and Science Council, which will improve coordination and align public innovation investments with areas of national need and global opportunity.
- **Capturing the opportunities of emerging technologies and artificial intelligence (AI) for the benefit of the Australian people.** We are implementing the National AI Plan to capture the opportunities, spread the benefits and ensure Australians remain safe as AI transforms our economy. As part of the National AI Plan, we are working to ensure Australian organisations adopt AI safely, and that AI infrastructure and data centres meet government expectations. This includes contributing to the national interest, supporting sustainable practices, and investing in local capability. The newly established AI Safety Institute will support the government to understand and manage risks from frontier AI systems, support regulators and agencies to respond, and help shape safe AI development, deployment and international governance in Australia's interests.
- **Strengthening our sovereign science and research capability** through advice to government, support for collaborative research partnerships between industry and research organisations, and targeted international collaborations such as Horizon Europe. International science partnerships will ensure our research communities can collaborate on cutting-edge science and access the research infrastructure needed to solve our greatest challenges.
- **Supporting Australia's growing space industry** by delivering efficient regulation, developing international partnerships and providing coordination across government on civil space matters.
- **Ensuring Australia has the measurement science it needs** across our economy and society through the expertise of the National Measurement Institute (NMI). NMI sustains its sovereign measurement capability so Australians can trust the measurements that underpin everyday life. This contributes to fairer trading, safer products and a stronger, more productive economy.
- **Growing long-term science, technology and digital capabilities.** Questacon's National Science and Technology Centre and outreach programs continue to bring interactive science, technology, engineering and mathematics programs to diverse communities. In addition, we continue to support science, technology and critical technology programs.

Photo caption: *Casey Martone from the National AI Centre with the ARM Hub G1 humanoid robot at the AI Leadership Summit. Source: Committee for Economic Development of Australia.*

Photo caption:
The Hon Madeleine King MP, Minister for Resources and Minister for Northern Australia, and Deputy Secretary Robert Jeremenko with DISR representatives at the Decarbonising Liquefied Natural Gas with Carbon Capture Storage event during the World Expo in Osaka, Japan.

Key activity 1.3: supporting a strong resources sector

A sustainable resources sector attracts private investment, encourages innovation and meets community expectations. Strategic priorities under this activity include:

- **Growing national prosperity** through securing Australia's long-term domestic energy, mineral and resource security, and maintaining our reputation as a reliable supplier to overseas markets. A strong resources sector continues to bolster government revenue and supports sustainable and high-value jobs, including in regional and remote communities.
- **Accelerating the growth of Australia's critical minerals and processing sector** through the delivery of the *Critical Minerals Strategy 2023–2030* and implementation of the Critical Minerals Strategic Reserve. We will maximise the strategic value of Australia's resources to enhance our economic resilience and position Australia at the centre of global efforts to build stable and reliable supply chains.
- **Supporting the sector to contribute to the global transition to net zero by 2050** by reducing emissions and capitalising on opportunities in a low-emissions economy. This includes administering an effective regime for greenhouse gas capture and storage. We are also implementing the government's reforms stemming from the Gas Market Review, including the Domestic Gas Reservation Scheme. These reforms will ensure the security of domestic gas supply, supporting the energy transition and the responsible integration of renewables.
- **Proactively planning for decommissioning, rehabilitation and remediation activities.** We continue to oversee decommissioning of the Northern Endeavour facility and Laminaria-Corallina oil fields, and the regulation of rehabilitation activities at Ranger Uranium Mine. In collaboration with relevant state and territory governments, we are progressing rehabilitation of the former mine site at Rum Jungle and remediation of former nuclear test sites at Maralinga. We are also implementing *Australia's Offshore Resources Decommissioning Roadmap* to support the growth of Australia's domestic decommissioning industry.
- **Ensuring safe and secure long-term management of Australia's radioactive waste** through the work of the Australian Radioactive Waste Agency. We are responsible for the safe and secure long-term management and disposal of radioactive waste, including advice on the management and disposal of radioactive waste arising from the nuclear-powered submarine program.
- **Addressing community expectations on environmental, social and governance practices** by creating true partnerships with Traditional Owners and local communities.

Our operating environment

Adaptability in an uncertain environment

Australia faces a more contested and uncertain economic environment. The transition to net zero, intensifying global competition for industry and resources, and the rapid adoption of artificial intelligence (AI) are reshaping economic activity, while geopolitical tensions are increasing. In this environment, resilient supply chains, strong international partnerships, and a broader industrial base will be critical to Australia's long-term prosperity.

It is crucial that Australia harness its strengths to build resilience, enhance stability and protect economic security. Australia's expanding critical minerals sector will help strengthen and diversify supply chains and support the global transition to net zero.

Our international partnerships facilitate access to world-class research, innovation and development infrastructure which will drive productivity. We have a growing AI ecosystem and are identifying new pathways for growth, including investing in AI and quantum research that will help solve some of our greatest national challenges. Our access to renewable energy sources, international partnerships, emerging technologies and human capital are all strengths.

Growing business and industry

Complex supply chains and structural shifts across energy, industry and technology are shaping the global landscape. Uncertainty has heightened efforts to strengthen our domestic supply chains and build a resilient and secure domestic economy. Our work will focus on building economic resilience, supporting innovation and making sure Australian industries can thrive in this rapidly changing global landscape. We will support the broadening of our sovereign manufacturing capability and deliver on the Australian Government's commitment to a Future Made in Australia.

The conflict in the Middle East has impacted supply chains including fuel, plastics, chemicals and fertilisers. We are working with industry, government and international partners to monitor the impact of the conflict on supply chains and industrial users. We will continue to provide coordinated policy responses to strengthen Australia's industrial resilience and respond to global supply chain disruption.

The government is committed to implementing a single-entry point for projects seeking Commonwealth investment and regulatory facilitation services, simplifying how businesses interact with government. Through the Investor Front Door, we will provide major project proponents a clear Commonwealth entry point for facilitation services, coordinating access to specialist investment vehicles such as the National Reconstruction Fund (NRF). These projects will strengthen Australia's clean energy supply chains, lift productivity, create sustainable regional jobs, and improve regional resilience.

***Photo caption:** Senator the Hon Tim Ayres, Minister for Industry and Innovation and Minister for Science, Acting Secretary Julia Pickworth, Carl Chang and Deputy Secretary Robert Jeremenko at the Future Made in Australia Delivery Group at Industry House, Canberra.*

We are supporting the transition to net zero, accelerating the growth of our clean energy manufacturing and green metals sector. Australia has the resources, industrial base and renewable energy potential to become a globally competitive producer of green metals, including iron, steel, alumina and aluminium. We are leveraging these advantages by supporting innovation through the Green Metals Innovation Network, and catalysing early mover investment in commercial-scale green iron production through the Green Iron Investment Fund. Through the NRF's Net Zero Fund, we are investing to support decarbonisation and energy efficient upgrades in hard-to-abate sectors, build domestic clean-energy supply chains and support the manufacture of low-emissions technology.

As the economy transitions, we will need to manage the impact of structural adjustment on Australian industries and regions, supporting opportunities to broaden our industrial base and strengthen our sovereign capabilities. We are working to support industrial transitions and protect national capability through targeted government support. This includes support packages for the Mount Isa copper smelter and Townsville copper refinery, Port Pirie and Hobart smelters, Boyne Island and Tomago aluminium smelters, Phosphate Hill fertiliser facility, and the Whyalla steelworks. By working with local businesses and communities, we will help carve a sustainable future for Australian regions.

The government is strengthening incentives for innovation through reforms to the Research and Development (R&D) Tax Incentive and Australia's venture capital tax incentive programs. The R&D Tax Incentive reforms will better target research and development that delivers spillover benefits to the broader economy. Venture capital reforms will expand investment and fund size thresholds, enabling greater investment in innovative start-ups and growing businesses. Together, these reforms will increase business investment in innovation, improve access to capital for high-growth firms, and support productivity and economic growth.

Our department and broader portfolio will leverage Australia's national and competitive advantages to advance the government's vision for a Future Made in Australia. We are committed to supporting Australian businesses as they adapt to change, while ensuring a level playing field through an effective and accessible trade remedies system. By doing so, we will support local industry and strengthen our position in global supply chains.

Rapid scientific and technological advancement

Our ability to deliver a Future Made in Australia is underpinned by the strength of our science and technology sectors.

Research, innovation and development are critical to addressing the decline in productivity growth. We will continue to work with the government to consider and respond to the recommendations of the Ambitious Australia: Strategic Examination of Research and Development final report – turning ideas into industries, strengthening resilience and supporting Australian workers and businesses. We will establish the National Resilience and Science Council, which will help guide the government's more than $39 billion investment in research and development, and advise on objectives, priorities and performance. This will support the government's efforts to build resilient national industrial and technological capabilities.

We are undertaking responsible collaboration with international partners to ensure Australian research communities are working with the brightest minds across the globe. We are also seeking access to the cutting-edge research infrastructure needed to make our economy more efficient and more resilient. Australia's proposed association to Horizon Europe will facilitate access to the world's largest pooled research fund worth A$155 billion (EUR 95.5 billion) and enable research to be conducted at a scale that would be difficult for Australia to achieve alone.

We are implementing the National AI Plan to capture the opportunities of AI and spread the benefits to the Australian people. Our National AI Centre (NAIC) works with industry and the not-for-profit sector to drive safe and effective adoption of AI. It provides guidance, tools and connections across the ecosystem through a single platform. The new Australian AI Safety Institute will help evaluate emerging AI capabilities and support online safety. Working alongside the NAIC, the institute will contribute to global initiatives that tackle AI risks and harms, making sure AI development reflects Australian values.

Promoting and protecting our national interest is central to what we do. We are supporting the government to implement its Expectations of data centres and AI infrastructure developers. These expectations help ensure data centres put the needs of the Australian people first, support our clean energy transition and safeguard our long-term water security. Through our regulatory processes, we will prioritise proposals that align with these expectations.

Critical technologies like AI, quantum and robotics will shape the future economic and geopolitical landscape. We will strengthen Australia's position as a global leader in quantum technologies by building on the performance of our quantum companies in the US Defense Advanced Research Projects Agency Quantum Benchmarking Initiative and the Robust Quantum Sensors Program. The National Reconstruction Fund Corporation's $80 million investment in Diraq and Silicon Quantum Computing further supports larger capital raisings.

We are encouraging science, technology, engineering and mathematics (STEM) education and career pathways for Australians through Questacon, the National Science and Technology Centre. Questacon delivers inclusive and diverse national programs relating to Australian science, technology and innovation, helping build a future STEM pipeline.

The Australian Space Agency works across government, industry and academia to advance Australia's space capability and our understanding of how data from space and space-enabled technologies can contribute to a productive, resilient and sustainable Australia. It engages internationally to create opportunity for Australian industry and science, including through the Artemis program, ratification of the Space Framework Agreement with the United States of America, and negotiations on a Cooperative Agreement with the European Space Agency. Through regulation under the *Space (Launches and Returns) Act 2018*, space monitoring and continuous improvement, it supports the development of a globally respected Australian space sector that is safe, responsible and innovative.

We continue to maintain Australia's sovereign measurement science capabilities through the National Measurement Institute (NMI). NMI's measurement services and regulation strengthen the international competitiveness of Australian businesses and underpin Australians' confidence in products and services. We will consult on amendments to the *National Measurement Act 1960,* intended to improve Australia's capacity to adopt and adapt to future technological changes.

***Photo caption:** The delegation and DISR staff at Industry House, Canberra, marking the conclusion of treaty negotiations with the European Commission for Australia's association to Horizon Europe. Front row: His Excellency Gabriele Visentin, EU Ambassador to Australia, Maria Cristina Russo, Anthony McGregor, Deputy Secretary Helen Wilson and Jo Fielding.*

Supporting a strong resources sector

A strong, competitive and sustainable resources sector is crucial to Australia's economic prosperity and resilience. We are supporting the resources sector to improve productivity, develop markets where Australian projects can operate competitively, and provide sustainable employment opportunities, particularly in regional Australia.

The resources sector is central to driving whole-of-government priorities including the National Agreement on Closing the Gap, First Nations economic self-determination and advancing gender equality. The department is pursuing First Nations economic empowerment through the Critical Minerals Strategy 2023–2030 and the Future Gas Strategy. These strategies include enabling and empowering First Nations communities to play a central role in Australia's renewable energy transition and share the economic benefits. Through strengthened engagement, job opportunities, local training and direct community investment, we are working to ensure First Nations communities capture the economic benefits of projects that operate on their land. The Australian Radioactive Waste Agency recognises the importance of engaging with First Nations communities, creating sustainable relationships to listen, learn and share knowledge. Our work supports the sector to drive inclusive and safe workplaces for all Australians.

We are implementing the Critical Minerals Strategic Reserve. The reserve will help maximise the strategic value of Australia's resources by securing priority minerals for Australia and our international partners. It draws on $1 billion for project support through the Critical Minerals Facility and $150 million for selective stockpiling. This will boost mineral production and processing, and ensure Australia remains at the centre of efforts to build stable and diverse global supply chains.

We will also work with our international partners to diversify critical minerals supply chains that are crucial to our advanced manufacturing and defence industries. We will deliver on commitments, including under the United States–Australia Framework for Securing of Supply in the Mining and Processing of Critical Minerals and Rare Earths.

The Future Gas Strategy recognises that Australian gas will continue to play an important role in the domestic and global energy transformation. We will implement priority reforms from the Gas Market Review, including introducing the Domestic Gas Reservation Scheme. These reforms will strengthen Australia's energy security by reducing the risk of domestic shortfalls, placing downward pressure on prices, and supporting key international trade relationships. Further modernisation of the offshore resources regime will reinforce investment in the sector.

Photo caption: *Deputy Secretary Robert Jeremenko discussing local priorities with DISR staff at the Queensland State Office.*

Environmental management underpins all aspects of our work. We are working with the National Offshore Petroleum Titles Administrator to focus future offshore petroleum and greenhouse gas storage acreage releases on existing discoveries and infrastructure in producing basins, minimising environmental impacts and supporting the transition to net zero.

Our aim is that Australia's offshore regime remains world-leading in the protection of the safety of workers and the environment. Through our dedicated Offshore Decommissioning Directorate, we are implementing the government's plan to establish a domestic decommissioning industry. Australia's Offshore Resources Decommissioning Roadmap sets out the actions the government will take to coordinate work, guide policy, and provide clear regulatory expectations to support a successful Australian decommissioning industry and contribute to a Future Made in Australia.

A domestic decommissioning industry will help create jobs for skilled offshore workers, build national capability, and support the safe and environmentally responsible removal of offshore oil and gas facilities and related infrastructure. The directorate is working with the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) to clarify regulatory processes and maintain best-practice safety and environmental outcomes. We are supporting the government's 5-yearly review of the operations of NOPSEMA. In addition, we will support NOPSEMA as it reviews its funding and cost recovery model to address the increasing complexity of the operating environment.

We will continue working with regulators to advance proactive decommissioning planning and to deliver responsible and sustainable approaches to the disposal of Australia's radioactive waste. The Australian Radioactive Waste Agency is progressing work for government consideration on long-term near-surface and geological disposal radioactive waste management options. We are advising current and future waste holders, and working with regulators and state and territory governments to ensure safe and secure long-term management of Australia's radioactive waste.

Our capability

Photo caption:
Deputy Secretary Neal Mason addressing DISR staff at Industry House, Canberra.

> Delivering the department's priorities relies on clearly understanding the capabilities we need, where they are most critical, and how we will sustain them. This includes the people, systems, technology, data, services and operating settings that enable us to deliver effectively, and requires a considered approach to how we invest in, structure and deploy these capabilities.

People

Our people remain central to our success, and we will ensure they have the capability, tools and support to perform at their best.

Over the next 4 years, we will focus on strategic workforce planning. This means being deliberate about where we invest and aligning our capability to our highest priorities. It also means ensuring we have the right skills in the right places to deliver our functions effectively.

We do this in a context of increasing competition for specialist talent, changing employee expectations and the growing use of digital tools like artificial intelligence (AI). This will require us to be disciplined, adaptable and clear about what matters most.

We will prioritise building capability in critical areas, strengthening leadership at all levels, and supporting career development in a targeted way. At the same time, we will maintain a safe, respectful and flexible workplace that supports inclusion, performance, wellbeing and accountability.

Our key people priorities over the life of the plan are to:

- strengthen capability through targeted learning and clear pathways to build skills in priority and emerging areas
- attract and retain a diverse workforce through whole-of-government pathways, inclusive recruitment and clearer career opportunities across the department
- build confidence and capability to use digital tools and emerging technologies, including AI, in everyday work
- maintain contemporary workplaces, systems and supports that enable collaboration, flexibility, accessibility and productivity
- strengthen leadership, inclusion and culture so our people experience a safe, respectful and high-performing workplace.

This work is guided by Australian Public Service (APS) and departmental strategies, frameworks and agreements, including our:

- People Strategy 2024–2026
- Stretch Reconciliation Action Plan 2023–2026
- Department of Industry, Science and Resources Enterprise Agreement 2024–2027.

With the People Strategy 2024–2026 and Stretch Reconciliation Action Plan 2023–2026 nearing completion, new strategies are under development to set a renewed direction.

We will continue to align with the APS Strategic Commissioning Framework through embedded governance and workforce planning. This includes maintaining clear definitions of core work, robust oversight of outsourcing decisions and strengthened assurance arrangements. The department will only use external labour where it is consistent with, and justified under, the framework, while continuing to build internal capability to deliver core work through targeted workforce planning and capability development.

Cross-government services

Supported by staff located across Australia, our Business Grants Hub works with policy partners to deliver grant administration services. It currently offers services for us and 9 other Australian Government agencies.

We use our payroll processing and Aurion systems expertise to provide payroll services to 21 Australian Government agencies, with more agencies to onboard in 2026–27.

Over the next 4 years, we will adapt our systems and processes to maximise the benefits of emerging technologies, enabling more efficient service delivery and enhanced insights. This approach will assist client agencies in supporting their policy development and workforce management.

Through our Single Business Service (business.gov.au and business contact centre), we provide cross-government support for businesses. This service brings together information and resources from all levels of government so Australia's business community has the support it needs to succeed.

Photo caption: *Questacon Science Circus at the Ainslie Arts Centre in Braddon, Canberra.*

Technology and data

Our *Data and Digital Strategy 2025–2027* enables the department to deliver simple, secure and connected services, and evidence-based policies and programs. Data and digital technologies are strategic assets that support how we develop and deliver policy, programs and services. Good data and digital practices enable us to put Australians and their businesses at the heart of everything we deliver. They help ensure we deliver our policies and programs efficiently and effectively, using the best available evidence.

We are continuing to invest in digital infrastructure that supports collaboration and aligns with the department's *Cyber Security Strategy 2025–2030*. This ensures the department can continue to safeguard the systems and services that underpin our digital operations and maintain our integrity and resilience. We are adopting artificial intelligence (AI) responsibly, with strong governance arrangements that include:

- embedding the National framework for the assurance of AI in government to identify and mitigate risk at each stage of the AI lifecycle
- implementing and embedding Australia's AI Ethics Principles
- compliance with the Policy for the responsible use of AI in government, supported by ongoing monitoring
- an AI Governance Committee chaired by the Deputy Secretary, Enabling and Business Services Group, as the central governance and decision-making body regarding the use of AI in the department
- a central AI register providing an enterprise-wide view of AI activity, supporting oversight, visibility and reporting
- the appointment of an AI Accountable Officer and Chief AI Officer
- an *AI Strategy 2026–27*, which sets the strategic position on AI adoption and gives staff clear direction on how we can identify and embrace AI.

Implementing Microsoft 365 Copilot is helping us build an AI-literate workforce and maximise the benefits of emerging technologies. We are developing custom AI solutions to help mitigate program risks, ensure compliance, and enhance our knowledge management and organisational productivity. As we deploy these solutions, we will engage staff early, clearly communicate potential impacts on roles and ways of working, and provide support for capability uplift and workforce transition. We will work closely with our staff to support seamless integration across our systems and processes, ensuring changes are implemented in a transparent and responsible way.

We are uplifting our data and digital maturity to deliver better policy, program and service outcomes through increased employee capabilities and user-centred digital experiences. This includes:

- delivering the Data and Digital Government Strategy and implementing the Framework for Governance of Indigenous Data
- improving the tools our staff use, enhancing customer experiences and fostering innovation through secure and efficient ICT platforms
- maximising our data science platform and data management and analytics platform, which enable us to deliver scalable solutions that improve efficiency and value.

Our Evaluation Strategy 2024–2028 complements this work by supporting evidence-based policy decisions and continuous improvement.

Our growing capabilities empower staff to:

- engage with emerging technologies
- use advanced modelling and geospatial tools to inform place-based policy design
- incorporate program evaluation metrics from the program design stage to track performance from inception to outcomes.

Photo caption: *Firm, Innovation and Technology Analysis team members with their Data Award. The team's work on the Emerging Industries Database won the Data Science and Analytics category in the 2026 APS Data Awards.*

Our portfolio entities and stakeholders

> We work closely with the other entities in our portfolio to provide advice and deliver services to business, the community and other Australian Government portfolios.

We also connect and work with a diverse range of stakeholders and partners. Best practice engagement approaches are a core part of our policy making, program delivery and customer outreach. This aligns with our commitment to Australian Public Service reform and the Charter of Partnerships and Engagement. This includes our engagement with the National Indigenous Australians Agency and fostering purpose-driven relationships with First Nations communities, businesses and organisations.

We engage across government on cross-cutting policy issues. This includes leading whole-of-government coordination and advice on Future Made in Australia, critical technologies, the digital economy and supply chain resilience.

The department does not have any subsidiaries.

We cooperate with others

The department and its portfolio entities use these tools to support sectors and stakeholders and achieve our purpose.

Department of Industry, Science and Resources

Tools

communications

data and analysis

enabling services

engagement

policies

programs

regulations and legislation

service delivery

Stakeholders

businesses

consumer bodies

employer associations

federal, state and territory entities

First Nations Peoples

international partners

not-for-profit organisations

professional associations

regulators

science organisations

unions

universities, academics and researchers

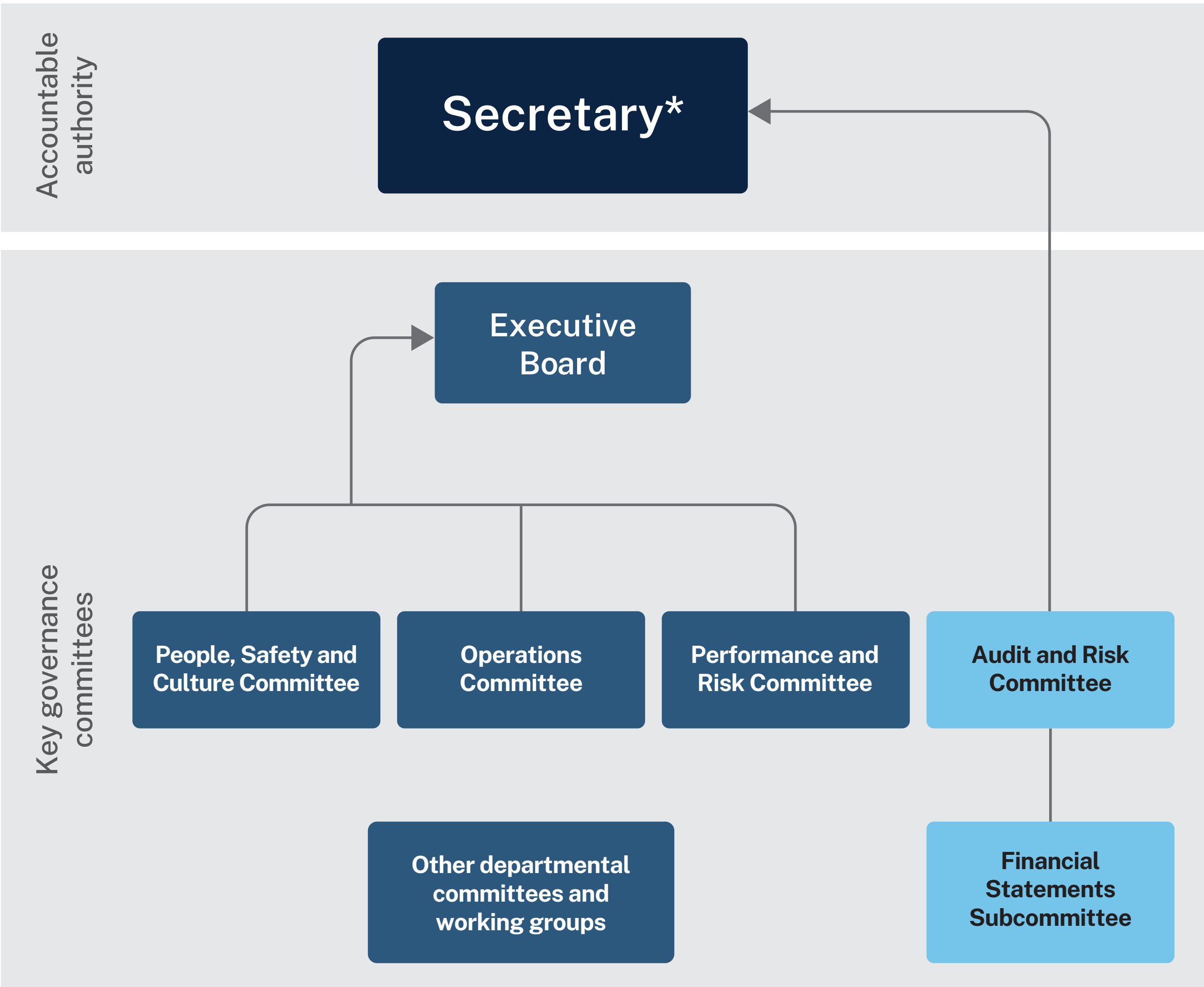
Our governance

> Our strong governance arrangements help us to achieve our purpose and comply with legislative, regulatory, financial and other obligations. Arrangements support the Secretary to discharge their duties under the *Public Governance, Performance and Accountability Act 2013* and *Public Service Act 1999*.

Our governance committee structure provides assurance and oversight of management responsibilities and compliance. The structure includes the Executive Board and subcommittees that cover:

- people, safety and culture
- performance and risk
- operations (enterprise information, system and protective security, and financial and property management frameworks).

Other committees and working groups across the department oversee topical strategic and operational matters, such as artificial intelligence and digital adoption.



* Chair of the Executive Board
Department committees
Independent committee/chair

Our risk management and oversight

We have embedded risk management in our governance structure, policies and processes. Our risk management framework supports us to meet obligations under section 16 of the *Public Governance, Performance and Accountability Act 2013* and reflects the Commonwealth Risk Management Policy. It guides how we respond to evolving opportunities and threats in line with our risk appetite.

Our risk management activities include:

- progressing our *Integrity Strategy 2026–2029* which builds on action taken under the inaugural strategy
- providing targeted training to our people to enhance risk awareness and understanding, improving the quality of risk identification and management.

We are strengthening our risk management capability and culture across the department. The Chief Risk Officer, together with our leadership team, is driving our activities to ensure staff feel comfortable discussing risk, understand their responsibilities, have access to support and receive clear risk messaging from leaders.

In managing enterprise risk, integrity is at the core of the advice we give, decisions we make, information we hold and ways our people behave. We are building an environment where:

- people are empowered to put integrity at the forefront of all activities, encouraged to speak up with concerns or questions, and engage positively with risk
- people have the skills, tools and confidence to apply sound judgement when making decisions, ask for help when uncertain, and see honest mistakes as learning
- systems, processes and procedures provide useful guardrails to help people do the right thing and provide the controls to detect when those guardrails have failed.

We are committed to managing climate risks and opportunities in support of the government's net zero targets, climate adaptation and disclosure goals. We recognise our responsibility to be more prepared and responsive to the increasing impact of climate change on the environment, society and the economy.

We are continually refining our framework, tools and guidance to reflect contemporary risk management practices.

Risk appetite

We embrace and promote a healthy attitude to risk. This means we accept risks that help us meet our obligations, seize opportunities, promote efficiencies and support innovation in our dynamic and diverse portfolio.

We acknowledge our operating environment is complex and evolving. This means our risks are multifaceted and interconnected and we manage them in a way that recognises this interdependence. We try to achieve the right balance between engaging with risk and being accountable. This maintains the confidence and trust of the government, industry and public, and sustains our influence. We consider our appetite for taking risk in the context of the type and nature of each risk we take, including potential consequences.

Enterprise strategic risks

Enterprise strategic risk	Risk management approach
Reputation, confidence and influence We maintain a strong reputation that supports confidence, trust and influence with government, industry and the community. **Responsible committee:** Performance and Risk Committee	Our effectiveness depends on how well we engage, how we deliver and how we are perceived. We strengthen confidence and influence by building productive relationships and communicating clearly and consistently. We adapt to emerging issues in a dynamic environment to shape outcomes and our reputation.
Delivery We adaptively prioritise to sustain delivery outcomes for our key activities in a dynamic environment. **Responsible committee:** Performance and Risk Committee	We deliver reliably and reinforce program resilience by aligning resources and effort to priorities and managing dependencies. We anticipate emerging pressures, test delivery complexity and maintain arrangements to support delivery through disruption.
Staff capability We retain, develop and attract the people capability we need to deliver the government's priorities now and into the future. **Responsible committee:** People, Safety and Culture Committee	To manage capability risk, we implement targeted people initiatives by: • developing, retaining and attracting people • modernising the way we work, including using technology • making the workplace inclusive and people-centred.

Enterprise operational risks

Enterprise operational risk	Risk management approach
Information and system security We maintain secure and resilient information and digital systems. **Responsible committee:** Operations Committee	We maintain secure and trusted information environments through strong controls, clear accountabilities and compliant information handling practices across the department. We plan and modernise systems to ensure continuity and resilience against emerging technology threats such as AI and quantum computing. We review and optimise our approach as operating needs and technology evolves.

Enterprise operational risk	Risk management approach
Safe work environment We maintain a work environment that is safe and promotes wellbeing. **Responsible committee:** People, Safety and Culture Committee	We recognise that safety is everyone's responsibility. We provide strong work health and safety governance, consultation, and a proactive risk management approach that identifies and eliminates or minimises physical and psychosocial hazards. We continuously improve our controls, plan for disruption, and monitor leading indicators to prevent harm.
Integrity We maintain good governance and ethical standards and adhere to our legal obligations. **Responsible committee:** Performance and Risk Committee	Our governance approach supports transparency in decision-making, accountability and integrity, and a safe to speak up culture. Our Executive Board and its subcommittees manage enterprise risk oversight. This ensures we can manage risks appropriately and respond to evolving opportunities and threats in line with the enterprise risk appetite. We implement government priorities in line with legislation, frameworks and guidance. We target our integrity controls to higher-risk activities.
Financial We maintain financial sustainability through transparent, risk-informed decision-making. **Responsible committee:** Operations Committee	We strengthen stewardship by improving financial controls and insights for leaders. We link financial risk to delivery risk and use improved forecasting, internal budget allocation, investment planning and scenario analysis to guide decisions. We monitor asset replacement needs and market conditions that may affect price and availability. We have open discussions to reallocate funding where required.
Emerging technology adoption and governance We build the capability, governance and operating model required to safely adopt and scale emerging technologies in the department, ensuring innovation delivers sustained value. **Responsible committee:** Operations Committee	We uplift organisational capability, guidance and decision-making frameworks to support the safe, consistent and effective adoption of emerging technologies. This includes establishing and enforcing consistent governance, risk management and assurance processes across the technology lifecycle to ensure readiness – from trial through to adoption and scaling. We embed governance into business processes, strengthening oversight and ensuring alignment with Commonwealth expectations for managing technology-related risks.

Our performance

> Our performance shows accountability to our ministers, the government, the parliament and the Australian public.

We publish performance measures through this plan and the Portfolio Budget Statements (PBS). We report performance results in our annual report through the annual performance statements which are audited by the Australian National Audit Office (ANAO).

Some of our strategic priorities relate to activities that are overarching in scope or too early in their development for meaningful performance measurement. We conduct regular reviews under our enterprise performance framework to update our performance measures as these activities progress, while building on lessons learned through ANAO audits.

Our PBS outcome statement

Support economic growth, productivity and job creation for all Australians by investing in science and technology, growing innovative and competitive businesses, industries and regions, and supporting a strong resources sector.

Regulator performance

We provide regulatory functions to support and improve businesses and the Australian community. The Australian Government regulator stocktake sets out these regulatory functions and, where applicable, provides a link to the current Statement of Expectations issued by the responsible minister and the corresponding Statement of Intent.

We measure regulator performance drawing on 3 best practice principles in the Resource Management Guide 128: Regulator performance:

- principle 1: continuous improvement and building trust
- principle 2: risk based and data driven
- principle 3: collaboration and engagement.

We have developed performance measures where regulatory functions reflect a key contribution to our key activities.

Performance measures

Our performance measures relate directly to our purpose and key activities. They do not describe everything we do, but focus on activities that make a significant contribution to achieving our purpose and key activities. We use qualitative and quantitative measures to assess our outputs, efficiency and effectiveness over time.

Performance information for each key activity is as follows:

- **performance measure:** used to track progress towards an intended result
- **type of measure:** output, efficiency or effectiveness
  - **output measures** assess the quantity and quality of goods and services produced
  - **efficiency measures** are generally expressed as a ratio of inputs to outputs, where efficiency involves maximising outputs for a given volume of inputs; the timely delivery of an output is used as a proxy for efficiency for some measures
  - **effectiveness measures** assess how well we have delivered on our purpose, and where activities have had the intended impact or contributed to achieving our purpose
- **target:** what success will look like
- **why this matters:** how the measure makes a meaningful contribution towards achieving our purpose and key activities
- **data source:** information we will use to measure performance against the target
- **methodology:** how to calculate the result
- **regulator performance:** where relevant to best practice principles
- **change from previous year:** how the measure has changed between reporting periods.

Since the Corporate Plan 2025–29, the following performance measures have been ceased:

- Maintaining Business Outreach Network engagement with regional businesses
- Facilitating the establishment of research-focused collaborations by businesses through portfolio programs
- Growing the number of technology-related jobs to 1.2 million by 2030
- Raising awareness of the importance of science, technology, engineering and mathematics (STEM) through the delivery of portfolio initiatives
- Increasing opportunities for resources project investment.

New measures, and substantial amendments to existing measures, are detailed in this section.

Key activity 1.1: growing innovative and competitive businesses and industries

This activity aims to support the growth of innovative and competitive businesses and industries. It also aims to build a diversified, flexible, resilient and dynamic economic base that can identify and adapt to new markets and emerging opportunities. It relates to PBS 2026–27 Outcome 1, Program 1.1.

For 2026–27, Key activity 1.1 has been amended from 'Growing innovative and competitive businesses, industries and regions'. Contribution to growing regions is achieved through the department's activities growing businesses and industries.

Performance measure 1: Maintaining business co-investment through portfolio initiative funding

Measure details	Measure description
Type	Effectiveness
Target 2026–27 to 2029–30	At least $1.20 of business co-investment for every $1.00 of grant funding in total across portfolio programs that require business co-investment.
Why this matters	Investment in critical sectors, including manufacturing and commercialisation, will have flow-on benefits to the broader economy.
Data source	The department's internally maintained Business Grants Management System and other departmental records.
Methodology	We take the sum of business co-investment or co-contribution across all the department's grants programs with a co-investment requirement and divide by the grant funding from the department.
Change from previous year	Nil.

Performance measure 2: Percentage of key grant activities achieved within agreed timeframes

Measure details	Measure description
Type	Efficiency (proxy)
Target 2026–27 to 2029–30	At least 90% of key grant activities achieved within agreed timeframes, comprised of: • grant agreements executed within agreed timeframes (as set out in the grant guidelines) • progress payments paid within 14 days of report approval.
Why this matters	As part of growing innovative and competitive businesses, the department aims to ensure businesses can easily access the help they need. We do this by ensuring grant recipients experience timely action from the department in entering into grant agreements and receiving milestone payments.
Data source	The department's internally maintained Business Grants Management System.
Methodology	We look at the proportion of key grant activities (comprised of agreements executed and progress payments made) achieved within target timeframes.
Change from previous year	The target for this measure has been revised from 'year-on-year maintenance, or increase' to 'at least 90%'. This change is based on the result of quarter 3 2025–26 (90.8%), which was achieved through a concerted effort to enhance timeliness of grant deliveries across the Business Grants Hub since the beginning of 2025–26.

Performance measure 3: Ensuring compliance with Australian Industry Participation (AIP) plans and engagement of new suppliers

Measure details	Measure description
Type	Effectiveness
Target 2026–27 to 2029–30	**Target 1:** Maintain or increase compliance rate (timeliness and achievement of obligations) of reporting against AIP plans. **Target 2:** Maintain or increase percentage of reports found to be achieving the obligations of the *Australian Jobs Act 2013* (Jobs Act) via regulatory intervention. **Target 3:** Measure percentage of new suppliers engaged from procurements undertaken.
Why this matters	The AIP Authority is the regulator of the Jobs Act. It assists proponents of major projects to understand the obligations of the Jobs Act. It also monitors and evaluates actions undertaken by proponents as described in AIP plans and compliance reports. AIP plans describe the actions proponents will take to meet the obligations. The AIP Authority ensures AIP plans are appropriate and that proponent actions comply with the plans. By doing this, it helps Australian entities to have full, fair and reasonable opportunity to supply goods and services to major projects. This ensures Australian suppliers are given the opportunity to bid for the supply of key goods and services to major Australian projects. In winning the award of the tender to deliver work packages, they become part of the supply chain.
Data source	The Jobs Act database and departmental records.
Methodology	We run queries in the database to extract information for the reporting period. The database records decisions made by the AIP Authority, including project details, dates of submission and decisions. Data includes the number of approved AIP plans, reports received, reports found to be compliant and reports found non-compliant. It also includes the report's submission date and the number of rounds of regulatory intervention. This measure is met when the first 2 targets are achieved. Target 3 is not used to calculate the result of this measure; it is included to ensure transparency.
Regulator performance	The measure relates to the regulatory function of the AIP Authority. The measure aligns with the best practice principle 3: collaboration and engagement.
Change from previous year	Target 3 has changed from 'maintain or increase' to 'measure'. The result is heavily influenced by external factors, so it was considered inappropriate to aim to maintain or increase it. Target 3 will not be compared to previous (or future) year results.

Performance measure 4: Anti-Dumping Commission (ADC) outcomes

Measure details	Measure description
Type	Effectiveness (proxy)
Target 2026–27 to 2029–30	**Target 1:** 5% improvement in completion times of ADC dumping and subsidy investigations. **Target 2:** Stakeholder satisfaction with the ADC's performance is above 60%.
Why this matters	In administering an anti-dumping system, the department secures a level playing field for Australian industry by investigating and remedying unfair international trade practices including dumping, subsidies and import surges. Timely investigations enable Australian industry to access effective trade remedies outcomes sooner. This limits the impact of unfair international trade, supporting business certainty and investment, and strengthening confidence in the trade remedies system. Stakeholder satisfaction provides assurance that the system is meeting the needs of industry by delivering timely, accessible and transparent services, while strengthening confidence in the integrity of the ADC regardless of the outcome of an investigation. It also supports continuous improvement in outcomes for stakeholders.
Data source	ADC's case management system and annual stakeholder survey.
Methodology	**Target 1:** Data from the case management system is used to determine the average duration of completed dumping and subsidy investigations. The result is compared to the preceding 3-year average. **Target 2:** A survey of ADC's industry and government stakeholder satisfaction is conducted annually. Survey respondents are asked to consider their experience with the ADC in the previous 12 months, and the responses are consolidated as an average. This measure is met when both targets are achieved.
Regulator performance	The measure relates to the regulatory function of the ADC. The measure aligns with the best practice principle 1: continuous improvement and building trust.
Change from previous year	The measure previously tracked the average duration of 7 case types against a benchmark year (2022–23). It is now limited to the dumping/subsidy case type and assessed against a rolling 3-year average. Results will not be comparable to previous years. Target 2 is new in 2026–27.

Performance measure 5: Processing registrations under the Research and Development (R&D) Tax Incentive

Measure details	Measure description
Type	Efficiency (proxy)
Target 2026–27 to 2029–30	**Target 1:** 95% of applications processed within 40 business days for first-time registrants. **Target 2:** 95% of applications processed within 20 business days for registrants that have applied within 6 months after the end of the income period. **Target 3:** 95% of applications processed within 80 business days for registrations submitted from 6 to 10 months after the end of the income period.
Why this matters	The measure outlines how quickly the department processes R&D Tax Incentive applications, of which we receive around 14,000 per year. An efficient registration process ensures companies have certainty early. This means they can file their income tax returns with the Australian Taxation Office to get the benefit of the program quickly.
Data source	R&D Tax Incentive program data.
Methodology	We use program data to find the difference in days between the date the company submitted their registration application and the date the department registered the application. We use this to determine the proportion of applications processed within the allotted timeframes. This measure is met when all 3 targets are achieved.
Regulator performance	The measure relates to the regulatory function of the R&D Tax Incentive Branch. The measure aligns with the best practice principle 1: continuous improvement and building trust.
Change from previous year	Nil.

Key activity 1.2: investing in science and technology

This activity aims to boost our science and technology capability to facilitate the development and uptake of new ideas and technology and build a strong base for science in Australian decision-making. It relates to PBS 2026–27 Outcome 1, Program 1.2.

Performance measure 6: Delivering Questacon national STEM events that reach lower socio-economic, regional and remote communities

Measure details	Measure description
Type	Output
Target 2026–27 to 2029–30	**Target 1:** More than 50% of Questacon's national STEM events reaching lower socio-economic communities. **Target 2:** More than 60% of Questacon's national STEM events reaching regional and remote communities.
Why this matters	Questacon attracts up to half a million visitors each year from the public and schools to enjoy exhibits, shows and inspirational learning experiences at our centre in Canberra. Questacon aims to make visible the value of science and technology to everyone's lives. This includes the importance of developing STEM skills and the future that STEM careers can offer. We are committed to overcoming social disadvantage and geographic isolation as a barrier to engagement with science, technology and innovation. Those living in regional, rural, and remote areas and in lower socio-economic status deciles have less access to STEM experiences. Questacon's national touring, educator and virtual programs let Australians engage with science, technology, and innovation wherever they are. They do this by reaching schools, educators and communities that would otherwise have limited access to a Questacon experience. These programs are free for schools, reducing cost barriers to participation.
Data source	Questacon's attendance data for national activities, as defined by relevant departmental programs or initiatives. The Australian Curriculum, Assessment and Reporting Authority (ACARA), My Schools, and the Australian Bureau of Statistics (ABS) remoteness data are linked to our databases using the ACARA School ID for schools and event venue postcode for community activities.
Methodology	Events reaching lower socio-economic communities are calculated by the percentage of schools engaged that have an Index of Community Socio-Educational Advantage value of <1000 and the percentage of communities engaged in postcodes that have a Socio-Economic Indexes for Areas decile value of <6. Events reaching regional and remote communities are calculated by the percentage of schools and communities engaged from postcodes defined as inner regional, outer regional, remote or very remote under the ABS Remoteness Structure. This measure is met when both targets are achieved.
Change from previous year	Nil.

Performance measure 7: Promoting science engagement and diversity in STEM through the delivery of portfolio initiatives

Measure details	Measure description
Type	Effectiveness
Target 2026–27 to 2029–30	**Target 1:** The total number of participants in selected Inspiring Australia – Science Engagement Program (IA-SEP) supported events, activities and competitions is maintained or improved compared with the previous year. **Target 2:** Proportions of enrolments from women and First Nations people in STEM university and vocational education and training (VET) programs are maintained or improved year-on-year, based on 10-year rolling averages. For 2026–27, the targets are: • Women make up 36% of STEM university program enrolments and 16% of STEM VET enrolments. • First Nations people make up 1% of STEM university program enrolments and 6% of STEM VET enrolments.
Why this matters	STEM underpins a thriving scientific and technology-enabled economy. The department's policies and programs support nationwide science engagement and help break down barriers for women and other diverse groups to participate in STEM education and employment. This helps to equip Australians with the skills they need to do the jobs of the future. Science engagement participation provides a direct indicator of the department's delivery of portfolio initiatives that connect Australians with science through events, activities and competitions. Diversity in STEM enrolments provides a broader, longer-term indicator of whether participation in STEM education is being maintained or improved for key cohorts. While the department's performance is the focus of this measure, there are many factors outside of the department's control that contribute to performance against the target.
Data source	Selected IA-SEP program reporting for science engagement participation, the Higher Education student data collection, and the Total VET students and courses data collection. Selected IA-SEP program reporting covers: • National Science Week • Student Sponsorships • Olympiad-related activities • National Youth Science Forum • Prime Minister's Prizes for Science. Higher Education and VET data are updated annually by the Department of Education and the National Centre for Vocational Education Research, respectively, and are publicly available.

Measure details	Measure description
Methodology	Results for the measure are drawn from 2 components: **Target 1:** Science engagement participation is assessed using participant counts reported through selected IA-SEP supported events, activities and competitions. The core count is the total participant count, based on program reporting. Where relevant, supporting descriptors may include the number of events or activities delivered, schools or organisations involved, delivery mode, public access, location, and whether the figure is verified or estimated. Performance will be assessed using the total number of participations in selected IA-SEP supported events, activities and competitions that run annually. **Target 2:** Diversity in STEM enrolments is assessed using: • Higher Education student data collection • Total VET students and courses. The proportion of enrolments each year is compared to the 10-year rolling average for that category of enrolments. This data is routinely prepared for the department's annual STEM Equity Monitor publication. The calculation methodology for the STEM Equity Monitor and its supporting data sources can be found in the methodology chapter of the monitor. The diversity in STEM enrolments component is made up of 4 data points: • proportion of university enrolments from women • proportion of VET enrolments from women • proportion of university enrolments from First Nations people • proportion of VET enrolments from First Nations people. This measure is met when both targets are achieved.
Change from previous year	This is a new measure in 2026–27.

Performance measure 8: Maintaining National Measurement Institute (NMI) measurement services and increasing compliance with fair measure regulations

Measure details	Measure description
Type	Effectiveness
Target 2026–27 to 2029–30	**Target 1:** Maintain measurement capabilities and accreditations against benchmarked levels. **Target 2:** Improve the trader audit compliance rate by at least 10%.
Why this matters	Australia is a trade-oriented economy. Organisations trade more than $1 trillion worth of goods, services and utilities involving measurement in Australia each year. Reliable measurements help consumers and businesses make informed buying choices. More broadly, this supports efficient markets. Our measurement system underpins effective regulation of health, safety and the environment, and allows advanced industrial production and manufacturing. It also supports the management of critical infrastructure, including for energy supply, and drives innovation and research.
Data source	• NMI's internal databases • International Bureau of Weights and Measures • National Association of Testing Authorities • World Anti-Doping Agency
Methodology	**Target 1** is measured by comparing the data reported by: • the International Bureau of Weights and Measures for the number of measurement capabilities recognised under the Mutual Recognition Arrangement of the International Committee of Weights and Measures (benchmarked level is 320 measurement capabilities) • the National Association of Testing Authorities for the number of accreditations maintained across calibration, testing, reference material production and proficiency testing (benchmarked level is 28 accreditations) • the World Anti-Doping Agency for the number of accreditations maintained that support sports drug testing capabilities for Sport Integrity Australia (benchmarked level is one accreditation). **Target 2** is measured by comparing the final rate of trader audit compliance with measurement regulations against the compliance rate for initial trader audits. This measure is met when both targets are achieved.
Regulator performance	Target 2 relates to the regulatory function of the NMI. The target aligns with the best practice principles 1: continuous improvement and building trust, and 3: collaboration and engagement.
Change from previous year	The calculation methodology for Target 2 was updated to compare the initial compliance rate with the final compliance rate for the same population of traders. Previously, the methodology compared non-compliance rates identified during initial audits with non-compliance rates identified during follow-up audits. The result will not be comparable to previous years.

Performance measure 9: Assuring the safety and security of space activities through regulation administered by the Australian Space Agency

Measure details	Measure description
Type	Effectiveness
Target 2026–27 to 2029–30	Zero fatalities, serious injuries or damage to other property as a result of authorised Australian space activities.
Why this matters	Effective regulation, as set out in *Space (Launches and Returns) Act 2018*, aims for a reasonable balance between: • the removal of barriers to participation in space activities and encouragement of innovation and entrepreneurship • the safety of space activities, including the risk of damage to other property.
Data source	The department's records of authorised space activities under the *Space (Launches and Returns) Act 2018* and any relevant accident or incident investigation reports during the reporting period. Post-activity reports generated by the ministerially appointed launch safety officer or launch proponent will verify the number of fatalities, serious injuries or incidents of damage to other property.
Methodology	The measure is based on quantitative data. The measure is derived from the number of fatalities, serious injuries or damage to other property as a result of authorised Australian space activities.
Regulator performance	The measure relates to the regulatory function of the National Space Safety Office. The measure aligns with the best practice principle 2: risk based and data driven.
Change from previous year	Nil.

Key activity 1.3: 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 2026–27 Outcome 1, Programs 1.3 and 1.4.

Performance measure 10: Growing Australia's critical minerals sector, including by supporting development of downstream processing capacity

Measure details	Measure description
Type	Effectiveness
Target 2026–27 to 2029–30	A year-on-year increase in a majority of the number, stage and investment in critical minerals projects, across: • project pipeline (value) • total projects • publicly announced • advanced feasibility • committed • completed.
Why this matters	Australia is widely recognised as having very large geological endowments of many critical minerals and the potential to process them. These minerals are vital to global economic security. Markets for these minerals and processed products are often characterised by concentrated global supply chains, which can increase price volatility and supply risk for sectors like defence, transport, energy generation and telecommunications. Growing the critical minerals sector in Australia is expected to deliver economic benefits, including increased trade, investment and employment opportunities. It will also support the diversification of global supply chains and position Australia as a reliable, responsible and secure supplier of critical minerals. While this measure focuses on the department's performance, outcomes are also influenced by external factors beyond the department's control, including global market conditions and decisions by commercial parties and other governments.
Data source	The department's annual *Resources and Energy Major Projects* report.
Methodology	We compare the number, stage and investment in mining and processing operations from the current year and previous year (for example, X lithium mining operations in 2023, subtracted from Y lithium mining operations in 2022). A positive or negative result indicates growth or lack of growth. Commentary notes the likely impact of market dynamics. Changes to the Critical Minerals List occur over time. To support the assessment of performance over time, previous results are re-calculated and presented in the annual performance statements for the current reporting period, where required. This measure is met when there is an increase in the majority of categories (4 or more).

Measure details	Measure description
Change from previous year	The target and methodology for assessing results were updated in 2026–27 to more accurately reflect how the measure is assessed.

Performance measure 11: Assessing *Offshore Petroleum and Greenhouse Gas Storage Act 2006* applications through the National Offshore Petroleum Titles Administrator

Measure details	Measure description
Type	Efficiency (proxy)
Target 2026–27 to 2029–30	Assessment timeframes met 90% of the time.
Why this matters	Processing applications efficiently supports a strong offshore resources sector by creating business certainty and reducing project timelines.
Data source	The Titles Administrator's National Electronic Approvals Tracking System and departmental records.
Methodology	A reporting tool in an internal database automatically calculates the percentage of applications that have met the assessment timeframes under the *Offshore Petroleum and Greenhouse Gas Storage Act 2006*. These are hardcoded in the database.
Regulator performance	This performance measure relates to the activities of the Titles Administrator. The measure aligns with the best practice principle 1: continuous improvement and building trust.
Change from previous year	Nil.

Performance measure 12: Decommissioning the Northern Endeavour and remediating the Laminaria-Corallina oil fields

Measure details	Measure description
Type	Effectiveness
Target 2026–27 to 2029–30	Progress towards decommissioning the Northern Endeavour and remediating the Laminaria-Corallina oil fields while ensuring safety and protection of the environment. In 2026–27, this includes: **Target 1:** Progressing Stage 1 engineering and design activities for Phase 2 (plug and abandonment), including commencing a process to transfer the Field Safety Case to the Phase 2 lead contractor and identifying potential long lead items for Phase 2 execution. **Target 2:** Completing a tender process to procure a lead contractor for Phase 3a (the removal of sub-sea infrastructure). **Target 3:** Commencing a tender process to procure a lead contractor for Phase 3b (waste disposal and recycling). **Target 4:** Progressing the dismantling and recycling activities of the Floating Production Storage and Offloading vessel, including hazardous waste mapping, tank and topside cleaning, and progressing plans for the disposal of any naturally occurring radioactive materials. **Target 5:** Demonstrating continued compliance with the department's *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) approval conditions.
Why this matters	Following the liquidation of the former owner, the Commonwealth is overseeing the decommissioning of the Northern Endeavour facility and remediation of Laminaria-Corallina oil fields. Work is being undertaken in phases. The 2026–27 targets will support the program transitioning to Phases 2 and 3 while assuring safety and protection of the environment.
Data source	• Lead contractor progress reports, including any contractually required health, safety and environment (HSE), risk and regulatory reporting • Tender documentation for Phase 3a and 3b procurements including Source Evaluation Reports • Departmental briefings and program board papers • National Offshore Petroleum Safety and Environmental Management Authority safety inspection reports, when provided • Annual Compliance Report on the EPBC Act approval with conditions • EPBC Act approval conditions tracking sheet
Methodology	Real progress will be compared to forecast activity. This measure is met when 4 or more targets are achieved.
Change from previous year	Yearly targets, methodology and data sources have changed to reflect progress in phases of work.

Performance measure 13: Maintaining effective governance of remediation and stewardship activities

Measure details	Measure description
Type	Output
Target 2026–27 to 2029–30	**Target 1:** Ensure the Ranger Intergovernmental Taskforce on Closure meets (at a minimum) every 2 months and has recorded minutes. **Target 2:** Commission at least 5 assurance reports per year to support the Rum Jungle Rehabilitation Program Board, and provide at least 4 assurance reports to the Minister for Resources to support administration of the federation funding agreement with the Northern Territory Government. **Target 3:** Ensure the Maralinga Land and Environmental Management Committee meets twice per year.
Why this matters	The Commonwealth is addressing or regulating significant historical environmental and cultural impacts, including: • regulating rehabilitation activities at the Ranger Uranium Mine • providing program funding, assurance and oversight for remediation of the former Rum Jungle uranium and copper mine • the stewardship of the former nuclear testing sites at Maralinga. While the Commonwealth's role differs across these activities, delivery of agreed outcomes relies on clear accountability, robust governance and strong intergovernmental and Traditional Owner engagement.
Data source	• Ranger Intergovernmental Taskforce on Closure records • Rum Jungle Rehabilitation Program Board records • Maralinga Land and Environment Management Committee records
Methodology	Progress will be measured against governance activities expected to occur in 2026–27. This measure is met when all 3 targets are achieved.
Change from previous year	This is a new measure in 2026–27.

Performance measure 14: Supporting the safe and secure long-term management and disposal of radioactive waste and spent fuel arising from the nuclear-powered submarine program

Measure details	Measure description
Type	Output
Target 2026–27 to 2029–30	On-time delivery of agreed program milestones.
Why this matters	Conventionally-armed nuclear-powered submarines will be acquired by the government as part of the AUKUS nuclear-powered submarine pathway announced on 14 March 2023. As a responsible nuclear steward, Australia will be responsible for the management, storage and disposal of spent nuclear fuel and radioactive waste generated from its conventionally-armed nuclear-powered submarines. Defueling and decommissioning of Australia's nuclear-powered submarines is not expected to occur for decades. The complexity of the task means that early planning will be important to meet sovereign readiness milestones. No sites have yet been identified to dispose of radioactive waste as a result of Australia's nuclear-powered submarine program. The department, through the Australian Radioactive Waste Agency, will support work for future government decision making on end-of-life radioactive waste and spent fuel from the nuclear-powered submarine program.
Data source	Reporting against program milestones and deliverables agreed with the Australian Submarine Agency.
Methodology	Periodic status reporting on program milestones and deliverables agreed with the Australian Submarine Agency. Records of inter-departmental communications noting delivery and acceptance of program milestones or agreed variations to them. This measure is met when all milestones due in the reporting period are delivered on time.
Change from previous year	This is a new measure in 2026–27.

Photo caption: *DISR touch football team at the NAIDOC Week competition in Adelaide. The DISR team received the competition's Sportsmanship Award, a reflection of the respect, inclusion and teamwork that define our department.*

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