



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



# Corporate Plan 2018–19



## Statement of Preparation

I, as the accountable authority of the Department of Industry, Innovation and Science, present the Department of Industry, Innovation and Science Corporate Plan 2018-19, which covers the period 2018-19 to 2021-22, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



Dr Heather Smith PSM

Secretary

27 August 2018

# 1. Strategic Context

## **Our operating environment**

Australia is operating in an increasingly connected world. Technological and scientific advances continue to change how we live, work and do business. New opportunities and markets are emerging as digital technologies develop, demographics shift and the Indo-Pacific continues to grow.

We are well positioned to take advantage of these opportunities. Our economy has grown for a record 27 consecutive years. Our standard of living is high. We have effective institutions and a skilled workforce. There is continuing strong demand for our resources, goods and services.

Yet we cannot take our future growth for granted. International competition is intense. Global power balances are changing, with significant implications for our region. Multi-factor productivity—one of the most important long term drivers of living standards—has been about half the long run average since 2004. Meeting these challenges requires a dynamic economy powered by skilled workers and competitive and innovative businesses.

## **The Department of Industry, Innovation and Science**

The Department of Industry, Innovation and Science drives Australian growth and job creation. We boost Australia's competitiveness and facilitate economic transformation by backing business, science, innovation and investment. Our effort relies on building strong relationships between businesses, entrepreneurs, employees, the science community, government, regulators and international partners.

The department facilitates Australia's economic transformation through investment, science and innovation. It supports businesses and employees as they manage market disruptions and seek new opportunities, including those presented by digital technology.

We enable strong science, supporting the research, infrastructure, skills development and collaboration that underpins new discoveries, better living standards and the social wellbeing of all Australians.

We promote the growth and transformation of internationally competitive industries by enabling business investment, collaboration and international engagement in growth sectors, as well as helping to overcome barriers to their success.

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

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

The department partners across government to assist employees and businesses in transitioning industries and regions.

## ***Boosting business competitiveness***

The department boosts business competitiveness to enable our businesses to grow and create jobs and prosperity across Australia.

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

The department also contributes to the government's important work providing the enabling environment for business success. Our work includes tax and regulatory reform, investment in key infrastructure and reducing the cost of doing business, particularly by providing simple, easy to access services and information and helping business seamlessly engage with government.

### *Building a high performance organisation*

Our work is supported by our ongoing efforts to build and maintain a high performance organisation. We continue to invest in our people and seek new approaches that will allow us to achieve our purposes and realise our vision in a rapidly changing environment. We embrace the diverse life and work experiences of our staff to enhance the richness of our workplace. We practice inclusive behaviours to create an environment where all staff feel valued and contribute to our goals.

We are working to build evaluation into every aspect of our work, to improve program delivery and policy influence. We also take a systematic approach to risk oversight and management to support a workforce that is agile and resilient in the face of uncertainty and complexity, and enable innovative activities to deliver improved outcomes to citizens. Through our programs, policies and services we provide mutually beneficial opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities across Australia to share in economic development and social inclusion.

## 2. Performance

The department uses a hierarchy of performance criteria to measure and assess its performance. Three levels of performance criteria are applied to the department's ultimate outcome; intermediate outcome; and output and immediate outcome.

The department's performance measurement framework is summarised in the table below.

Level of performance criteria	Results-oriented performance measurement	Performance criteria set out in the Corporate Plan
Level 1	Ultimate outcome	Measure and assess how Australia is performing with regard to the department's vision
Level 2	Intermediate outcome	Measure and assess the department's performance in achieving its purposes
Level 3	Output and immediate outcome	Measure and assess the effectiveness and efficiency of the department's activities and their components

Level 1 and 2 performance criteria are used to monitor key trends and conditions within the areas of the department's responsibility. These levels of performance criteria will generate performance information to achieve an improved understanding of 'where we are' and 'where we need to take action' in our effort to achieve the department's outcome, vision and purposes.

Level 3 performance criteria are used to measure the effectiveness and efficiency of the department's activities and their components, such as policy advice, initiatives, services, projects and administered programs. Through this level of performance criteria, we can assess and report on the department's contributions to achieving the outcome, vision and purposes, attributable to specific activities and components.

In addition to the three-tier approach to performance measurement, the department also uses evaluations, case studies, research studies and other methodological tools where appropriate to examine its performance in achieving its objectives and purposes.

### 2.1. Vision

The department drives Australian growth and job creation. We boost Australia's competitiveness and facilitate economic transformation by backing business, science, innovation and investment.

The department works towards this goal through three purposes and ten activities:

<b>Purposes</b>	Purpose 1: Supporting science and commercialisation	Purpose 2: Growing business investment and improving business capability	Purpose 3: Simplifying doing business
<b>Activities</b>	Activity 1.1: Science awareness, infrastructure and international engagement Activity 1.2: Business research, development and commercialisation	Activity 2.1: Competitive marketplace Activity 2.2: Business and market development Activity 2.3: Economic transition Activity 2.4: Resources Activity 2.5: Northern Australia development	Activity 3.1: Regulatory reform and functions Activity 3.2: Better services and information for business
	Activity: Building a high performance organisation*		

\* This activity contributes to all three purposes.

#### Performance measurement and assessment

Aspects of the Australian economy relevant to the department's vision	Performance criteria
Economic growth	<ul style="list-style-type: none"> <li>Growth in gross domestic product</li> <li>Growth in gross value added by industry</li> </ul>
Productivity	<ul style="list-style-type: none"> <li>Growth in labour productivity</li> <li>Growth in multifactor productivity</li> </ul>
Job creation	<ul style="list-style-type: none"> <li>Growth in employment</li> <li>Growth in total hours worked</li> </ul>

## 2.2. Purposes

The department has three purposes:

- **Purpose 1: Supporting Science and Commercialisation**—facilitate the development and uptake of new ideas and technology and translate them into commercial activity.
- **Purpose 2: Growing Business Investment and Improving Business Capability**—build a diversified, flexible, resilient and dynamic economic base that can identify and adapt to new markets and emerging opportunities.
- **Purpose 3: Simplifying Doing Business**—facilitate competitiveness and innovation by making it easier for businesses to interact with government and reducing the cost of doing business in Australia.

The department works to achieve these purposes in partnership with a wide range of stakeholders, including other Australian Government agencies, state and territory governments, local governments, regulators, businesses, industries, researchers, scientific agencies and the wider Australian community.

The department's performance in achieving its purposes is influenced by many external factors including the contributions of other players, the impact of the global economy, progress of science and technology, and domestic economic and fiscal conditions.

Through initiatives to build a high performance organisation, and implementation of effective risk oversight and management systems, the department enhances its capacity to deliver on its objectives.

### Purpose 1: Supporting science and commercialisation

This purpose is to facilitate the development and uptake of new ideas and technology and translate them into commercial activity. It will increase productivity, improve Australia's competitiveness, create jobs and drive economic growth by delivering better scientific and economic outcomes for Australia, including encouraging collaboration between researchers and businesses.

Our aims are to:

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

The department works to achieve this purpose through:

- Activity 1.1: Science awareness, infrastructure and international engagement
- Activity 1.2: Business research, development and commercialisation.

#### Performance measurement and assessment

Intended results of Purpose 1	Performance criteria
Growth in the proportions of small, medium and large firms engaging in innovative activity	<ul style="list-style-type: none"> <li>• Proportion of Australia's businesses that are innovation active</li> </ul>
Increased investment by businesses in intangible assets—i.e. the knowledge assets of an organisation	<ul style="list-style-type: none"> <li>• Private gross fixed capital formation—intellectual property products</li> <li>• Business research and development (R&amp;D) expenditure as a percentage of GDP</li> </ul>
Growth in the value add of knowledge-intensive industries	<ul style="list-style-type: none"> <li>• Gross value added and employment by knowledge-intensive industries</li> </ul>
Improved returns from the commercialisation of research	<ul style="list-style-type: none"> <li>• Number and value of research contracts, consultancies and collaborations entered into by research institutions</li> </ul>
Improvement in Australia's performance in scientific research	<ul style="list-style-type: none"> <li>• Share of world's top one per cent of highly cited publications</li> </ul>

### **Activity 1.1: Science awareness, infrastructure and international engagement**

This activity contributes to Purpose 1: Supporting science and commercialisation. It is made up of policy development initiatives, interventions and projects that are intended to improve science awareness, infrastructure and international engagement to support the creation and dissemination of scientific and technical information as an input to the economic process.

The department will work to deliver this activity through strategies such as:

- leading and coordinating the formulation of whole-of-government innovation, science and research strategies including through support to the Chief Scientist, the Commonwealth Science Council and Innovation and Science Australia
- implementing and building on the National Science Statement to further develop the Australian Government's overarching policy approach for science and research, specifically in relation to community science engagement and the Science and Research Priorities
- driving implementation of National Innovation and Science Agenda measures across all departments and agencies, and contributing to further development of the government's science and innovation agenda to enable Australia to seize opportunities for future prosperity by embracing new ideas through innovation and science
- promoting greater engagement with science, technology and innovation within the Australian community through policies and measures for science engagement, Questacon and increasing girls' and women's participation in Science, Technology, Engineering and Mathematics (STEM) and entrepreneurship
- supporting Australia's major scientific agencies including Geoscience Australia, IP Australia, the National Measurement Institute, the Commonwealth Scientific and Industrial Research Organisation (CSIRO), the Australian Nuclear Science and Technology Organisation (ANSTO) and the Australian Institute of Marine Science (AIMS), to maximise research performance. This includes through appropriate and sustainable governance and funding arrangements, and ensuring the work of Australian science agencies aligns with national priorities and is broad-reaching and impactful
- supporting AIMS and CSIRO in their work on reef science as part of the Reef 2050 Plan
- continuing to work closely with the Department of Education and Training to effectively deliver the Research Infrastructure Investment Plan, which provides \$1.9 billion over 12 years to ensure Australian researchers have access to world leading facilities
- supporting Australia's Antarctic science program through the new Antarctic Science Collaboration Initiative
- providing and supporting access to state-of-the-art astronomy facilities, such as the European Southern Observatory and the Square Kilometre Array, enabling Australian astronomers to undertake world-class science
- providing a strong and effective national measurement system that is trusted both domestically and internationally, to facilitate trade, support industry and the adoption of new technologies, and underpin policy outcomes for a fair, safe, healthy and competitive Australia, through the National Measurement Institute
- coordinating and supporting the implementation of the whole-of-government response to the Productivity Commission's Intellectual Property (IP) Review
- leading the development and implementation of international science and innovation engagement, providing support for international agreements in science and innovation, and targeting international science, research and innovation collaboration and engagement towards strategic opportunities, particularly in Asia
- delivering international collaborative programs on science, technology and innovation, including the Global Innovation Strategy, the Australia-India Strategic Research Fund and the Australia-China Science and Research Fund.

## Performance measurement and assessment

### Activity 1.1: Science awareness, infrastructure and international engagement

- Increased science awareness
- Improved research infrastructure
- Enhanced international engagement.

Contributing components	Performance criteria	2018-19 targets	2019-20 targets	2020-21 targets	2021-22 targets
Australia-China Science and Research Fund; Australia-India Strategic Research Fund	Number of collaborative research projects completed that reported strengthened international relationships	13	1	13	10
Global Innovation Strategy	Number of activities completed that reported strengthened international relationships	64	80	98	31
Antarctic Science Collaborative Initiative (Australian Antarctic Science)	To be developed following finalisation of program design and consultation with stakeholders				
Inspiring all Australians in STEM (including Encouraging more women to pursue science, technology, engineering and mathematics education and careers)	Number of direct engagements supported by Inspiring Australia activities	3,200	3,200	3,200	3,200
	Number of institutions participating in the Science in Australia Gender Equity process	44	N/A	N/A	N/A
	Effective delivery of initiatives to encourage more women and girls to pursue science education and careers				
Access to World-leading Astronomy Infrastructure	Proportion of proposals for competitively allocated observing time on European Southern Observatory (ESO) telescopes at La Silla - Paranal Observatory, Chile, led by Principal Investigators from Australia (%)	7.5	7.5	7.5	7.5
	Proportion of total competitively allocated observing hours on the ESO 8.2-metre Very Large Telescope (VLT) allocated to proposals led by Principal Investigators from Australia (%)	7.5	7.5	7.5	7.5
	Number of unique Australian institutions involved at the Principal Investigator or Co-Investigator level, allocated competitive observing time on ESO telescopes at La Silla - Paranal Observatory, Chile	6	6	6	6
Square Kilometre Array Radio Telescope Project	Number of Australian companies/research institutions participating in the SKA Pre-Construction Work Program	7	N/A	N/A	N/A
Questacon	Number of admissions to Questacon Centre	505,000	510,000	515,000	520,000
	Number of participants in national programs	571,500	600,000	625,000	650,000
National Measurement Institute	Australia's national system of measurement is trusted nationally and internationally				
	Percentage of reports, certificates and services delivered on time (%)	85	85	85	85
	Percentage of (trade measurement) trader audit target met (%)	90	90	90	90
Science and Commercialisation Policy	Supporting the building of a strong scientific capability, business innovation and the commercialisation of new ideas as critical requirements for productivity and economic growth				

### **Activity 1.2: Business research, development and commercialisation**

This activity contributes to Purpose 1: Supporting science and commercialisation. It is made up of policy development initiatives, interventions and projects that are intended to provide incentives for business research, development and commercialisation, facilitate the innovative adoption and diffusion of digital technologies, and encourage collaboration between businesses and researchers to drive innovation and thus contribute to improved productivity.

The department will work to deliver this activity through strategies such as:

- providing financial support and advice to drive innovation within small- and medium-sized enterprises (SMEs) and government by encouraging the development of innovative solutions to public policy and service delivery challenges
- providing high quality advice on business tax and financial issues to support the government's science and innovation agenda, and enhancing the Australian innovation, science and research system through the delivery of well targeted tax and financial incentives
- supporting Australian companies to become more innovative, productive and globally competitive through the Research and Development Tax Incentive program, including developing and implementing improvements to the program to better target the incentive and make it more affordable
- supporting high quality research to solve industry-identified problems via industry-led and outcome-focused collaborative research partnerships between industry entities and research organisations through the Cooperative Research Centres Program
- enabling businesses to work with research organisations through the Innovation Connections element of the Entrepreneurs' Programme
- addressing gaps in Australia's Artificial Intelligence (AI) and Machine Learning (ML) capability to support the growth of Australian businesses and deliver jobs through a multi-faceted approach, including encouraging AI industry-research collaboration, guiding future government investment and policy on AI and ML, and providing a national framework for the ethical use of AI
- supporting incentives to boost venture capital investment through venture capital programs, including the Early Stage Venture Capital Limited Partnership and Venture Capital Limited Partnership programs
- supporting the commercialisation of novel products, processes and services through the Accelerating Commercialisation element of the Entrepreneurs' Programme
- developing a quantum computing ecosystem that inspires collaborative innovation and entrepreneurship and creates positive economic and social spill-overs for the Australian community through the Quantum Computing initiative
- leading the development of innovation policy through strategic coordination, oversight and engagement across the portfolio and government, including progressing the implementation of measures relevant to the government's response to Innovation and Science Australia's 2030 Strategic Plan
- leading the implementation of the government's digital economy strategy to reap the strategic opportunities that arise from the digital economy, helping to address Australia's ICT skills shortage and enhance the digital capability of firms, and driving collaboration on digital skills across Commonwealth, state and territory governments and with the private and not-for-profit sector. The strategy will seek to maximise the productivity benefits of digital technologies and services for Australia's businesses and the social and economic benefits for the wider Australian community.

**Activity 1.2: Business research, development and commercialisation**

- Increased research and development in business
- Increased commercialisation
- Increased collaboration between businesses and researchers
- Enhanced digital skills and capabilities

Contributing components	Performance criteria	2018-19 targets	2019-20 targets	2020-21 targets	2021-22 targets
Business Research and Innovation Initiative(1)	Proportion of feasibility studies completed (per round) (%)	Nil	100 (round 2)	100 (round 3)	Nil
	Proportion of proof of concept projects completed (per round) (%)	90 (round 1)	Nil	90 (round 2)	Nil
	Proportion of participating agencies procuring a solution developed under the program (per round) (%)	50 (round 1)	50 (round 1)	Nil	50 (round 2)
Cooperative Research Centres (CRC) Program	Number of CRCs and CRC Projects supported	130	137	116	113
	Number of commercialisation agreements reported by CRCs and CRC Projects	306	235	235	235
	Number of applications for patents filed by CRCs and CRC Projects	46	35	35	35
Quantum Computing	The established company, Silicon Quantum Computing (SQC), is undertaking strategic activities to commercialise Australia's world leading research in quantum computing. It aims to develop a 10-qubit quantum integrated circuit prototype by 2022.				
Research and Development (R&D) Tax Incentive	R&D expenditure registered with AusIndustry in order to claim the tax incentive through their annual tax returns (\$'000)	The department does not have forward estimates for the R&D Tax Incentive. The number of entities includes R&D-performing subsidiaries of head companies. The registered R&D is reported against the income year in which it is registered. This is the year following the year in which the companies undertake the R&D activity.			
	Number of entities registering R&D expenditure with AusIndustry in order to claim the tax incentive through their annual tax returns				
Digital Productivity (Digital Careers)	Number of students participating in computational thinking and digital technology activities	80,000	80,000	N/A	N/A
	Number of new student registrations on the Ribit Platform	21,000	21,000	N/A	N/A

Note: (1) The Business Research and Innovation Initiative has a 2 year grant cycle. The cumulative targets set-out in Portfolio Budget Statements 2018-19 have been updated to per round targets in this Corporate Plan. This will show the performance of each round and allow comparison between rounds.

**Purpose 2: Growing business investment and improving business capability**

This purpose is to build a diversified, flexible, resilient and dynamic economic base that can identify and adapt to new markets and emerging opportunities. It will drive Australia's future prosperity and continued jobs growth by supporting the transformation of existing industries and the growth of new ones, enabling access to new markets and improving competition in existing markets.

Our aims are to:

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

The department works to achieve this purpose through:

- Activity 2.1: Competitive marketplace
- Activity 2.2: Business and market development
- Activity 2.3: Economic transition
- Activity 2.4: Resources
- Activity 2.5: Northern Australia development.

**Performance measurement and assessment**

Intended results of Purpose 2	Performance criteria
Growth in new private sector investment	<ul style="list-style-type: none"> <li>• Annual private business investment growth</li> </ul>
Increased foreign direct investment in Australia	<ul style="list-style-type: none"> <li>• Foreign direct investment as a share of annual GDP</li> </ul>
Improved management and organisational capabilities in Australian businesses	<ul style="list-style-type: none"> <li>• Proportion of businesses with a strategic plan in place</li> <li>• Proportion of businesses monitoring Key Performance Indicators</li> <li>• Proportion of businesses that have introduced or changed a digital business strategy</li> </ul>
Improvement in Australia’s ranking in international performance indices	<ul style="list-style-type: none"> <li>• Australia’s ranking in World Bank ease of doing business index</li> <li>• Australia’s ranking in Global Innovation Index</li> <li>• Australia’s ranking in the Global Entrepreneurship Monitor indicator of total early-stage entrepreneurship activity (TEA)</li> </ul>

**Activity 2.1: Competitive marketplace**

This activity contributes to Purpose 2: Growing business investment and improving business capability. It is made up of policy development initiatives, interventions and projects that are intended to create a more competitive marketplace to achieve profitable and sustainable industry futures.

The department will work to deliver this activity through strategies such as:

- providing high quality policy advice on emerging issues with a view to enhancing the global competitiveness of Australian businesses and industries, including: trade and international policy issues (including anti-dumping), business tax and finance, innovation policy, the digital economy and business simplification
- providing an effective and efficient response to unfair trade practices through the implementation of trade remedies
- delivering tangible benefits to Australia’s businesses in manufacturing, resources and services industries through further trade liberalisation
- ensuring Australian businesses have full, fair and reasonable opportunity to participate in major capital investment projects and Commonwealth procurements through the administration of the *Australian Jobs Act 2013* and Australian Industry Participation policy, including the implementation of a new Industry Capability Platform
- assisting Standards Australia and the National Association of Testing authorities to participate in international standards development and testing procedures
- making the Geocoded National Address File (G-NAF) available under open data terms, removing barriers to greater use of this high-value foundational spatial data, unlocking, and creating opportunities for innovation and productivity outcomes by the Australian community
- providing upfront customs duty and GST exemptions on eligible imported goods that are intended for export
- providing import duty concessions on certain imported raw materials and particular intermediate goods.

## Performance measurement and assessment

### Activity 2.1: Competitive marketplace

- Improved market competitiveness

Contributing components	Performance criteria	2018–19 targets	2019–20 targets	2020–21 targets	2021–22 targets
Certain Inputs to Manufacture (CIM)	Number of new duty registrations	4	4	4	4
	Total value of duty concessions to eligible firms (\$'000)	4,000	4,000	4,000	4,000
Textile Clothing and Footwear—Register of Approved Occupational Clothing	Proportion of registrations within 30 days of complete information being provided (%)	90	90	90	90
Tradex	Number of active Tradex Order users	580	560	560	500
	Total value of duty and/or tax concessions to eligible firms (\$'000)	135,000	133,000	133,000	125,000
Geocoded National Address File (G-NAF)	Updated versions of the G-NAF are published via data.gov.au on a quarterly basis to enable greater use of high-value foundational spatial data by the Australian community				
Support for Industry Service Organisations	Australian memberships of key international standardisation and accreditation bodies maintained				
Anti-Dumping Commission	Proportion of Preliminary Affirmative Determination (PAD) reports, or status reports explaining that there are insufficient grounds to issue a PAD, made on or before day 60 of an anti-dumping / countervailing investigation (%)	100	100	100	100
	Proportion of anti-dumping inquiries to the business.gov.au hotline and the client support area responded to within client service standards (%)	95	95	95	95
Strategic Policy	Providing high quality policy advice on emerging issues with a view to enhancing the global competitiveness of Australian businesses and industries, including: trade and international policy issues (including anti-dumping), business tax and finance, innovation policy, the digital economy and business simplification				

### Activity 2.2: Business and market development

This activity contributes to Purpose 2: Growing business investment and improving business capability. It includes policy development initiatives, interventions and projects that are intended to enhance business leadership, management, digital and entrepreneurial skills, increase innovation and investment in growth sectors, and open up international export markets to Australian businesses.

The department will work to deliver this activity through strategies such as:

- providing policy advice on economic performance, structural adjustment and future opportunities at the industry sector level, collaborating with other Australian jurisdictions through COAG to support coordinated policy approaches to sectoral interventions
- driving SME growth and start-ups by supporting business capability and improvement, research connections, linking to global markets, and commercialisation of novel products, processes and services through the Entrepreneurs' Programme (Innovation Connections, Business Management, Incubator Support, Accelerating Commercialisation) and the Business Research and Innovation Initiative (BRII)
- focusing on areas of competitive strength and strategic priority to help Australia transition into smart, high value and export-focused industries through the implementation of the Sector Competitiveness Plans of six established Industry Growth Centres: Advanced Manufacturing; Cyber Security; Food and Agribusiness; Medical Technologies and Pharmaceuticals; Mining Equipment, Technology and Services; and Oil, Gas and Energy Resources
- helping Australian SMEs develop local, regional and indigenous brands to improve their export performance through the SME export hubs program
- helping Australian businesses understand and effectively negotiate Asian business contexts, including learning to work more effectively with Asian businesses and other partners through the Asialink Business program
- supporting Australia's economic development by ensuring an attractive business environment that encourages investment and growth in key sectors, especially for major projects, and boosting major project investments and long-term growth through the work of the Major Project Facilitation Agency, including providing Major Project Status for strategically significant projects.

## Performance measurement and assessment

### Activity 2.2: Business and market development

- Improved business management and capability
- Increased innovation and investment in growth sectors
- Development of new markets
- Improved export performance

Contributing components	Performance criteria	2018-19 targets	2019-20 targets	2020-21 targets	2021-22 targets
Asialink Business	Number of courses run on Asia Capability Development	5	5	5	5
	Number of events held promoting and building Asia capabilities	50	50	50	50
Entrepreneurs' Programme	Number of services provided to strengthen business management and networks, develop start-up capabilities, enhance research collaborations, and facilitate commercialisation of novel products, processes and services	6,932	6,832	6,832	6,832
Industry Growth Centres Initiative	Number of Growth Centre activities	160	170	180	190
	Number of participants in Growth Centre activities	2,200	2,500	3,000	3,500
	Established Growth Centres are delivering against the initiative's objectives through implementation of Sector Competitiveness Plans including activities to: <ul style="list-style-type: none"> <li>• identify and pursue opportunities for regulatory reform including improving industry standards</li> <li>• increase collaboration between business and researchers</li> <li>• increase business engagement with supply chains and international markets</li> <li>• identify sector skills needs and improve management and workforce skills</li> </ul>				
SME Export Hubs	Number of SME Export Hub Activities	280	300	300	300
	Number of SME reporting increased in revenue/export sales	0	50	100	150
	SME Exports Hubs are delivering against their objectives through networks of SMEs identifying their competitive strengths and innovation potential and developing Hub Export Plans including activities to: <ul style="list-style-type: none"> <li>• increase business engagement with supply chains and international markets</li> <li>• identify SME Exports Hubs skills needs and improve management and workforce skills</li> </ul>				
Industry Growth Policy	Providing high quality and timely policy advice on industry growth policy, underpinned by a whole-of-government approach and effective stakeholder consultation, which supports a business environment conducive for increased private sector investment, growth and competitiveness across industry sectors and associated services				

### Activity 2.3: Economic transition

This activity contributes to Purpose 2: Growing business investment and improving business capability. It consists of policy development initiatives, interventions and projects that are intended to encourage innovation and investment to underpin industry transformation.

The department will work to deliver this activity through strategies such as:

- taking a national focus on managing the transition of industries experiencing structural adjustment, and advising government on where effective intervention is required to smooth transitions
- transitioning businesses and manufacturers to high value, high growth activities through programs such as:
  - the Advanced Manufacturing Growth Fund and other elements of the broader Advanced Manufacturing Fund
  - the Growth Fund, including the Next Generation Manufacturing Investment Programme
  - the Automotive Transformation Scheme
- facilitating the development of Australia's space industry by establishing an Australian space agency and through the international space investment program, which will create new opportunities for business and job growth across the economy, including the manufacturing, agriculture, communications, mining, and oil and gas industries.

**Activity 2.3: Economic transition**

- Increased capital and innovation investment
- Increased job opportunities

Contributing components	Performance criteria	2018-19 targets	2019-20 targets	2020-21 targets	2021-22 targets
Advanced Manufacturing Growth Fund	Induced private sector investment in new or expanded business activity (\$'000)	83,100	26,695	N/A	N/A
Automotive Transformation Scheme	Total value of plant and equipment and innovation investment by the Australian automotive industry induced by the Automotive Transformation Scheme (\$'000)	158,117	154,446	76,343	N/A
Next Generation Manufacturing Investment Programme	Induced private sector investment in new or expanded business activity (\$'000)	12,601	5,255	N/A	N/A
Cyber Security Small Business Program	Testing Capability (number of tests) per month conducted by the Council of Registered Ethical Security Testers (CREST) approved numbers	200	250	N/A	N/A
	Number of small business grants inducing investment in cyber security through CREST providers	1,700	2,900	N/A	N/A
International Space Investment	To be developed following finalisation of program design and consultation with stakeholders, noting that any investment in strategic international space projects will target a minimum of 80 per cent of the investment being made in Australia for the benefit of Australian space industry firms				
Space Agency	Establishment of the Australian Space Agency, including recruitment of staff and securing appropriate office accommodation. Commencement of core ongoing operational elements of the Agency including coordination, regulation, industry engagement, international engagement and communication functions				

**Activity 2.4: Resources**

This activity contributes to Purpose 2: Growing business investment and improving business capability. It is made up of policy development initiatives, interventions and projects that are intended to support the sustainable development of the resources sector, attract private sector investment and encourage innovative technologies.

The department will work to deliver this activity through strategies such as:

- providing policy advice to government on matters relating to the exploration, investment, management and development of Australia’s minerals and energy resources
- managing the sustainable development of Australia’s onshore energy resources, including implementing the Australian Domestic Gas Security Mechanism, and supporting the development of new onshore gas supply through the Gas Acceleration Program
- promoting Australia’s resources interests by maintaining effective international engagement with key trading partners and multilateral forums
- securing effective long-term management of Australia’s radioactive waste by identifying and establishing a radioactive waste management facility in Australia
- managing the oversight of the Commonwealth’s responsibilities in relation to the on-going remediation and maintenance of the Maralinga site in South Australia
- promoting sustainable mine closure practices through the Commonwealth’s participation in ongoing rehabilitation planning and regulation at the Ranger and Rum Jungle sites in the Northern Territory
- supporting the development of Australia’s low emissions technology industries through the Carbon Capture and Storage and abatement programs and the Coal Mining Abatement Technology Support Package
- supporting the sustainable development of Australia’s offshore resources by managing the offshore petroleum, greenhouse gas and minerals regimes and encouraging further investment in Australia’s offshore resources sector
- attracting further investment in Australia’s offshore resources sector through the effective and efficient administration of Australia’s offshore petroleum titles regime, including administration of the *Offshore Petroleum and Greenhouse Gas Storage Act 2006*.

## Performance measurement and assessment

### Activity 2.4: Resources

- Sustainable development of the resources sector
- Increased private investment
- Uptake of innovative technologies

Contributing components	Performance criteria	2018-19 targets	2019-20 targets	2020-21 targets	2021-22 targets
Carbon Capture and Storage Flagships	Number of projects supported to accelerate the deployment of low emission technologies	8	N/A	N/A	N/A
Coal Mining Abatement Technology Support Package	Number of projects supported to develop technologies to safely reduce coal mining fugitive methane emissions	1	1	N/A	N/A
<i>Offshore Minerals Act 1994</i>	Percentage of <i>Offshore Minerals Act 1994</i> fees received paid to States/ Northern Territory for administration (%)	100	100	100	100
Maralinga Maintenance	Effective management of the Maralinga section 400 in line with obligations under the 2009 Handback Deed				
National Offshore Petroleum Titles Administrator	Titles administration is effective and delivered on a full cost recovery basis, in accordance with regulatory requirements				
NT Uranium Royalty (Ranger Project Area) Administration (including SPP)	Efficient and effective biannual collection, payment and reconciliation of uranium royalties				
Petroleum Royalties Administration	Timely and accurate delivery of audits and monthly administration and verification of petroleum royalties				
Royalty Payments WA - <i>Offshore Petroleum and Greenhouse Gas Storage Act 2006</i> (SPP)	Timely and accurate calculation, verification and advice to the Commonwealth Treasury of the amount payable to Western Australia				
Radioactive Waste Management	Effective delivery of activities supporting the government's radioactive waste management strategy				
Rum Jungle Mine Site - Environmental Rehab (SPP)	Effective delivery of scheduled activities for the Rum Jungle Mine Site Rehabilitation Project				
Supporting the Development of New Onshore Gas Supply	Effective delivery of the projects in the Gas Acceleration Program to bring forward additional gas supply to the east coast market				
Resource Policy	Providing timely, evidence based policy advice, analysis and development to support the growth of competitive and sustainable resources industry				

### Activity 2.5: Northern Australia development

This activity contributes to Purpose 2: Growing business investment and improving business capability. It is made up of policy development initiatives, interventions and projects that are intended to drive economic growth and investment in northern Australia.

The department will work to deliver this activity through strategies such as:

- implementing the White Paper on Developing Northern Australia and other activities supporting the government's northern development agenda
- providing high quality policy advice and analysis to support that agenda and facilitating growth, jobs and investment to unlock the economic potential of the north through the Office of Northern Australia.

## Performance measurement and assessment

### Activity 2.5: Northern Australia development

- Increased economic growth and investment in northern Australia

Contributing components	Performance criteria	2018-19 targets	2019-20 targets	2020-21 targets	2021-22 targets
Northern Australia Infrastructure Facility (NAIF)	The Northern Australia Infrastructure Facility (NAIF) was established as a Corporate Commonwealth Entity on 1 July 2016. Refer to the NAIF's Estimates Statements and Corporate Plan for information about the facility's performance criteria and targets				
Office of Northern Australia	Effective implementation of the White Paper on Developing Northern Australia and other activities supporting the government's northern development agenda, and provision of high quality policy advice and analysis to support that agenda				

### Purpose 3: Simplifying doing business

This purpose is to facilitate competitiveness and innovation by making it easier for businesses to interact with government and reducing the cost of doing business in Australia. It will boost productivity and enhance Australia's international competitiveness by reducing the burden on industry of inefficient regulation and improving the delivery of programs and services.

Our aims are to:

- make it simpler to find, understand and access government services to help businesses plan, start, run, employ, grow, export and exit
- personalise and streamline business dealings with government
- be an exemplar of innovation, embracing digital solutions to improve the efficiency and business experience of our program delivery function
- develop new ways to provide information and services to businesses to help them better understand business opportunities and challenges
- drive better connections between business programs to build impact and scale
- contribute to economy-wide regulatory reforms that reduce business costs
- create a conducive operating environment for competitive Australian businesses
- contribute to the Australian Government's Shared Services Program and Streamlining Government Grants Administration Program to increase the effectiveness and efficiency of services within government.

The department works to achieve this purpose through:

- Activity 3.1: Regulatory reform and functions
- Activity 3.2: Better services and information for business.

## Performance measurement and assessment

Intended results of Purpose 3	Performance criteria
The quality of regulation (measured via domestic and international reviews)	<ul style="list-style-type: none"> <li>• Australia's ranking by the OECD product market regulation index</li> </ul>
Business and government satisfaction with delivery of regulation reform	<ul style="list-style-type: none"> <li>• Portfolio net regulatory reduction for business</li> </ul>
The ease of doing business in Australia	<ul style="list-style-type: none"> <li>• Australia's ranking by the World Bank ease of doing business index</li> </ul>

### Activity 3.1: Regulatory reform and functions

This activity contributes to Purpose 3: Simplifying doing business. It consists of initiatives and projects that are intended to reduce the burden on industry of inefficient regulation by the implementation of regulatory reform across all levels of government, ensuring that the regulatory environment strikes the right balance between efficient markets and community expectations.

The department will work to deliver this activity through strategies such as:

- contributing to the government's Regulatory Reform Agenda by focusing on reforms that directly enhance business innovation, competitiveness and productivity, and ensuring that regulations within our portfolio are streamlined, necessary and efficient
- working with other portfolios and state and territory and local governments to remove duplication and reform regulation hampering innovation, competitiveness and productivity

- improving the performance of the portfolio's regulators through effective implementation of the Regulator Performance Framework, including annually assessing their performance, improving their regulatory frameworks and interactions with affected businesses
- supporting the Industry Growth Centres to execute their Regulatory Reform Agendas in the areas they have identified as priorities
- pursuing fit-for-purpose regulation that minimises costs on industry in areas such as country of origin labelling, space activities, building regulation, and improving policy and operation of the Australian Industry Participation Framework
- ensuring anti-dumping policies and practices minimise regulatory and quasi-regulatory burden on businesses
- ensuring Australia's legal measurement framework embodies best practice, principle-based regulation, which simplifies business compliance and balances business and community expectations
- reducing complexity and regulatory burden for major project proponents through the Major Projects Facilitation Agency
- identifying and advocating for regulation reform to support new sources of growth in our economy such as the digitisation of the economy
- ensuring all major reviews explicitly address whether the abolition of associated regulation, including quasi-regulation, is a viable option.

The department also collaborates with the following portfolio regulatory bodies to achieve best practice regulatory outcomes:

- Anti-Dumping Commission
- Australian Industry Participation Authority
- National Measurement Institute
- National Offshore Petroleum Titles Administrator.

### **Performance measurement and assessment**

#### **Activity 3.1: Regulatory reform and functions**

- Reduced burden on industry of inefficient regulation
- Regulation administered fairly, effectively and efficiently

<b>Contributing components</b>	<b>Performance criteria</b>	<b>2018-19 targets</b>	<b>2019-20 targets</b>	<b>2020-21 targets</b>	<b>2021-22 targets</b>
Regulatory policy advice	Provision of high quality, timely and strategic industry policy advice to support the government's Regulatory Reform Agenda				
Portfolio Regulatory Reform	Successful implementation of Portfolio Regulatory Reform				
Anti-Dumping Commission; Australian Industry Participation Authority; National Measurement Institute; National Offshore Petroleum Titles Administrator	Regulator Performance Framework Self-Assessment Reports and other measures are published by each portfolio regulator				

#### **Activity 3.2: Better services and information for business**

This activity contributes to Purpose 3: Simplifying doing business. It consists of initiatives and projects that are intended to improve the delivery of our services and programs by streamlining and simplifying business services and programs, as well as providing information to assist businesses to grow and improving the ways in which it is delivered.

The department will work to deliver this activity through strategies such as:

- working effectively with other portfolios and with state and territory governments to help simplify the process of operating a business in Australia and improve business regulation and services
- implementing the updated Industry Capability Platform to reduce costs for businesses in seeking and finding work, and new approaches to providing personalised information to businesses to help them to grow
- providing a business perspective to the Business Registries Modernisation program, simplifying business registration and compliance activities and providing better, more timely information about businesses to address the black economy and illegal phoenixing, through the delivery of improved digital channels and consolidated, accessible data sources
- implementing a whole-of-government grants administration hub—the Business Grants Hub—to provide a consistent, streamlined and customer-focused approach to the design and delivery of grants programs, and delivering programs for other government agencies to an expanded customer base.

## Performance measurement and assessment

### Activity 3.2: Better services and information for business

- Improved access for business to Australian Government services and information
- Streamlined and integrated program delivery

Contributing components	Performance criteria	2018-19 targets	2019-20 targets	2020-21 targets	2021-22 targets
National Business Simplification Initiative (NBSI)	Working effectively with other portfolios and with state and territory governments to help simplify the process of operating a business in Australia and improve business regulation and services				
Enhancing service delivery	Progress to make it easier for businesses to access government services and improve the efficiency and business experience of program delivery				
	Number of program opportunities on-boarded through the Business Grants Hub	33	36	N/A	N/A
Provision of information and advice to business	Number of business.gov.au website users (million)	9.1	11.1	13.2	15.2
	Number of business.gov.au website sessions (million)	11.7	14.3	16.9	19.5
	Total inbound contact volumes received (phone, webchat and email) into Business.gov.au Contact Centre	120,000	120,000	120,000	120,000

### Activity: Building a high performance organisation

This activity contributes to all three purposes of the department. It is made up of departmental support functions including corporate, financial, digital and analytical services, and relevant initiatives and projects that are aimed to provide effective and efficient operational and administrative support and specific services to the department, government, industry and other stakeholders.

The department will work to deliver this activity through strategies such as:

- delivering the department's *People Plan 2017-20*
- providing a range of essential services (including corporate, financial, data and ICT services) and facilities to the department, its Ministers and some related portfolio agencies to support the delivery of departmental programs and objectives in accordance with the Australian Government's financial and compliance framework
- providing rigorous, strategic and compelling research, analysis, statistics and policy advice on current and emerging issues affecting industry aiming to drive growth and job creation for a more prosperous Australia
- contributing to the Australian Government's Shared Services Program and Streamlining Government Grants Administration Program to increase the effectiveness and efficiency of services within government.

Refer to the Capability section for further information about the department's *People Plan 2017-20*.

## Performance measurement and assessment

### Building a high performance organisation

- Effective and efficient provision of general operational and administrative support
- Effective and efficient provision of specific services

Contributing components	Performance criteria	2018-19 targets	2019-20 targets	2020-21 targets	2021-22 targets
Corporate, financial, digital and analytical services	Effective and efficient provision of corporate, financial, digital and analytical services				

### 3. Capability

To meet the Australian Government's priorities, the department must adapt and be proactive and innovative as it works with its stakeholders to find new approaches to a changing environment. We will build our capability to achieve our objectives and realise our vision by investing in our people, values, processes and systems.

We aim to build a high performance organisation by:

- being recognised as a leader in policy development and value for money program delivery on matters relevant to Australia's industries
- building the evidence to support policy decisions through rigorous economic analysis and research
- working collaboratively to lead and support whole-of-government policies including the government's approach to economic transition and regional growth; a digital economy strategy; the National Innovation and Science Agenda; and the Northern Australia White Paper
- contributing to the government's Shared and Common services program to increase the effectiveness and efficiency of services to government
- being a leader in delivering open government through engagement and participation
- fostering a strong and collaborative development culture that builds employee capabilities and creates career opportunities
- improving the delivery of internal enabling and support services through regularly reviewing key processes to: remove internal red tape, optimise the use of data and digital technologies and increase efficiency
- being a leader in the use of flexible work arrangements to support and drive employee engagement, through working at home, shared working remote working options, reasonable adjustment, digital learning and support options and maintaining a physically and psychologically safe workplace
- becoming an agency of choice for new and existing employees.

The *People Plan 2017-20* identifies six components to support the ongoing development of a high performance organisation:

1. **Common vision and values** is ensuring all staff have a shared understanding of the department's role in delivering the government's agenda through a unified vision, objectives and values, as well as fostering an understanding of how individuals contribute to it, and how we expect our employees to perform within a professional environment.
2. **Advancing capability** is strengthening our skills to be a leader in the development of policy and program design and delivery.
3. **Strong leadership** is our leaders, at all levels, modelling the APS values and communicating our vision, being accountable and guiding our people through change.
4. **Engaged staff** is ensuring that staff have a personal stake in the department's success.
5. **Collaborative, innovative and safe environment** is building on shared knowledge and experiences, being open to new delivery approaches, engaging with a greater level of business risk and ensuring a healthy and safe workplace.
6. **Structure, systems and processes** is the implementation of structures, systems and processes that align with the department's vision without imposing an unnecessary burden on our stakeholders and staff.

#### 3.1. Workforce planning

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

The department undertakes regular workforce planning to identify workforce needs, and sets-out workforce strategies to support the ongoing development of a high performance organisation. These strategies include:

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

### 3.2. ICT capability

The department is focused on providing technology solutions that support the operation of a high performance, customer-focused organisation. In line with the government's Digital Transformation Agenda, the department has set out a digital strategy to lead its digital transformation, including principles that guide the department's decision making and our key areas for investment.

The Digital Strategy 2017-20 outlines, at a high level, how we will deliver key experiences by 2020:

- for our customers, this will mean an integrated, adaptive experience that simplifies interactions and anticipates the needs of business and science in Australia
- for our staff, it will mean a digitally enabled department, where it is simple to do complex things, wherever you are, using integrated and secure products and services.

The strategy builds on work already underway as part of the National Innovation and Science Agenda and National Business Simplification Initiative.

The strategy has a strong focus on building the department's internal digital capability. This will be underpinned by a renewed focus on engagement, communications and training to ensure staff are aware of available digital technologies, know when to use them and have the ability to use them to get maximum benefit.

## 4. Risk Oversight and Management Systems

Risk management is integral to achieving the department's objectives. It enables us to take advantage of opportunities while understanding and managing potential threats to promote innovation and improve the department's performance.

The department's Risk Management Framework 2018-20 aims to keep building our risk management capability as we continue to develop a risk culture that is innovative, agile and resilient. The department has adopted an organisation wide risk management approach, which is designed to ensure that risk is managed in an integrated and purposeful way and is well understood.

The framework sets out a systematic approach to guide how risk management is embedded across the department for all business operations and staff at all levels. The department's business planning process cascades from objectives in the department's strategic plan through to divisional plans, operational plans and individual performance plans.

To grow the department's risk management maturity and capability this is achieved through various strategies including a greater consultative approach and tailored, fit-for-purpose tools and templates designed to:

- build organisational risk capability such that risk awareness is part of the mind-set
- embed risk management into business processes and performance management such that risk thinking adds value
- drive better knowledge management to improve performance.

The Executive Board is responsible for determining and reviewing risk appetite and tolerance levels and the department's performance in managing risks.

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

Periodic risk reviews are undertaken with reporting through departmental governance structures.

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