



Australian Government

**Department of Industry,
Science and Resources**

Corporate Plan

2024–28

| industry.gov.au/corporateplan

The background features several thin, teal-colored lines that intersect to form various geometric shapes, including triangles and quadrilaterals. The lines are positioned primarily on the right side of the page, with some extending towards the left.

Corporate Plan

2024-28

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Content contained herein should be attributed as *Department of Industry, Science and Resources Corporate Plan 2024–28*.

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 four years to achieve our purpose and key activities.

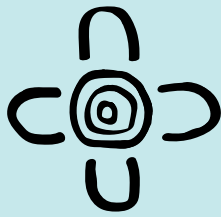
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Acknowledgement of Country

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.

Meeting Place icon by DISR employee Amy Huggins.



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 are integral to the Australian Government's economic agenda. Our purpose is to help 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, industries and regions
- investing in science and technology
- supporting a strong resources sector.

The portfolio is at the heart of the government's plan to build a Future Made in Australia that safeguards our prosperity and national security. We are supporting Australians to make the most of new and emerging technologies, and new sources of economic growth across our portfolio footprint.

Our work to support sectors, aligned with the Future Made in Australia National Interest Framework, capitalises on Australia's comparative advantages and contributes to the economy's net zero transition. Through science and innovation, Australia will develop industries that drive a dynamic economy, provide well paid jobs, improve our quality of life and preserve our unique environment.

We do this within a complex and interconnected operating environment by working with Australian government agencies, states and territories, international counterparts and other diverse stakeholders. Our support for businesses and industries seeks to reduce barriers to productivity improvement, establish appropriate regulatory frameworks and provide targeted investment and services.

People and businesses are at the centre of our policy and program design and delivery. We are committed to strengthening relationships with First Nations Peoples, culturally and linguistically diverse communities and organisations.

We will be able to deliver our purpose thanks to the capability of our people, systems and services. Annual business and workforce planning and capability programs will ensure we maintain our capability, in line with the Australian Public Service (APS) reform agenda. We will maintain a curious, connected, collaborative and caring culture where people are valued and can perform at their best.

This corporate plan for the reporting period 2024–25 to 2027–28 is our primary planning document and sets out how we will support our Ministers and deliver on the government's agenda.

I am pleased to present the corporate plan as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

I look forward to reporting on progress in our annual report.

Meghan Quinn PSM
Secretary

30 August 2024



| Photo caption: Secretary Meghan Quinn PSM presents at the Science, technology, engineering and mathematics (STEM) Graduates Orientation

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, industries and regions

Key activity 1.2

Investing in science and technology

Key activity 1.3

Supporting a strong resources sector



Our key activities and strategic priorities

We will meet our responsibilities under the [Administrative Arrangements Order](#) and achieve our purpose through the following key activities and strategic priorities.

Key activity 1.1: growing innovative and competitive businesses, industries and regions

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

- **Delivering on a Future Made in Australia.** We will leverage our comparative advantages in green manufacturing, critical minerals and clean energy technologies. This includes implementing the National Battery Strategy and accelerating the growth of Australia's green metals industry.
- **Diversifying and transforming Australia's industry** to secure our prosperity in priority sectors of the Australian economy for value-add in resources, value-add in agriculture, forestry and fisheries, transport, medical science, renewables and low emission technologies, defence capabilities and enabling capabilities.
- **Supporting industrial decarbonisation sectoral planning** to provide long-term policy certainty and maximise the benefits of the global transition to net zero.
- **Providing advice and targeted funding to support innovative start-ups and small to medium enterprises** to commercialise their ideas and grow their business through the Industry Growth Program.
- **Boosting collaboration, commercialisation and use of Australian research and development (R&D)** by co-administering the R&D Tax Incentive and supporting industry-led collaboration through the Cooperative Research Centres Program.
- **Delivering grants programs** to address barriers to scale and competitiveness for Australian sectors and strengthen domestic capabilities.
- **Enhancing regulatory settings for businesses and the community** through harmonised national frameworks. These frameworks promote ethical and sustainable market growth and the responsible use of technology, while encouraging business collaboration, innovation and investment.
- **Boosting critical supply chains, economic resilience and national security** by encouraging diversification of Australian industry and its imports and promoting Australia as a reliable, responsible and sustainable partner. This includes strengthening capability to identify and address risk in critical supply chains and counter foreign interference.
- **Improving the effectiveness of government services and investment** by ensuring businesses benefit from the suite of government initiatives through the Single Business Service and the Business Outreach Network.
- **Supporting implementation of the Buy Australian Plan** to improve the Australian Government's approach to procurement, ensuring more contract opportunities are accessible to Australian businesses to help industry grow, strengthen supply chains, and encourage innovation.

Key activity 1.2: investing in science and technology

Science and technology are key to economic growth and underpin the competitiveness of businesses and the adaptability of society. Strategic priorities under this activity include:

- **Building a stronger science sector** to help solve challenges, improve productivity and wellbeing and boost the science, technology, engineering and mathematics (STEM) pipeline and workforce. The National Science and Research Priorities and National Science Statement underpin a strong science sector by providing a unified sense of purpose for Australia's science and research communities.
- **Maximising the impact of R&D** on Australia's long-term productivity and prosperity by supporting a strategic examination of Australia's R&D system.
- **Improving diversity in STEM**, including through implementing the government response to the Pathway to Diversity in STEM Review. The focus will be to address persistent systemic barriers that prevent underrepresented cohorts from participating in STEM education and careers.
- **Providing independent science advice to government** through the Office of the Chief Scientist to develop well-informed responses to modern challenges and identifying ways to improve the science and research system.
- **Aligning our international and domestic science and technology priorities** to build our local capability by strengthening our international relationships and agreements.
- **Growing Australia's critical technology industries and digital capability**, in areas such as quantum, robotics and artificial intelligence (AI). This will boost our economy, enhance national security, create jobs that help retain talent in Australia and accelerate use of critical technologies.
- **Supporting Safe and Responsible AI in Australia** by setting up an AI Advisory Body to advise government on AI, developing options for mandatory guardrails for the use of AI in high-risk settings, and through the National AI Centre (NAIC) preparing and delivering a voluntary standard for all organisations to develop and deploy AI safely and responsibly. We will position the NAIC to drive new models of collaboration among researchers and industry.
- **Uplifting Australia's prosperity through the responsible use of space** through coordination of national space policy, regulation of civil space activities, space science and technology programs and international partnerships.
- **Ensuring Australia has the measurement science it needs** across our economy that underpins safety assurance through the expertise of the National Measurement Institute.
- **Growing long-term science and technology capabilities** through Questacon's STEM engagement and learning activities and ensuring they reach diverse communities, including those in remote and regional Australia.

Key activity 1.3: supporting a strong resources sector

A sustainable Australian resources sector attracts private sector investment, encourages the use of innovative technologies and meets community expectations. Strategic priorities under this activity include:

- **Growing national prosperity** through a strong resources sector that will continue to create sustainable and high-value jobs, including in regional and remote communities. It will also maintain Australia's reputation as a stable and reliable energy supplier to overseas markets.
- **Supporting the sector to plan and contribute to the global transition to net zero by 2050** through reducing emissions and capitalising on opportunities presented in a low-emissions economy, including implementation of the Future Gas Strategy.
- **Accelerating the growth of Australia's critical minerals sector to underpin a Future Made in Australia** by supporting new clean energy technologies in Australia and overseas and delivering the Critical Minerals Strategy.
- **Proactively planning for decommissioning and rehabilitation activities** through implementing the roadmap for establishing a decommissioning industry in Australia, overseeing decommissioning of the Northern Endeavour facility and Laminaria-Corallina oil fields, rehabilitating the Ranger and Rum Jungle uranium mine sites and continued maintenance of the former nuclear testing site at Maralinga.
- **Progressing a responsible and sustainable approach to long-term management and disposal of Australia's radioactive waste**, including through the Australian Radioactive Waste Agency (ARWA), and expert advice to the Department of Defence to support initial implementation of the Nuclear-Powered Submarine Program.
- **Addressing community expectations on environmental, social and governance practices**, including through creating true partnerships with First Nations Peoples and communities, improving gender equality, skills and safety, and reviewing the environmental management regime for offshore petroleum and greenhouse gas storage activities.



Our operating environment



Adaptability and resilience in a disruptive and uncertain environment

Australia's economy is well placed to navigate both global and domestic challenges, though it is not immune to global developments. The recent combination of high inflation and continued low productivity growth will make economic growth harder. Our economy is also feeling the effects of immediate geopolitical issues such as the conflicts in Ukraine and the Middle East. This will contribute to subdued global growth over the next few years, combined with slow growth in China due to weakness in the property sector and structural challenges including slowing urbanisation and ageing population.

Our broader operating environment is also challenging, marked by heightened geopolitical competition and fragmentation. Changes to the global landscape will continue to pose risks to our economic security. These include increased use of industrial policies that will change trading patterns and the net zero transformation of the world economy.

However, the strength of business investment and continued pipeline of investment, the resilient labour market and wage growth means Australia can face these challenges from a position of economic strength. Our opportunity is to leverage our strengths and identify new pathways for growth. Our access to renewable energy sources, resources, research and development (R&D) excellence, human capital and strong international partnerships are all strengths.

Our department and broader portfolio are central to delivering on the Australian Government's vision of a Future Made in Australia. We work to enhance Australia's industrial capability and supply chain resilience which will help support our economy against global and domestic shocks, and secure our position in global supply chains.

Growing business and industry

Our policies and programs are designed to stimulate high-growth industries and support the commercialisation of Australian research and ideas into high-value, in-demand products and services.

We are delivering the Industry Growth Program in line with the government's commitment to help build Australia's industrial capability. The program supports innovative start-ups and small and medium enterprises in priority areas consistent with the National Reconstruction Fund (NRF) to commercialise their ideas and significantly grow their businesses. We are also delivering co-investment plans that identify high-level investment opportunities in each of these priority areas.

Our delivery of the R&D Tax Incentive program continues to support business investment in R&D. This is helping drive innovation that provides economic and social benefits for all Australians. We are also supporting job creation and retention through our administration of the *Australian Jobs Act 2013* (Jobs Act), ensuring eligible Australian businesses can tender for the supply of goods or services for projects.

We are supporting industry sectors in the net zero transition. This includes working with government, industry, business, researchers and communities to deliver the industry, resources and the built environment sector plans. The plans will identify decarbonisation pathways to reduce emissions by 2050 while boosting growth and competitiveness for industries.

Under the National Battery Strategy, we will work with the Australian Renewable Energy Agency to deliver the Battery Breakthrough Initiative to transform our battery industry by helping manufacturers to move up the battery value chain in Australia. The strategy complements cross government priorities including the NRF Corporation, the National Electric Vehicle Strategy, Rewiring the Nation, the Critical Minerals Strategy, and the Buy Australian Plan.

Through the Buy Australian Plan, we are working with industry and government to leverage government purchasing power and improve procurement processes. This will help build industry capability and strengthen domestic supply chains.

We will continue supporting the government's supply chain work with domestic and international partners. We identify and monitor vulnerabilities in supply chains to improve their resilience and ensure Australia's industries and economy can access the critical goods and services they need to function.

We recognise the importance of regions in Australia's economic prosperity and security. Our AusIndustry Business Outreach Network connects with local regions, communities and businesses to provide opportunities that nurture partnerships and networks with all tiers of government to build stronger regional economies.

Photo caption: A robotic arm manufacturing optical switching technology.

Photo credit: Finisar Australia and DISR.



Rapid scientific and technological advancement

Science and technology are essential to addressing global and domestic challenges. They underpin the development of new businesses and industries and enable those existing to innovate and grow.

Safeguarding Australia's scientific and technological advancement to maintain our competitive edge continues to be a priority. We will support the government to create an environment that develops Australian know-how and harnesses investments in science and technology to improve the lives of Australians and grow technology-related jobs to 1.2 million by 2030.

The National Science Statement and the National Science and Research Priorities provide a long-term vision for Australian science. They will support First Nations Peoples' knowledge together with broader science systems, and better align effort and investment to deliver greater benefits to Australia.

We continue to support Australia's Chief Scientist and the National Science and Technology Council to provide authoritative and independent science advice on whole-of-government science and technology priorities, to ensure the best evidence informs government decision-making. This includes working with the science and research community to promote and enable Australia's world-leading scientific research.

Critical technologies like quantum, robotics and Artificial Intelligence (AI) will shape the future economic and geopolitical landscape. We are providing targeted support to technologies that make the most of Australia's potential and deliver solutions to real-world problems for commercial and societal gain.

The department is implementing the National Quantum Strategy to leverage and extend Australia's strengths in quantum technologies, including through support for the government's investments in PsiQuantum and Silicon Quantum Computing. We are supporting the government's investment to establish *Quantum Australia*, a national centre to foster collaboration and raise awareness of quantum technology. We continue to administer the Critical Technologies Challenge Program, which provides grant funding to projects using quantum technology to solve nationally significant challenges.

To seize robotics and automation technologies opportunities in Australia, we are implementing the National Robotics Strategy. The strategy will allow us to strengthen competitiveness, boost productivity and support local communities.



We are coordinating whole-of-government efforts to support the safe and responsible use of AI in Australia. Our National AI Centre will deliver a voluntary AI safety standard to give practical guidance to all Australian organisations on how to develop and deploy AI safely and responsibly.

Our international engagement is building partnerships that showcase Australian knowledge and ensure access to international science and technology developments. We are working with Australian and international organisations to establish trusted technology frameworks and shape the global standards and ethics that will guide the development of safe and trusted technologies.

We are implementing recommendations from the Pathway to Diversity in STEM Review to increase inclusion and grow a thriving, skilled and diverse STEM workforce. Programs that attract and retain women and other under-represented cohorts in STEM education and jobs will help break down systemic barriers to participation and build the pipeline of STEM skills and the workforce needed for our economy.

To support Australia's high-tech future, we are ensuring there is a strong regulatory framework for the Australian space sector so that space services, capability and investment are responsible and support the broader economy. We entered into the Technology Safeguards Agreement with the United States that will create the potential for new space-related commercial opportunities. Construction is also progressing on the Square Kilometre Array, a global project that will expand our understanding of the universe. The project supports jobs and growth in regional Australia and will provide economic and social benefits for the Native Title holders, the Wajarri Yamaji.

We are encouraging STEM education and career pathways for Australians through Questacon, the National Science and Technology Centre. Questacon delivers inclusive and diverse national programs, digital activities, interactive exhibits and facilities relating to Australian science, technology and innovation.

The National Measurement Institute (NMI) continues to maintain Australia's sovereign measurement science capabilities. NMI's measurement services and regulation strengthen the international competitiveness of Australian businesses and underpin Australians' confidence in products and services.

Photo caption: National Measurement Institute delivering world-class services.



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 provide export and employment opportunities well into the future, particularly in regional Australia.

In doing this, we are reinforcing whole-of-government priorities, including engagement and partnership with First Nations Peoples and promoting gender equality and onsite safety. We want to ensure the development of Australia's resources happens safely and benefits all Australians.

To meet net zero whole-of-economy emissions by 2050, Australia needs a pathway to decarbonise. We are leading the development of the Resources Sector Decarbonisation Plan, in collaboration with other Australian Government agencies, to deliver on the government's Net Zero Plan.

The resources sector also has an important role to play in the transition to net zero. The production of raw and processed critical minerals will need to scale up significantly. The International Energy Agency forecasts that global demand for minerals needed for developing clean energy technologies could double or even quadruple by 2040.

To support a Future Made in Australia, we are prioritising implementation of the Critical Minerals Strategy. This includes supporting the deployment of emissions abatement technologies across the resources sector and supporting the growth of the critical minerals sector through grant programs and R&D investment.

The Critical Minerals Strategy recognises that the Australian Government cannot deliver the objectives on its own. The government will need to work closely with industry, First Nations communities, the research community, state and territory governments and international partners.

Together with the Treasury we will implement the Critical Minerals Production Tax Incentive to help offset the costs of processing critical minerals in Australia. The incentive will support investments in projects through the Critical Minerals Facility and the Northern Australia Infrastructure Facility. This will support collaboration to attract international investment and help Australia's critical minerals sector build, scale and grow downstream processing capabilities. These policy actions and collaborations will help build secure, resilient and diversified critical minerals supply chains and bolster national security.

We need to carefully manage our domestic energy security with the needs of trading partners. These partners invest in the resources sector and rely on Australian commodities for their own energy security. Australian gas will play an important role in an orderly domestic and global energy transformation. The Future Gas Strategy will guide our policymaking on gas to support Australia's energy system to reach net zero in Australia by 2050.

Australia's energy exports will support our trading partners as they implement decarbonisation initiatives to achieve net zero. While coal demand is expected to decline, Australia's minerals and resources will play an increasingly important role supporting our trade partners' energy security and net zero transitions.

An environmentally responsible approach is required to manage offshore oil, gas, and greenhouse gas storage activities, radioactive waste and mine rehabilitation. We will continue working with the offshore petroleum industry and regulators to advance proactive planning for decommissioning and growth of domestic decommissioning capability. Reforms for financial assurance of offshore decommissioning activities will ensure all costs and liabilities are met by industry over the life of offshore projects. We are continuing to decommission the Northern Endeavour facility and are overseeing rehabilitation of the Ranger and Rum Jungle uranium mine sites in the Northern Territory.

Our aim is that Australia's offshore regime remains world-leading in the protection of the safety of workers and the environment. Along with reviewing the offshore environmental management regime, we are supporting the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) as it reviews its funding and cost recovery model to address the increasing complexity of the operating environment.

Through the work of ARWA, we are also leading the government's approach to the safe and secure long-term management and disposal of Australia's radioactive waste. ARWA is progressing proposals for the storage and disposal of the Commonwealth's civilian radioactive waste to protect people and the environment for generations to come.



Photo caption: DISR staff at the Queensland State Office
"Wear it Pink" fundraising for the National Breast Cancer Foundation.



Photo caption: Deputy Secretary Jane Urquhart and Head of Division, Minerals and Resources Peter Chesworth in Maralinga, South Australia.



Our capability



Photo caption: Deputy Secretary Helen Wilson participates in a smoking ceremony outside Industry House.

We are focused on ensuring our capability supports the government, industry, the community and meets the needs of our people. The department is structured to align functions with our key activities and build policy, program and corporate centres of excellence. We maintain cross-cutting capabilities, including international and data analytics, and support whole-of-government priorities such the National Agreement on Closing the Gap.

People

Our workforce has over 3,500 people, with representatives in more than 60 locations in Australia and overseas. People are our greatest asset and we will continue to invest in their capability and enabling tools and processes.

Over the next 4 years, the department will focus on maturing our people capability to ensure we have the right skills at the right time and in the right place, now and into the future. We are developing a capability and leadership framework to support our people building their skills and knowledge, including a focus on building integrity capability.

We are proud to be a workplace that is accessible and diverse, and we will strengthen our inclusivity by:

- creating career pathways in cloud, cyber and technology-related jobs
- leveraging the dedicated digital accessibility function to ensure access to digital services and technology is accessible for all people
- participating in whole-of-government employment programs, including Indigenous Apprenticeships, Digital Traineeships and Women in STEM
- internal employee networks promoting and supporting a culture of diversity, safety and inclusion.

By increasing our internal capability we have seen a steady reduction in the use of contractors and labour hire staff across the department, halving our numbers since 1 July 2022. We will access the expertise of an external workforce (contractors, labour hire and consultants) predominantly for roles that are highly technical, specialised or require independence. We may also use them for genuine periods of high demand or where recruitment processes have been unsuccessful. We will continue to focus on recruitment of staff into key roles and further reduce our reliance on contractors and consultants in line with the APS Strategic Commissioning Framework. Our 2024-25 target focuses on a reduction of over \$1.8 million in outsourcing expenditure.

As part of growing the skills of our people, we are expanding national security training and education opportunities. We are supporting more staff to obtain appropriate security clearances so we can better engage across government on issues of economic resilience and national security.

We acknowledge and support the intent of the National Agreement on Closing the Gap and are committed to fulfilling our role in its implementation. By fostering purpose-driven relationships with First Nations stakeholders, we are working together on place-based solutions for local challenges.

Our approach is supported through our:

- [People Strategy 2024-2026](#)
- [Stretch Reconciliation Action Plan 2023-2026](#)
- [Department of Industry, Science and Resources Enterprise Agreement 2024-2027](#).

This is underpinned by the national rollout of a revised induction program, our psychosocial risk management framework and good work design.

We have geographically dispersed staff across the country. This includes 6 state offices in Brisbane, Sydney, Melbourne, Adelaide, Hobart and Perth. In 2024-25, we will implement a Property Strategy to ensure our properties and facilities enable our people to collaborate and connect in a way that is efficient and caters for the variety of work we undertake. This will include the refit of the Melbourne state office that will take a fresh approach to accessibility, sustainability and the protection of our people, information and assets.

Over the next 4 years, we will consider opportunities to co-locate with other entities in regional and metropolitan areas across Australia. This will allow us to target broader talent and attract the right talent nationally.

Cross government services

Supported by staff located across Australia, our Business Grants Hub works closely with policy partners to deliver grant administration services for 10 different Australian Government agencies.

Additionally, we use our payroll processing and Aurion systems expertise to provide payroll services to 13 Australian Government agencies.

Through our Single Business Service (business.gov.au and business contact centre), we provide cross-government support for businesses, collating information and resources from all levels of government into a single service portal, so that Australia's business community have what they need, when they need it.

Technology and data

We will continue to build and leverage our technology and data capabilities to achieve better outcomes for government and the Australian people. We will seek to continuously improve the products and services our people use to do their best work, while delivering innovative digital products that improve outcomes for our customers.

A sustainable, efficient, and reliable ICT environment is required to enable staff productivity and effective business-to-government engagement. Over the next 4 years, we will focus on creating secure technology platforms that provide effective and efficient services and make it easier to innovate, collaborate and communicate. We support the government's vision to become a world leader in cyber security by 2030. We will do this by aligning activities with the 2023–2030 Australian Cyber Security Strategy to build our cyber defences and safeguard our information and systems.

AI presents opportunities to transform public service delivery. However, there are risks with governments' use of AI that require careful oversight, including legal, privacy, security and ethical risks such as bias and fairness. We are implementing the National Framework for the Assurance of Artificial Intelligence in Government and Australia's Artificial Intelligence Ethics Principles. We are participating in whole-of-government pilots such as Copilot for Microsoft 365 and trialling other AI assistants, such as GitHub Copilot, to improve the effectiveness and efficiency of our software developers and data analysts. We are also undertaking proof of concept testing by building on data in our Data Science Platform (DSP) and Data Management and Analytics (DMA) Platform.

The dynamic and rapidly evolving data and digital landscape requires greater coherence and connection between our data and digital strategies and initiatives. We will bring together our data and digital strategies to build on our strengths and ensure we remain a leading data and digital organisation. We are maximising the value of data and digital tools and embedding them across our policies and programs. This will support our implementation of the Data and Digital Government Strategy and the Indigenous Data Governance Framework. Our Evaluation Strategy 2024–28 complements this work, supporting evidence-based policy decisions and continuous improvements.

Our growing data and digital strengths empower our people to use:

- increasingly sophisticated modelling and machine learning tools
- geospatial tools to inform place-based policy design
- program evaluation metrics incorporated at the program design stage to allow tracking of program performance from inception to outcomes.



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.

Beyond our portfolio, we also connect and collaborate 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 APS reform and the Charter of Partnerships and Engagement. This includes our engagement with the National Indigenous Australians Agency and fostering purpose-driven relationships with Aboriginal Community Controlled Organisations and First Nations businesses.

We are responsible for whole-of-government coordination and advice on cross-cutting policy issues, including 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.





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 PGPA Act 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:

- Implementing recommendations from the APS Integrity Taskforce report 'Louder than Words: An APS Integrity Action Plan'. For example, we have proactively identified training opportunities to support the SES increase their understanding of expectations and accountabilities of leading in the APS, and how to exercise integrity and ethical decision making in all aspects of their work.
- Implementing our inaugural Integrity Strategy 2023–25 Action Plan. For example, developing and implementing our first Risk Culture Action Plan to enhance our positive risk culture.
- Providing targeted training to our people to uplift risk awareness and understanding, including bespoke training for divisions to increase the quality of our reporting.
- Appointing a Chief Risk Officer to support the Secretary, executive and staff embrace a healthy attitude towards risk.

We are committed to uplifting our risk management capability and culture across the department. The new Chief Risk Officer will drive our uplift activities to ensure staff feel comfortable discussing risk, know their responsibilities, have access to support and receive clear risk messaging from leaders.

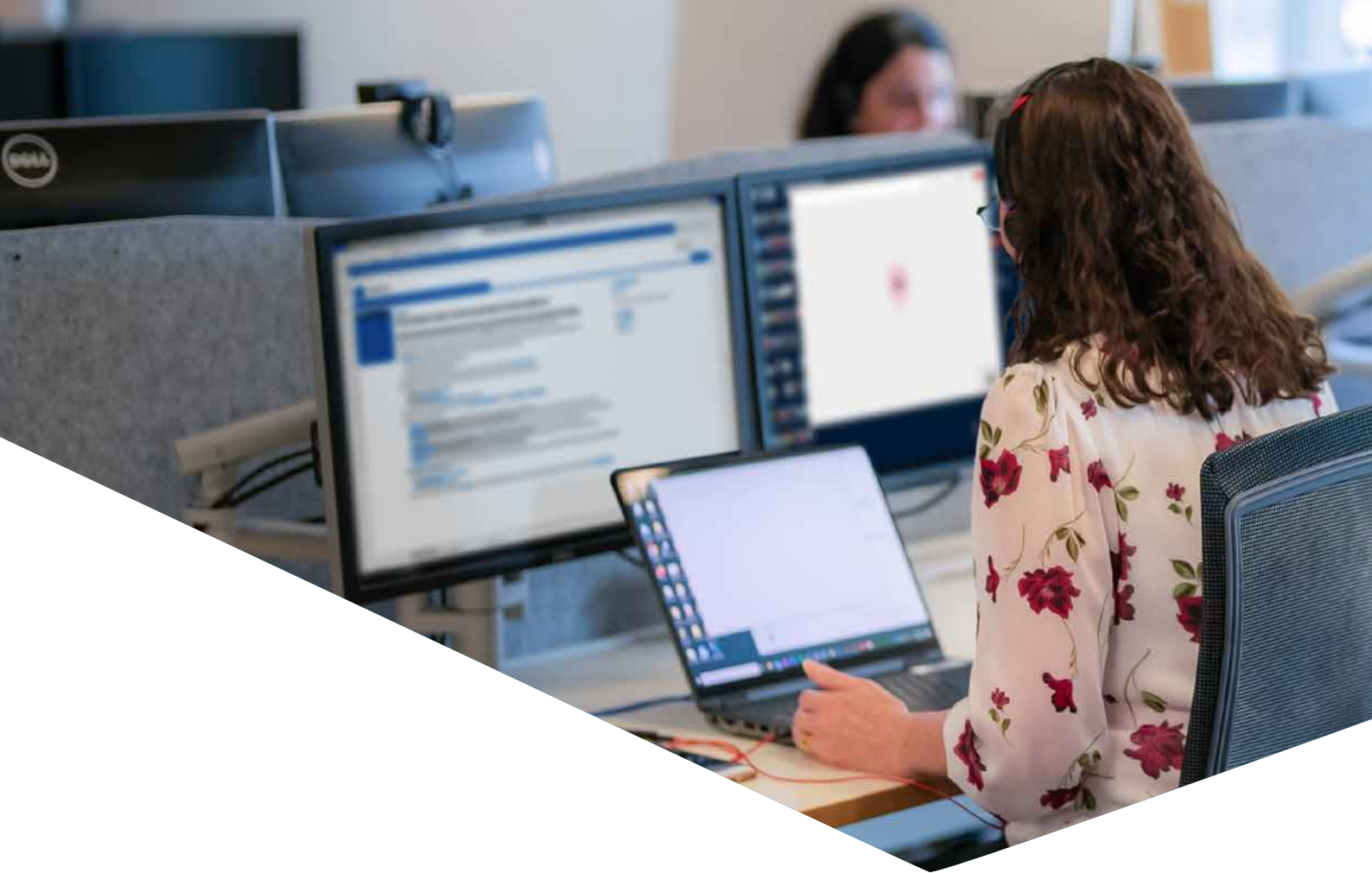
We are also implementing actions identified in our first integrity risk assessment under the Commonwealth Integrity Maturity Framework.

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 focused on building a safe to speak up culture, where our people have support to engage with emerging risks and make decisions based on sound judgement.

We are committed to managing climate risks and opportunities in support of the government's net zero targets and climate adaptation 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 considering climate risks and opportunities for our portfolio functions, policies, programs, service delivery and asset management, and taking steps to embed climate risk into our enterprise risk governance and management.

Over the next 4 years, we will continue refining our framework and suite of tools and guidance to reflect contemporary risk management practices.



Risk appetite





We articulate our appetite for engaging with opportunity and risk through a risk appetite statement:

Our purpose is to help the government build a better future for all Australians through enabling a productive, resilient, and sustainable economy enriched by science and technology. Effectively engaging with and managing risk is central to delivering Australian Government priorities and meeting community expectations with integrity. Our risk appetite is the level and type of risk we are willing to accept to achieve our objectives. It describes our attitude towards risk taking. Our risk appetite helps us understand what constitutes acceptable risk taking in both our day-to-day work and in achieving our strategic priorities.





We embrace a healthy attitude to risk. This means we accept risks that help us meet our obligations, seize opportunities, promote efficiencies and support innovation within our dynamic and diverse portfolio. We endeavour to achieve the right balance between engaging with risk to effectively deliver outcomes, while being accountable. This maintains the confidence and trust of the government, industry and public and sustains our influence. Our appetite for taking risk must be considered 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
 <p>Confidence and trust</p> <p>We maintain the confidence and trust of government, industry and the public.</p> <p>Responsible committee: Performance and Risk Committee</p>	<p>We engage, consult and collaborate with stakeholders to maintain confidence in our ability to deliver strategic initiatives and programs that support government policy and the Australian public.</p> <p>We assess our delivery portfolio outcomes against performance measures that are monitored regularly and published in our annual report.</p>
 <p>Delivery</p> <p>We deliver key activities to achieve the department’s strategic priorities.</p> <p>Responsible committee: Performance and Risk Committee</p>	<p>We test the complexity of our delivery outputs to ensure they are adequately resourced, supported and receive the correct level of oversight.</p>
 <p>Relationship and influence</p> <p>We are influential, including with our complex and extensive stakeholder networks.</p> <p>Responsible committee: Performance and Risk Committee</p>	<p>We keep the government, public and our ministers informed and well prepared through accurate and timely advice.</p>
 <p>Staff capability</p> <p>We attract, develop and retain the people capability we need.</p> <p>Responsible committee: People, Safety and Culture Committee</p>	<p>We use agile approaches to attract, recruit and retain staff and monitor the status of our critical roles. We invest in our people through training and leadership opportunities to maximise personal development.</p> <p>We continue to mature our diversity and inclusion through new workplace strategies and an environment where continual learning is encouraged and supported at all levels. We provide all staff with leadership development opportunities in a supportive environment.</p>

Enterprise operational risks

Enterprise operational risk	Risk management approach
 <p>Information and system security</p> <p>We protect our information and information systems.</p> <p>Responsible committee: Operations Committee</p>	<p>We continue to evolve our roadmap for optimising information and communication technology opportunities in response to changing security challenges, in particular AI governance and integration and changing security challenges such as cyber threats.</p> <p>We strive to ensure our protective security is effective, meets the highest standards and aligns with government frameworks.</p>
 <p>Safe work environment</p> <p>We maintain a work environment that is safe and promotes wellbeing.</p> <p>Responsible committee: People, Safety and Culture Committee</p>	<p>We create a safe working environment for all, which is free from physical or psychological harm. We do this through governance of work health and safety practices and ongoing consultation with staff.</p>
 <p>Integrity</p> <p>We maintain good governance and ethical standards and adhere to our legal obligations.</p> <p>Responsible committee: Performance and Risk Committee</p>	<p>Our governance approach supports transparency in decision-making, accountability and integrity and a safe to speak up culture.</p> <p>Our Executive Board and its sub-committees manage enterprise risk oversight. This ensures risks are managed appropriately and we can respond to evolving opportunities and threats in line with the enterprise risk appetite.</p> <p>We implement government priorities in line with legislation, frameworks and guidance.</p>
 <p>Financial</p> <p>We maintain our financial sustainability.</p> <p>Responsible committee: Operations Committee</p>	<p>We implement financial governance mechanisms to ensure efficient, effective and transparent expenditure of public monies. We have open discussions to reallocate funding where required. We follow policies and legal requirements for necessary checks and qualifications before allocating any funding, grants or subsidies.</p>





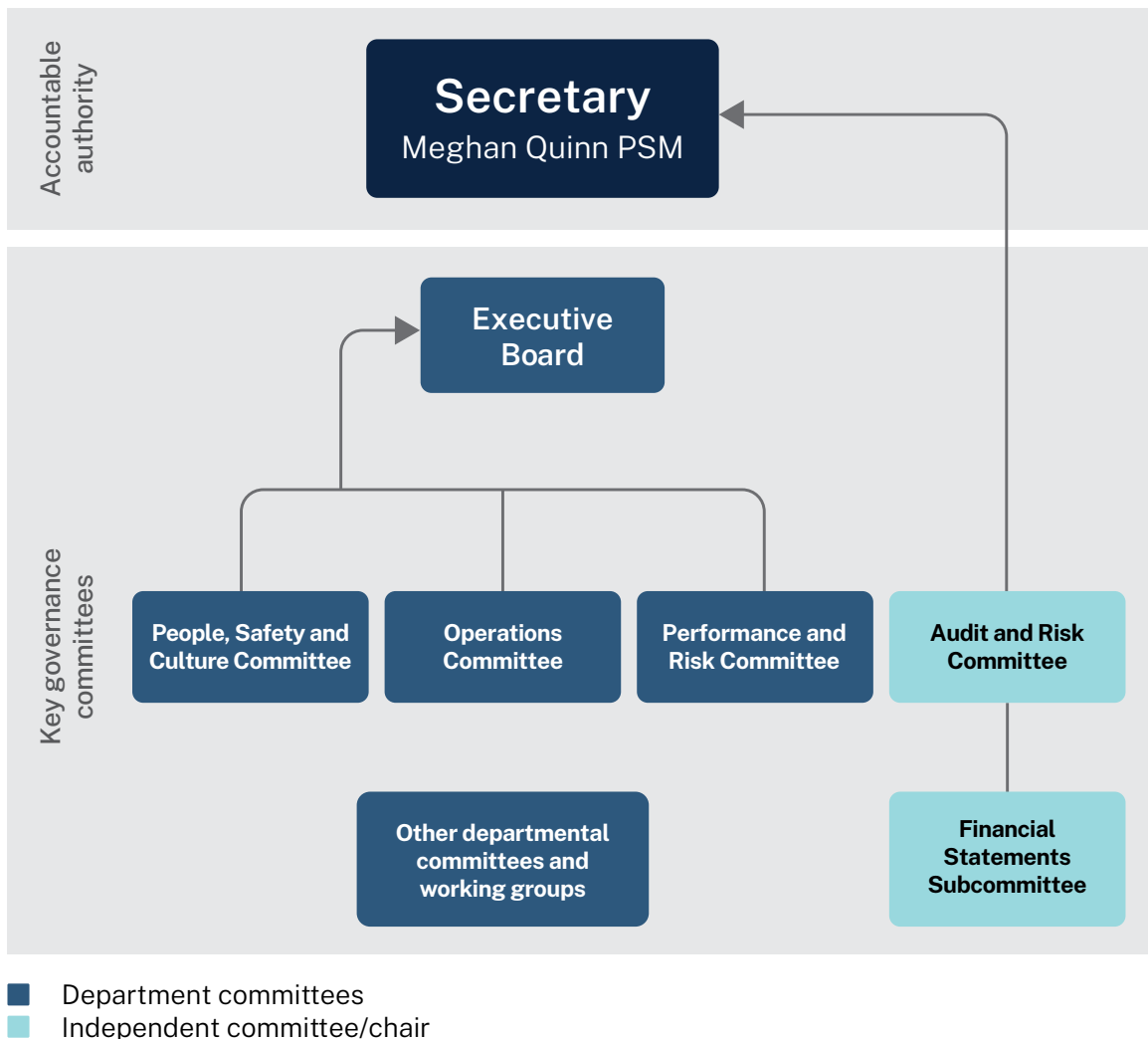
Our governance

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 duties under the *PGPA Act 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 sub-committees 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.





Our performance

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

We publish performance measures relating to our purpose and key activities through this plan and the Portfolio Budget Statements (PBS). We report performance results in our annual report through the annual performance statements that 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 update our performance measures as these activities progress, while building on lessons learned through ANAO audits, as part of regular review under our enterprise performance framework.

Regulator performance

We provide regulatory functions to support and improve businesses and the Australian community. Functions are set out in the [Australian Government regulator stocktake](#).

We measure regulator performance with reference to the 3 best practice principles in [Resource Management Guide 128: Regulator performance](#):

- continuous improvement and building trust
- risk based and data driven
- collaboration and engagement.

Performance measures have been developed where regulatory functions reflect a key contribution to our key activities.

Performance measures

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

Performance information for each key activity is set out as follows:

- **performance measure:** used to track progress toward an intended result
- **type of measure:** output, efficiency or effectiveness
- **target:** what success will look like
- **why this matters:** what we want to achieve to support our purpose and key activities
- **data source:** information we will use to measure performance against the target
- **methodology:** how the result is calculated
- **change from previous year:** how the measure has changed between reporting periods
- **regulator performance:** relevance to best practice principles.

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.

Activity 1.1: growing innovative and competitive businesses, industries and regions

This activity aims to support the growth of innovative and competitive businesses, industries and regions. 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 2023–24 Outcome 1, Program 1.1.

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

Measure details	Measure description
Type	Effectiveness
Target 2024–25 to 2027–28	At least \$1.20 of business co-investment for every \$1.00 of grant funding for 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 of the department's grants programs and divide by the grant funding from the department.
Change from previous year	The measure updates performance measure 1 from the <i>Corporate Plan 2023–24</i> to reflect non-material editorial changes to measure and target wording.

Performance measure 2: Maintaining Business Outreach Network engagement with regional businesses

Measure details	Measure description
Type	Output
Target 2024–25 to 2027–28	25% or more of total Business Outreach Network engagements delivered to regional businesses.
Why this matters	Regions are a significant contributor to Australia’s economy. Helping to unlock their economic potential through supporting regional businesses to enable job creation is key to helping Australia’s long-term growth and sustainability.
Data source	The departmental Customer Relationship Management System (CRM). Data on regional businesses sourced from the Australian Bureau of Statistics (ABS).
Methodology	We calculate the number of Regional Manager engagements (appointments, phone calls, and emails) with regional businesses as a proportion of their engagements with all businesses.
Change from previous year	The measure replaces performance measure 2 in the <i>Corporate Plan 2023-24</i> . By refocusing the measure from regional grants and services to AusIndustry Business Outreach Network engagement, the department will demonstrate its on-the-ground support to regional businesses.

Performance measure 3: Maintaining applicant satisfaction with the business.gov.au portal grants application process

Measure details	Measure description
Type	Effectiveness
Target 2024–25 to 2027–28	Year-on-year maintenance of, or increase in, the proportion of applicants who are satisfied or very satisfied with their experience.
Why this matters	<p>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 focusing on streamlining the application process for grantees and continuously improving the interface that customers use when they apply for a grant.</p> <p>By measuring customer satisfaction with the process, we get a broad sense of whether businesses are satisfied with the process of applying for assistance.</p>
Data source	The department’s internally maintained Business Grants Management System.
Methodology	We look at the proportion of survey responses that report being either satisfied or very satisfied with their overall experience of the grants application process.
Change from previous year	The measure updates performance measure 3 from the <i>Corporate Plan 2023-24</i> to reflect non-material editorial changes to measure and target wording.

Performance measure 4: Ensuring compliance with Australian Industry Participation (AIP) plans and engagement of new suppliers

Measure details	Measure description
Type	Effectiveness
Target 2024–25 to 2027–28	<p>Maintain or increase:</p> <ul style="list-style-type: none"> • compliance rate (timeliness and achievement of obligations) of reporting against AIP plans • percentage of reports found to be achieving the obligations of the Jobs Act via regulatory intervention • percentage of new suppliers engaged from procurements undertaken. <p>Baseline set in 2024-25.</p>
Why this matters	<p>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.</p> <p>AIP plans describe the actions proponents will take to meet the obligations. The AIP Authority ensures AIP plans are appropriate and 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.</p> <p>An increase in the percentage of new suppliers engaged from procurements undertaken indicates that new suppliers, when given the opportunity to bid for the supply of key goods and services to major Australian projects, can be competitive. In winning the award of the tender to deliver work packages, they become part of the supply chain.</p>
Data source	Jobs Act database and other departmental records.
Methodology	<p>The database records decisions made by the AIP Authority, including project details, dates of submission and decisions. Queries are run in the database on the source data to extract information for the reporting period.</p> <p>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 invention. There is no weighting in the target.</p>
Change from previous year	The measure replaces performance measure 5 in the <i>Corporate Plan 2023–24</i> . The measure broadens the scope of the previous measure to relate to all instances of non-compliance (time frame and achievement of obligations), as well as the percentage of new suppliers engaged as a percentage of procurements undertaken.
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.

Performance measure 5: Meeting legislated and World Trade Organization timeframes through Anti-Dumping Commission (ADC) case management

Measure details	Measure description
Type	Efficiency
Target 2024–25 to 2027–28	Year-on-year maintenance of, or improvement in, timeframes for a majority of case types.
Why this matters	In administering an anti-dumping system, the department seeks to support Australian industry and the economy by remedying proven instances of unfair international trade.
Data source	ADC’s case management system (CMS).
Methodology	<p>We calculate the result using data from ADC’s CMS. Reporting will include raw volume and raw aggregate data (raw average) for cases across case types.</p> <p>Where reporting figures at start and at end of reporting period, this will be raw numbers from CMS as at the listed date.</p> <p>No weighting or other treatments will be applied.</p>
Change from previous year	The measure updates performance measure 6 from the <i>Corporate Plan 2023–24</i> . The target has been updated to focus on a majority of case types being maintained or improved. We have also made non-material editorial changes to the measure wording.
Regulator performance	The measure relates to the regulatory function of the ADC. The measure aligns with the best practise principle 1: continuous improvement and building trust.

Performance measure 6: Processing registrations under the R&D Tax Incentive

Measure details	Measure description
Type	Efficiency
Target 2024–25 to 2027–28	<p>95% of applications processed within:</p> <ul style="list-style-type: none"> • 40 business days for first-time registrants • 20 business days for registrants that have applied within 6 months after the end of the income period • 80 business days for registrations submitted from 6 to 10 months after the end of the income period.
Why this matters	The measure outlines how quickly the department processes R&D Tax Incentive applications, of which we receive around 12,000 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 held by the department.
Methodology	<p>We find the difference in days between:</p> <ul style="list-style-type: none"> • the date the company submitted their registration application • the date the department registered the application. <p>We use this to determine the proportion of companies processed within the allotted timeframes.</p>
Change from previous year	The measure updates performance measure 7 from the <i>Corporate Plan 2023–24</i> to reflect non-material editorial changes to measure and target wording.
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.

Performance measure 7: Facilitating the establishment of research-focused collaborations by businesses through portfolio programs

Measure details	Measure description
Type	Effectiveness
Target 2024–25 to 2027–28	Year-on-year maintenance of the number of businesses collaborating.
Why this matters	Bridging science and industry through business-research collaboration is essential to help Australia solve problems and bring new technologies, products and services to the market. To create this collaborative culture, the department runs several initiatives to support business-research collaborations. The measure will create accountability to ensure grants awarded develop research-focused collaborations.
Data source	The department's internally maintained Business Grants Management System and other records held by the department.
Methodology	We take the sum of all project partners across the department's relevant grant funding programs.
Change from previous year	The measure updates performance measure 9 from the <i>Corporate Plan 2023–24</i> to reflect non-material editorial changes to measure and target wording. Positioning of the measure has also changed from key activity 1.2 to reflect better alignment with key activity 1.1.

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 2023–24 Outcome 1, Program 1.2.

Performance measure 8: Growing the number of technology-related jobs to 1.2 million by 2030

Measure details	Measure description
Type	Effectiveness
Target 2024–25 to 2027–28	Year-on-year increase in the number of technology-related jobs.
Why this matters	Australia’s technology and digital capability is vital in supporting Australian businesses’ competitiveness, scale and resilience. Technology adoption plays a pivotal role in our economy and will continue to increase productivity and improve living standards. The measure lets the department track the growth of Australia’s direct and indirect technology sectors. It also lets us monitor progress towards the government’s target of reaching 1.2 million technology-related jobs by 2030.
Data source	ABS Labour Force, Australia, detailed dataset.
Methodology	The calculation of the total number of technology-related jobs is based on the Tech sector taxonomy outlined on pages 17–18 of the Tech Council of Australia report Australia’s tech jobs opportunity .
Change from previous year	The measure updates performance measure 8 from the <i>Corporate Plan 2023–24</i> to reflect non-material editorial changes to measure and target wording.

Performance measure 9: Delivering Questacon national STEM events that reach lower socio-economic, regional and remote communities

Measure details	Measure description
Type	Output
Target 2024–25 to 2027–28	50% of events reaching lower socio-economic communities and 60% of events reaching regional and remote communities.
Why this matters	<p>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.</p> <p>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.</p> <p>Questacon’s national touring and virtual programs let Australians engage with science, technology, and innovation wherever they are. They do this by reaching schools and communities that would otherwise have limited access to a Questacon experience. These programs are free for schools, reducing cost barriers to participation.</p>
Data source	<p>The main data source is attendance data recorded by Questacon in a custom database (Data Core) for national activities as defined by relevant departmental programs or initiatives.</p> <p>The Australian Curriculum, Assessment and Reporting Authority (ACARA), My Schools and the Australian Bureau of Statistics (ABS) remoteness data are linked to Data Core using the ACARA School ID for schools and event venue postcode for community activities.</p>
Methodology	<p>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.</p> <p>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.</p>
Change from previous year	The measure updates performance measure 10 from the <i>Corporate Plan 2023–24</i> to reflect non-material editorial changes to measure and target wording.

Performance measure 10: Raising awareness of the importance of STEM through the delivery of portfolio initiatives

Measure details	Measure description
Type	Effectiveness
Target 2024–25 to 2027–28	87% or more Australians (parents, educators and young Australians) consider STEM skills important when considering employment.
Why this matters	<p>Skills in STEM are important for a thriving scientific and technology-enabled economy. They are also vital in equipping Australians with the skills they need to do the jobs of the future. The department’s policies and programs support community-wide STEM engagement.</p> <p>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.</p>
Data source	The main data sources are the Youth in STEM research report and STEM influencer report produced by Youth Insight (the research arm of Student Edge). Data for the reports comes from a nationwide survey of a representative sample of the target population. The 2 reports are produced on alternating years.
Methodology	<p>Results for the measure are directly taken from the:</p> <ul style="list-style-type: none"> • <i>Youth in STEM research report</i> • <i>STEM influencer report – Parents</i> • <i>STEM influencer report – Teachers and career advisors.</i> <p>The calculation methodology for the STEM Equity Monitor and its supporting data sources can be found in the methodology chapter of the monitor.</p>
Change from previous year	The measure updates performance measure 11 from the <i>Corporate Plan 2023–24</i> to reflect non-material editorial changes to measure and target wording.

Performance measure 11: Maintaining National Measurement Institute measurement services through third-party accreditations to meet national and international best practice

Measure details	Measure description
Type	Effectiveness
Target 2024–25 to 2027–28	<p>Maintain:</p> <ul style="list-style-type: none"> global acceptance of over 300 measurement capabilities under the Mutual Recognition Arrangement of the International Committee of Weights and Measures NMI's 25 National Association of Testing Authorities accreditations across calibration and testing, reference material production, and proficiency testing functions World Anti-Doping Agency accreditation for NMI's sports drug testing capability.
Why this matters	<p>Australia is a trade-oriented economy. A trusted measurement system reduces technical barriers to trade, helps Australian businesses engage in international and domestic markets, and maintains Australia's standing with our trading partners.</p> <p>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.</p>
Data source	<p>Data is maintained and reported through:</p> <ul style="list-style-type: none"> NMI's internal databases the international key comparison database maintained by the International Bureau of Weights and Measures the National Association of Testing Authorities the World Anti-Doping Agency.
Methodology	NMI's internal databases maintain data for each of the measure's 3 elements. Each quarter, data can be extracted and compared with the target numbers.
Change from previous year	The measure updates performance measure 12 from the <i>Corporate Plan 2023–24</i> to reflect non-material editorial changes to target wording.

Performance measure 12: Increasing compliance with fair measure regulations through National Measurement Institute trader engagement

Measure details	Measure description
Type	Effectiveness
Target 2024–25 to 2027–28	Follow up trader audit compliance rate is higher than the initial trader audit compliance rate.
Why this matters	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.
Data source	NMI’s Trade Measurement Activity Reporting System.
Methodology	<p>We compare the compliance rate for follow up trader audits against the compliance rate for initial trader audits.</p> <p>The follow up trader audit compliance rate is calculated by: follow up compliance rate = ((total follow up trader audits – non-compliant follow up trader audits)/total follow up trader audits) x100.</p> <p>The initial compliance rate is calculated by: Initial compliance rate = ((total initial audits – non-compliant initial audits)/total initial audits) x100.</p>
Change from previous year	New measure that will also be reported in the annual performance statements for 2023–24.
Regulator performance	The measure relates to the regulatory function of the NMI. The measure aligns with the best practice principle 3: collaboration and engagement.

Performance measure 13: Assuring the safety and security of civil space activities through regulation administered by the Australian Space Agency

Measure details	Measure description
Type	Effectiveness
Target 2024–25 to 2027–28	Zero fatalities, serious injuries or damage to other property as a result of authorised Australian space activities.
Why this matters	<p>Effective regulation, as set out in <i>Space (Launches and Returns) Act 2018</i>, aims for a reasonable balance between:</p> <ul style="list-style-type: none"> making space activities easy to participate in and attractive to innovation and entrepreneurship ensuring that those activities are safe and present no risk to people or property.
Data source	<p>Data for the measure comes from the department’s records of authorised space activities under the <i>Space (Launches and Returns) Act 2018</i> and any relevant accident or incident investigation reports during the reporting period.</p> <p>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.</p>
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.
Change from previous year	The measure updates performance measure 4 from the <i>Corporate Plan 2023–24</i> to reflect non-material editorial changes to measure wording. Positioning of the measure has also changed from key activity 1.1 to reflect better alignment with key activity 1.2.
Regulator performance	The measure relates to the regulatory function of the Office of the Space Regulator. The measure aligns with the best practice principle 2: risk based and data driven.

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 2023–24 Outcome 1, Programs 1.3 and 1.4.

Performance measure 14: Growing Australia’s critical minerals sector, including by supporting development of downstream processing capacity

Measure details	Measure description
Type	Effectiveness
Target 2024–25 to 2027–28	Year-on-year increase in the number, progress and total capital expenditure of critical minerals projects.
Why this matters	<p>Australia has significant reserves of critical minerals and the potential to process them. These minerals are vital to the economic security of global economies. Markets for these minerals and processed products tend to have concentrated global supply chains, leading to price and supply risk for sectors like defence, transport, energy generation and telecommunications.</p> <p>Growing the critical minerals sector in Australia will create economic benefits for Australians, including through increased trade and job creation. This will also contribute to diversifying global supply chains and position Australia as an ethical, reliable and secure supplier of critical minerals.</p> <p>While the department’s performance is the focus of this measure, there are factors outside of the department’s control, such as market movements, that contribute to performance against the target.</p>
Data source	The department’s annual <i>Resources and energy major projects</i> report.
Methodology	<p>We compare the number, stage and investment in mining and processing operations from 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.</p> <p>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.</p>
Change from previous year	The measure updates performance measure 13 from the <i>Corporate Plan 2023–24</i> to reflect non-material editorial changes to measure wording.

Performance measure 15: Increasing opportunities for resources project investment

Measure details	Measure description
Type	Output
Target 2024–25 to 2027–28	Reframe any future Commonwealth offshore exploration acreage releases consistent with the government’s <i>Future Gas Strategy</i> .
Why this matters	As part of Action 1: Prevent Gas Shortfalls of the <i>Future Gas Strategy</i> , the government has committed to reframe Commonwealth offshore exploration acreage release arrangements to focus on optimising existing discoveries and infrastructure in producing basins, prioritise energy security, and align with net zero emissions targets.
Data source	Published material regarding Commonwealth offshore exploration acreage release arrangements and other records held by the department.
Methodology	The result is based on the delivery of advice to government by the department to reframe future releases, consistent with the <i>Future Gas Strategy</i> and within agreed timeframes.
Change from previous year	The measure updates performance measure 14 from the <i>Corporate Plan 2023–24</i> to align with the action plan from the <i>Future Gas Strategy</i> published on 9 May 2024.

Performance measure 16: Assessing *Offshore Petroleum and Greenhouse Gas Storage Act 2006* (OPGGS) applications through the National Offshore Petroleum Titles Administrator (NOPTA)

Measure details	Measure description
Type	Efficiency
Target 2024–25 to 2027–28	90% of assessment timeframes met.
Why this matters	Efficiently processing applications supports a strong offshore resources sector by creating business certainty and reducing project timelines.
Data source	NOPTA’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 OPGGS Act. These are hardcoded in the database.
Change from previous year	The measure updates performance measure 15 from the <i>Corporate Plan 2023–24</i> to reflect non-material editorial changes to measure and target wording.
Regulator performance	This performance measure relates to the activities of NOPTA. The measure aligns with the best practice principle 1: continuous improvement and building trust.

Performance measure 17: Supporting radioactive waste disposal policy for Nuclear-Powered Submarines through Australian Radioactive Waste Agency advice

Measure details	Measure description
Type	Output
Target 2024–25 to 2027–28	Evidence-based advice provided on or before agreed timeframes.
Why this matters	The Australian Government’s Department of Defence will acquire nuclear-powered submarines as part of the AUKUS agreement announced on 14 March 2023. As a responsible nuclear steward, Australia will manage all radioactive waste produced by its nuclear-powered submarines.
Data source	Technical reports delivered by ARWA under the Nuclear-Powered Submarine Program and other records held by the department.
Methodology	The result is based on the delivery of Nuclear-Powered Submarine Program related advice by ARWA to the Australian Submarine Agency on or before agreed timeframes.
Change from previous year	New measure that will be also reported in the annual performance statements for 2023–24.

Performance measure 18: Decommissioning the Northern Endeavour and remediating the Laminaria-Corallina oil fields

Measure details	Measure description
Type	Effectiveness
Target 2024–25 to 2027–28	Progress towards completing Phase 1 decommissioning works by the expected vessel disconnection and towing window of 1 July 2025 to 30 September 2025, while ensuring safety and protection of the environment.
Why this matters	<p>Following the liquidation of the former owner, the Commonwealth is overseeing the decommissioning of the Laminaria-Corallina oil fields and Northern Endeavour facility.</p> <p>Decommissioning is progressing in stages with the department currently delivering Phase 1. This entails temporarily suspending the oil wells then disconnecting the facility from the flowlines and moorings that anchor it to the seabed. This will allow towing of the vessel from the area.</p> <p>Decommissioning must progress in compliance with relevant regulatory requirements and the approval permits obtained by the department and its contractors. This will ensure safety and the protection of the environment.</p>
Data source	<p>Data is sourced from:</p> <ul style="list-style-type: none"> • Petrofac progress reports including safety reports • departmental briefings and program board papers • NOPSEMA safety inspection reports • Annual Compliance Report to Department of Climate Change, Energy, Environment and Water.
Methodology	<p>Progress will be measured against meeting the expected vessel disconnection and towing window of 1 July 2025 to 30 September 2025.</p> <p>Safety will be measured based on the number and type of safety incidents and through the findings of any NOPSEMA safety inspections.</p> <p>Environment will be measured based on the number and type of environmental incidents and through the annual compliance report on the <i>Environment Protection and Biodiversity Conservation Act 1999</i> approval with conditions to Department of Climate Change, Energy, Environment and Water.</p>
Change from previous year	New measure that will be also reported in the annual performance statements for 2023–24.



