



Australian Government
Department of Industry, Science,
Energy and Resources

CORPORATE PLAN 2021-22



Statement of Preparation

As the accountable authority of the Department of Industry, Science, Energy and Resources, I am pleased to present the 2021-22 Department of Industry, Science, Energy and Resources Corporate Plan.

This covers the period 2021-22 to 2024-25 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

David Fredericks PSM

Secretary

Department of Industry, Science, Energy and Resources

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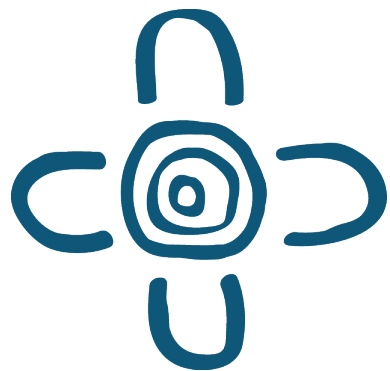
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Acknowledgement of Country

Our department recognises the First Peoples of this nation and their ongoing connection to culture and country. We acknowledge First Nations Peoples as the Traditional Owners, Custodians and Lore Keepers of the world's oldest living culture and pay respects to their Elders past, present and emerging.

Meeting Place icon by DISER employee Amy Huggins.

Title: Connection to Country, 2021

Artist: Shaenice Allan



SECRETARY'S INTRODUCTION



The department and the broader portfolio is integral to the Australian Government's economic agenda. As Australia manages the impacts of COVID-19 and rebuilds from the pandemic, this department has an important role to play in helping to create a strong, modern, more resilient and productive economy that delivers long-term prosperity for all.

Our stakeholders across our portfolio have worked tirelessly over the past 12 months in an extremely challenging and constantly shifting operating environment. I am proud of the way our department and the portfolio have delivered for the Australian people during this difficult period by strongly engaging with and supporting our industries, businesses and communities. We have done this with resilience and professionalism. As a result, our collective work has supported many important outcomes for the Australian people, and it has been inspiring to witness the drive, skill and dedication of the teams involved.

Looking forward, we will continue to embrace our aim of driving productivity and economic growth, and job creation for all Australians, through our work across our 4 Purposes: Science and Industry; Resources; Emissions Reductions and Clean Energy; and Energy.

As we transition from the pandemic to recovery, our work builds on Australia's existing strengths, supports business to grow, and drives new opportunities for long-term productivity growth and prosperity. In doing so, we seek to utilise all the levers available across the breadth of the portfolio to help drive productivity and economic growth, and to create new economic opportunities. For example, Australia's great strengths in science and technology can be used to drive low emissions technology and critical minerals processing, to reinforce the comparative advantages identified across manufacturing and industries more generally, and to find new opportunities in the digital economy.

We are leveraging and building on Australia's existing strengths by targeting investments across our portfolio in areas of comparative advantage and strategic importance, such as our national manufacturing priorities, resources, energy, digital and low emissions technologies, and space; by building a stronger technology and science sector to underpin Australia's long-term productivity and to drive our existing strengths; by delivering and investing in affordable, reliable and secure energy; and by boosting collaboration and commercialisation of Australian research and development, including the deployment of emerging low emission technologies and new sources of abatement.

We are supporting businesses to invest and to create jobs by supporting the digital capability of Australian businesses through targeted initiatives to accelerate the adoption of digital technologies; by supporting businesses everywhere across Australia, including through our AusIndustry outreach network and state and regional offices; by promoting the right regulatory settings for business, including for the Research and Development Tax Incentive; by supporting the government's reform agenda including in relation to Australia's anti-dumping system and Australia's energy sector; and by promoting and influencing the development and uptake of international standards to ensure it is easier, cheaper and fairer for Australian businesses to engage in international markets.

We are driving long-term productivity, growth and sustainability by securing our science and technology capability and investing in science, technology, engineering and mathematics (STEM) skills, and making long-term investments in research infrastructure and scientific institutions; by supporting industry to strengthen resilience, diversifying supply chains and investing in supply chains for critical goods and services; by unlocking the economic potential of our regions through strategic investments in the resources sector; and by delivering on key long-term commitments, including supporting investment in long-term emissions reduction and establishing a national facility for the safe and secure management of Australia's radioactive waste.

More specifically, the department is building Australia's digital capability through targeted support to accelerate the adoption of digital technologies and foster digital transformation across the economy. This will include implementing the recently released Artificial Intelligence Action Plan, a key component of the government's Digital Economy Strategy; and Australia's National Blockchain Roadmap helping to position Australia to be a leading digital economy by 2030.

Our department has made significant progress on implementation of the Modern Manufacturing Strategy to deliver on the vision for Australia to be recognised globally as a high-quality and sustainable manufacturing nation, well positioned to respond to future supply chain disruptions and helping businesses scale up and become more competitive and resilient. This work is integrated with our Critical Minerals Strategy and the Low Emissions Technology Roadmap to deliver on the common objectives of job creation and economic growth.

The department is working to boost Australia's science capability and strengthen Australia's reputation as a scientific partner of choice. Science underpins new technologies which in turn support economic growth and job creation. We are focused on building STEM capabilities. This includes supporting women

and girls in STEM education and careers to boost participation and leadership in high-skilled jobs; supporting our world-leading science agencies; investing in national and international science collaborations; and the work of Questacon, Australia's National Science and Technology Centre. Questacon activities support students, teachers and regional communities across Australia and help inspire our future STEM professionals. Measurement science and services delivered by the National Measurement Institute (NMI) support Australian businesses to commercialise, manufacture, trade and export.

Our commitment to projects such as the Square Kilometre Array (SKA) – a global mega science project being built in the Murchison region of Western Australia – will help support jobs and growth in regional areas of Australia and provide opportunities for local and Indigenous businesses to bid for a range of work.

The department supports the government's international climate commitments to reduce emissions by 2030 and the government's intention to get to net zero emissions as soon as possible, and preferably by 2050. To support this, the department and wider portfolio are driving key investments in technology and building climate partnerships. This includes implementation of the Hydrogen Strategy, improving industrial energy efficiency, encouraging voluntary climate action, and continuing to support commercialisation and deployment of emerging low emission technologies from energy to transport and agriculture. We will also use incentives to encourage industry to access new sources of abatement through the below-baseline crediting scheme under the Safeguard Mechanism to be piloted in the coming year and develop a regional crediting scheme to create opportunities to partner with countries in our region to reduce emissions.

We are facilitating reforms to ensure an affordable and reliable energy system for all Australians. We are leading important work to maintain low energy costs, boost industry competitiveness, and continue the transition to cleaner forms of energy production. The department supports our resources sector through our focus on developing strategic basins, promoting offshore acreage release and onshore exploration. We are cognisant of our role in supporting development of low emissions energy technologies in delivering these objectives. This includes significant work to accelerate investment in gas infrastructure as part of the National Gas Infrastructure Plan to guarantee Australia's current and future gas supply. Our department is also building resilience in our liquid fuel supplies through work to ensure long-term fuel security, bolster fuel storage and maintain refining capacity in Australia. We are modernising our energy markets through significant energy market reforms and initiatives. These include maintaining energy security through options to support dispatchable capacity, finalising support for the Marine Link and delivering the Low Emissions Technology Investment Roadmap.

The department is delivering key long-term environmental sustainability commitments by establishing the National Radioactive Waste Management Facility, for the safe and secure management of radioactive waste.

I want the department to be the best possible place to work - a place where all staff genuinely enjoy working, no matter their culture, race, religion, age, gender, sexual orientation, disability, or location. I was delighted that earlier this year we launched the department's *Inclusion Strategy 2021-23*. It is vital for the health of the organisation – and all of us individually – to ensure the Strategy is implemented to best effect so that it informs and shapes our policies, processes and the culture of this organisation.

Our department's culture and approach to collaboration continues to underpin our outcomes. We are committed to drawing on the perspectives of a broad and diverse group of Australian people in our advice to government and our implementation of government decisions. We are also committed to developing and maintaining professional, respectful and productive relationships with our stakeholders, including all levels of government, business, and industry, to deliver for the Australian people.

I am proud that our department has a key role to play in the implementation of the government's economic policies and programs. We continue to focus strongly on implementing the government's priorities for future growth including supporting our manufacturing and resources sectors, driving down the costs of low emissions technologies, building our digital capability and delivering key energy market reforms. Together we can help develop the right conditions to create jobs for the future and build on Australia's strengths to support the development of a strong, modern and resilient economy.

I am excited about the future and look forward to us collaborating across government, business and the community to continue delivering positive outcomes for all Australians.



David Fredericks PSM

Secretary

Department of Industry, Science, Energy and Resources

OUR VISION AND PURPOSES

Our vision

Supporting economic growth and job creation for all Australians

Our purposes

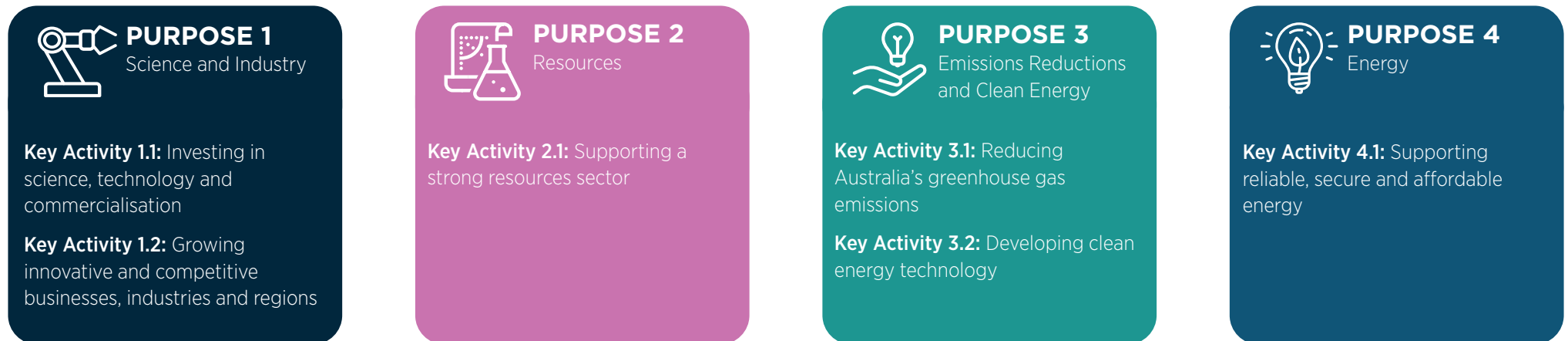


Figure 1: The department's vision and purposes.

STRATEGIC PRIORITIES

Our vision is to support productivity and economic growth, and job creation for all Australians. As Australia recovers from the initial economic consequences of COVID-19 and adapts to the pandemic's ongoing effects, the department is supporting the implementation of the government's economic recovery plan. Our work will leverage and build on Australia's existing strengths, support business to invest and grow, and drive new opportunities for long-term productivity, growth and sustainability.

We are leveraging and building on Australia's strengths by:

- **Targeting investments across government in areas of comparative advantage and strategic importance**, such as resources, energy, digital and low emissions technologies, space and related manufacturing. We are **supporting Australian manufacturing** to build upon comparative advantage and achieve scale through implementing the Modern Manufacturing Strategy and advancing its National Manufacturing Priorities, and by facilitating government consideration of establishing mRNA manufacturing capability.
- **Building a stronger technology and science sector** to underpin Australia's economic recovery from COVID-19 and long-term productivity, including by supporting the next generation of women in STEM, enhancing our international scientific and technology engagement and supporting strategic technology and science projects.
- **Delivering and investing in affordable, reliable and secure energy** by unlocking gas and resources potential in strategic basins, facilitating investment in energy infrastructure and progressing energy market reforms, ensuring long-term fuel security, reducing energy waste through improved efficiencies, building a hydrogen industry and expanding funding opportunities for other low emission technologies.

- **Boosting collaboration and commercialisation of Australian research and development**, including the **deployment of emerging low emission technologies** and promoting consumers' and businesses' adoption of, and access to, new sources of abatement and priority energy technologies.

We are supporting businesses to invest and to create jobs by:

- **Taking action to support Australia's digital capability** through targeted initiatives to accelerate the adoption of digital technologies and foster digital transformation across the economy. These measures include a focus on Australian manufacturing, developing the whole-of-government Artificial Intelligence Action Plan and implementing Australia's National Blockchain Roadmap and Digital Economy Strategy.
- **Promoting the right regulatory settings**, including for the Research and Development Tax Incentive, and improving regulatory effectiveness while reducing compliance costs to support business investment and employment growth.
- **Supporting the government's reform agenda** including in relation to Australia's anti-dumping system and Australia's energy sector. We are promoting and influencing the development and uptake of international standards in priority areas like manufacturing, critical minerals and digital technology to ensure it is easier, cheaper and fairer for Australian businesses to engage in international markets.
- **Making support accessible to businesses in every part of Australia** through our business.gov.au website, our national contact centre, AusIndustry's outreach network of regional managers and our network of Entrepreneurs' Programme facilitators. We are listening to businesses in all our cities and regions, helping them connect with the information and assistance they need, giving them actionable advice and sharing our business intelligence and insights across government.

We are driving long-term productivity, growth and sustainability by:

- **Securing our science and technology capability** and investing in STEM skills, addressing barriers to diversity and making long-term investments in domestic and international research infrastructure and scientific institutions to drive long-term growth, productivity and international competitiveness.
- **Supporting industry to strengthen resilience**, diversifying supply chains through investing in our regions, investing in supply chains for critical goods and services, and bolstering capability to plan for and respond to natural disasters.
- **Unlocking the economic potential of our regions** through strategic investments in the resources sector and mine rehabilitation, boosting Indigenous participation and capitalising on new opportunities in critical minerals, hydrogen, carbon capture and storage and other priorities under the **Technology Investment Roadmap**.
- **Delivering on key long-term commitments**, including supporting investment in **long-term emissions reduction**. Our commitments also include the establishment of a national facility for the safe and secure management of Australia's radioactive waste.

OPERATING ENVIRONMENT

Our operating environment is increasingly shaped by geostrategic developments and events outside Australia's control, including the COVID-19 pandemic. This means our capacity to shape Australia's economic security and prosperity by bringing together expertise from across government, industry and research is more important than ever.

Australia's economy has displayed remarkable resilience throughout the COVID-19 crisis, and despite some near-term uncertainty, Australian businesses have shown their capacity to meet the challenges of the COVID-19 pandemic. Business growth and development is key to Australia's economic strength and future prosperity. The department continues to play an important role in the government's strategy to support sustainable, private sector-led growth and jobs creation.

The department is supporting business recovery, working to lift digital capability and create an enabling environment that makes it easier for businesses to compete, grow and create jobs. The department's national footprint of state offices and AusIndustry's networks reach into every region across Australia to deliver this support with 80% of businesses located within 50 kilometres of an AusIndustry office.

In the medium-term, the government is prioritising a fiscal strategy focused on growing the economy to stabilise and reduce debt. To achieve this, it is making targeted investments in areas of comparative advantage and strategic interest, realising Australia's potential and securing Australia's sovereign capabilities in resources, energy, digital and low emissions technologies, space and related manufacturing. The 2020–21 Budget set the path for our manufacturing industry to grow and create jobs through the \$1.5 billion Modern Manufacturing Strategy. Through the 2021–22 Budget the government is further investing in Australia's science and research capabilities, vital to securing future productivity and resilience,

creating jobs and new industries. This includes the construction and operation of the SKA Radio Telescope Project in regional Western Australia and specialist super-computing centre – the Australian SKA Regional Centre, creating high-skilled jobs. The government is also bolstering our international scientific engagement with the Global Science and Technology Diplomacy Fund and delivering the *Boosting the Next Generation of Women in STEM* program. Investments also continued in the space sector to ensure Australia can capitalise on the transformation of the sector and contribute to Australia's economic recovery.

Underpinning Australia's economic recovery plan is the delivery of affordable, reliable and lower emissions energy. The government is taking action to retain a sovereign oil refining capability, secure a reliable electricity system, increase certainty for investment in gas infrastructure, develop a hydrogen industry, and build resilient liquid fuel supplies as well as driving down the costs of low emissions technologies. The department is working to boost industry competitiveness and jobs creation by progressing energy market reforms to lower energy costs for business and consumers. We are maintaining momentum on delivery of the Gas-Fired Recovery Plan, unlocking gas in strategic basins, empowering gas businesses and supporting more efficient gas transportation. Successful implementation of the plan will secure competitively priced gas for Australian manufacturers, electricity generators, businesses and households.

The government's commitment to a business-led recovery and long-term growth and sustainability is evident in the department's work in providing financial assistance and support to Australian businesses and organisations. The challenges associated with the impacts of COVID-19 and natural disasters saw the number of programs and funding

available in the 2020–21 financial year double compared to the previous year, with the department's Business Grants Hub the government's primary delivery point for grant assistance for business. It is likely that this heightened level of demand for grant payments and advice services from businesses and organisations will continue through the year ahead.

Australia's emissions have been falling and the department and broader portfolio are implementing policies to ensure Australia continues to meet and beat our emissions targets. This includes expanding funding opportunities for clean energy technologies and supporting the commercialisation and deployment of emerging low emission technologies such as hydrogen. We are developing Australia's long-term emissions reduction strategy, which builds on the priorities set out in the first low emissions technology statement under the Technology Investment Roadmap.

The department is committed to improving the environment for businesses with a strong base in regional Australia. Our work supports the resources exploration and extraction, energy supply chain, and manufacturing sectors that underpin the Australian economy and are major contributors to business and employment opportunities in regional Australia. Through the department's work, regional Australians will benefit from projects that improve Australia's digital capability, secure scientific capacity, and invest in existing and emerging low emissions technologies.

The department will continue to draw on our people, capability and engagement across government and industry to deliver a stronger economy, and create jobs and opportunities for all Australians.

OUR PORTFOLIO AGENCIES

We work closely with specialised agencies and entities within our portfolio

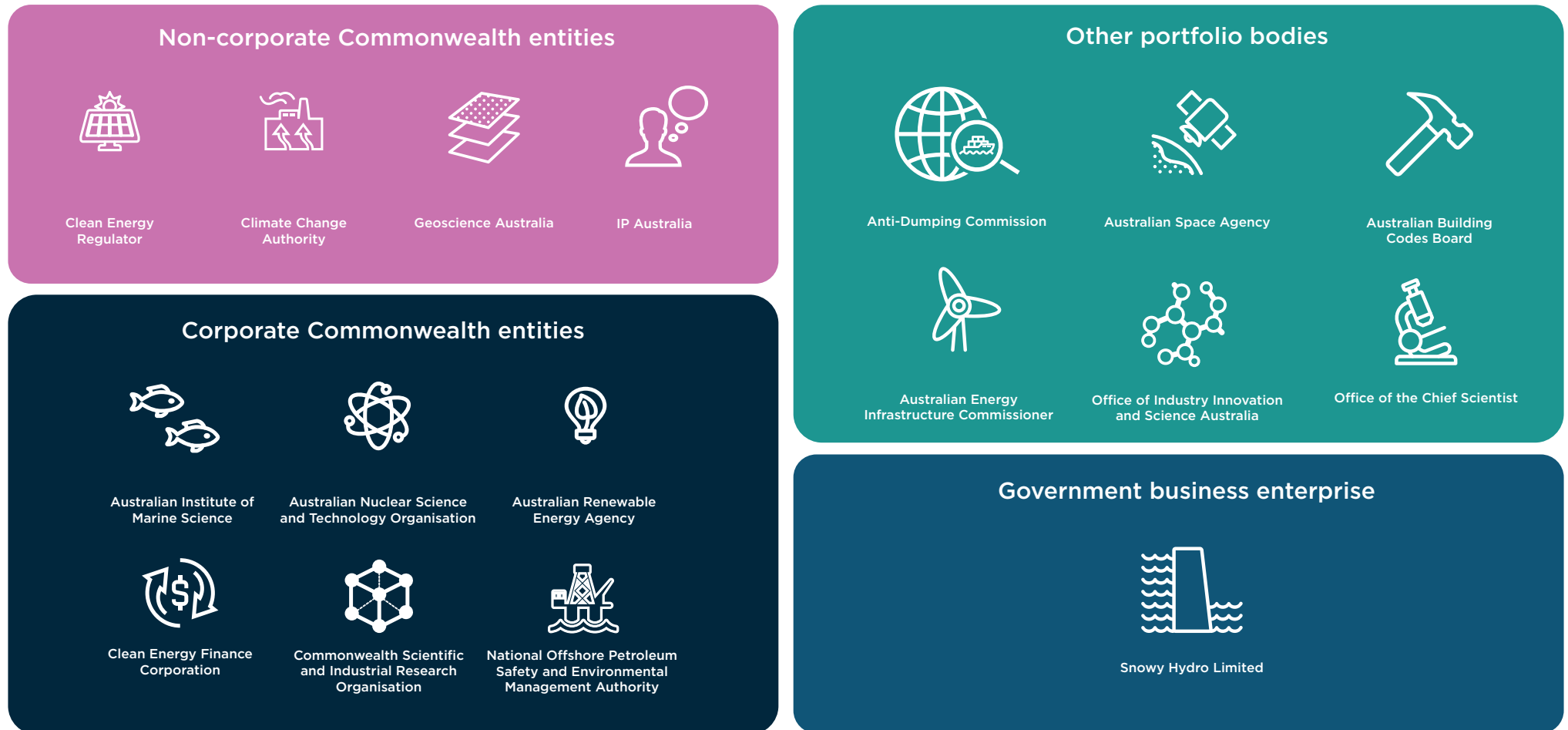


Figure 2: The department's portfolio agencies as at July 2021.

COOPERATION WITH OTHER ENTITIES

The department maximises its effectiveness through collaborative and respectful engagement across the portfolio, the Australian Public Service, all levels of government, the private sector, and the broader Australian public.

The department strives to engage all Australians and believes increasing the participation of Aboriginal and Torres Strait Islander peoples, and other peoples from diverse cultures and perspectives, will strengthen our organisation's cultural capabilities and ultimately benefit Australia's society and economy.

Through our extensive networks of stakeholders across Australia, including in regional and remote areas, we are working directly with business and industry to deliver programs that improve the lives of all Australians and help businesses and industry adapt and respond to shifts in their operating environments, including ongoing disruption from the COVID-19 pandemic.

The department embraces technology, where appropriate, to expand stakeholder engagement. But at the same time, we are committed to building relationships through human-to-human interaction based on trust and respect. We work with businesses of all sizes to understand their needs. In particular, the department has collaborated closely with industry and other stakeholders to lift Australia's digital capability by fostering digital transformation and encouraging businesses to invest and accelerate their adoption of digital technologies.

The AusIndustry national outreach network is the department's connection to local business, with offices in every state and territory, in capital cities and regional areas. Our local experts work directly with businesses to provide targeted support and guidance, connecting them to government programs and services at a local, state and federal level. The network includes 28 Regional and Business Development Managers and over 170 expert Business Facilitators who provide tailored advice and access to networks, specialists and funding opportunities from all levels of government.

We have continued to work closely with industry and business to co-design industry-led road maps for each of the 6 National Manufacturing Priorities, including through detailed discussions with industry associations, business owners, bilateral meetings with key stakeholders, and other relevant bodies including CSIRO and the Industry Growth Centres.

Australia's resources industry is vital to economic prosperity, including in many regional communities, and the Critical Minerals Facilitation Office continues to collaborate with the sector to develop new products and export opportunities. The department maintains close links with a range of resources sector stakeholders including companies, industry associations and state and territory government departments and agencies. The National Offshore Petroleum Titles Administrator (NOPTA) administers petroleum and greenhouse gas titles in Commonwealth waters in Australia and provides advice to the Joint Authorities (responsible Commonwealth, state and Northern Territory Ministers).

The department works closely with the senior officials and energy ministers across the Commonwealth, states and Territories, to deliver reforms to put downward pressure on electricity and gas prices and ensure our markets are well-regulated and transparent. In progressing priority energy policies and reform, the department also works with and through the Energy Security Board (ESB), the Australian Energy Market Commission (AEMC), the Australian Energy Market Operator (AEMO) and the Australian Energy Regulator (AER) such that we collectively encourage new reliable supply and technology and invest in new ways to make our energy system cleaner and more efficient. Along with the Department of Finance, our department continues to discharge the Australian Government's responsibilities for 100% ownership of Snowy Hydro Limited (SHL). The department is also engaging with industry partners to support the development of critical energy infrastructure and inform policy.

Through the Technology Investment Roadmap, and our efforts to advance international low emissions technology partnerships, the department is working with the private sector to accelerate the deployment of low emissions technologies, growing domestic industries, supporting jobs, and reducing emissions.

The department works in conjunction with the Clean Energy Regulator (CER) to implement key emissions reductions schemes, including the Emissions Reduction Fund, the Renewable Energy Target and the Safeguard Mechanism.

The Australian Renewable Energy Agency (ARENA) and the Clean Energy Finance Corporation (CEFC) provide grants and loans in support of investment and innovation in renewables and clean energy. The department works with both agencies to support new and emerging low emissions technologies (including zero and negative emissions technologies).

The department works cooperatively with the Climate Change Authority in delivering on its purpose to reduce Australia's greenhouse gas emissions, drawing on the Authority's expert advice to the government on climate change mitigation initiatives.

The Australian Energy Infrastructure Commissioner (AEIC) works to help community members to address their concerns about wind farms, large-scale solar farms, energy storage facilities and new major transmission projects. The department supports the Commissioner in handling complaints, liaising with stakeholders, and identifying and promoting best practice measures.

The department continues to work with the science and research community to promote, enable and harness world-leading scientific research. Our public research institutions – including the CSIRO, Australian Institute of Marine Science (AIMS), Australian Nuclear Science and Technology Organisation (ANSTO), NMI, and Geoscience Australia – ensure Australia has access to world-leading research infrastructure and expertise.

CSIRO is Australia's national science agency and innovation catalyst, collaborating across sectors to boost innovation performance to solve Australia's greatest challenges through innovative science and technology. The department collaborates extensively with CSIRO who are supporting Australia's COVID 19 recovery, helping build future prosperity by creating new industries and jobs, and reinventing existing industries to build long-term resilience.

AIMS plays a pivotal role in providing large-scale, long-term and world-class research that helps governments, industry and the community to make informed decisions about the management of Australia's marine estate, which notably includes the Great Barrier Reef. The department is supporting AIMS' strategic planning so that it continues to be one of the world's most highly regarded and highest ranked marine science research agencies.

ANSTO is home to Australia's only nuclear research reactor and operates a range of facilities. These facilities are used to undertake diverse research such as COVID-19 virus studies, dating indigenous rock art and testing next generation materials. They are also used in the production of thousands of patient doses of nuclear medicine each week. The department continues to work closely with ANSTO to support these important activities, including the supply of potentially life-saving nuclear medicines for Australians and the world.

Geoscience Australia engages closely with state and territory organisations, such as geological surveys, through the Geoscience Working Group, and land information agencies, through the Australia and New Zealand Land Information Council. The department works closely with Geoscience Australia on a number of key government priorities, including the space sector, minerals, energy (oil, gas, hydrogen, and carbon capture and storage), water mapping and natural disaster risk reduction.

NMI contributes its world class measurement expertise throughout the economy in partnership with government, business and research entities. NMI delivers independent, specialised measurement services and effective regulation that strengthens the international competitiveness of Australian businesses, supports sovereign industry capabilities and underpins the confidence in products and services for all Australians.

Questacon works closely with other national cultural institutions, communities and industry and international partners to tell Australia's stories of innovation and enterprise, and to deliver Questacon's science experiences to Australians in even the remotest parts of the country. These vital institutions, alongside the work of the Office of the Chief Scientist and the Office of Industry Innovation and Science, are strong advocates for Australian science and innovation. Together, we are focused on delivering long-term productivity and industry growth, by bolstering our scientific capacity, supporting our international scientific engagement and advocating to boost women in STEM.

We are committed to a stewardship approach to regulatory reform, ensuring regulatory approaches are fit-for-purpose and continue to aim for best practice, including through working with the portfolio's regulators, regulated communities and other regulators. We work with the regulatory functions in our portfolio to support measures which boost efficiency and make it easier for business to operate while still ensuring appropriate oversight. Regulators within the portfolio include IP Australia, the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA), the Clean Energy Regulator, the Anti-Dumping Commission, the Australian Space Agency and the Australian Industry Participation Authority.

IP Australia works with professional bodies, business groups and other government agencies to ensure the continuing effectiveness and ongoing improvement

of Australia's intellectual property system. IP Australia works with the department to ensure Australia's valuable IP data assets are analysed for insights and trends to support industry, innovation and national security objectives.

The Australian Building Codes Board (ABCB), funded by the Commonwealth, state and territory governments, is responsible for developing nationally consistent technical requirements to provide for safe, liveable, sustainable and accessible buildings. The Office of the ABCB resides in the department and produces and maintains the National Construction Code (NCC), servicing the ABCB, and undertaking research projects and education and awareness raising activities.

The department has invested in enhancing its relationships on national security issues by building trusted relationships with the National Intelligence Community. Our unique value proposition, drawing on our extensive links to industry, science and technology sectors reflect a nuanced approach to balancing Australia's national security, economic prosperity and our social values.

Partnerships with nations around the world, established through memoranda of understanding, enable the department to support mutually beneficial research and investment, including in science, energy, emissions reduction and space. The Moon to Mars collaboration between the Australian Space Agency and the National Aeronautics and Space Administration, and our agreement to work with Japan on carbon recycling, exemplify such international collaboration. International cooperation on low emissions technology has the potential to incorporate critical minerals, supply chain resilience, manufacturing, battery storage and carbon capture, utilisation and storage. Other examples include bilateral agreements to enhance our scientific, technological and innovation cooperation and multi-lateral agreements in astronomy, medical and health science, energy and climate, and our trade, economic and technical cooperation.



Figure 3: The department collaborates with these entities to provide support to the Australian community, businesses and industry.

CAPABILITY

We continue to build on our strong internal capabilities, ensuring that we can continue to support businesses, industry and communities across the nation.

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

People

Our people are our greatest asset and we cannot achieve our priorities and meet our vision without them.

The department has an ambition to be the best possible place to work. We have a shared commitment to create a diverse, safe and inclusive department where we all belong. Through our performance management framework we support our workforce to give their best, aim to create an environment where receiving feedback becomes common practice, staff efforts are recognised and our managers are empowered.

Our **People Strategy 2020–2022** sets the strategic people goals of our department, centred on 3 pillars:

1. **An engaged and inclusive workforce**, a culture that is inclusive, that builds capability and cares for our workforce.
2. **Future Ways of Working**, a culture that acknowledges the recent and significant changes to the way our people work, encouraging more flexibility and harnessing of technology.
3. **Attracting a diverse and high-performing workforce**, a culture that focuses on building and maintaining a high-performing workforce that will be highly skilled, diverse in thought and mobile.

To ensure that we meet these strategic goals, we are implementing a number of key actions.

Our new **Inclusion Strategy 2021–2023** embeds inclusivity in our culture, providing a clear line of sight to our values, driven by the principles of connection, commitment and culture. Our work on inclusion is complemented by our **Accessibility Action Plan 2020–2025**, our **Reconciliation Action Plan 2019–21** and **Aboriginal and Torres Strait Islander Employment Strategy 2019–21** that aim to attract, retain and nurture Aboriginal and Torres Strait Islander staff so they can reach their full potential.

In addition, the **Safety, Health and Wellbeing Strategy 2020–2023**, sets out our commitment to safety, health and wellbeing. The actions outlined in the strategy aim to ensure all staff are physically and psychologically safe at work.

Place

Through a national network of 69 properties across Australia, we are well positioned to engage directly with our stakeholders wherever they are based, allowing us to adapt the way we deliver programs and policies to their needs. Our properties are diverse in size and focus, ranging from Industry House with 2,000 work points, to one- and 2-person sites in regional locations, Questacon and our scientific laboratories for the NMI.

The department's **Property Management Strategy** supports our current and future operating environment by realigning our existing property footprint in the most flexible, efficient and cost effective way, ensuring property decisions are aligned to a sustainable property capability.

Security

Security is embedded in the culture of the department, its core business and its policy priorities.

Security enables the department to operate in a reliable and secure way by verifying the eligibility

and ongoing suitability of the workforce, providing security training, policy and advice to employees and senior management.

The outcomes of an updated Enterprise Security Risk Assessment will be the backbone of further core security improvements including across Governance and Security Awareness. This will ensure that the department makes appropriate risk-based decisions around its ongoing secure operations. An updated Security Strategy, also due this year, will shape future policy and advice to ensure security is integrated into the department's activities and capabilities. Ensuring all staff are mindful of their security responsibilities and follow good security practices will enable the department to maintain a position of trust with government, other agencies and the public.

Our security posture evolves in response to changing threats. Throughout 2021–22, the Corporate and Digital Division will develop a new suite of training products on a range of security issues, including information management and improving Protective Security Policy Framework outcomes. There will be a particular focus on areas of the department that are working on high priority and sensitive policy areas. A full range of Security Awareness Training programs will be developed and rolled out across the department to foster a strong security culture.

The department continues to prioritise cyber security across the portfolio by committing to uplift our cyber security posture against the Australian Cyber Security Centre's Essential Eight mitigation strategies and to ensure systems, information and data within the department are secure and protected from a cyber-attack. Multiple layers of defence across our people, networks and systems to protect our information and data will be extended. Increased partnership with subject matter experts and sharing of knowledge across the department, portfolio and government will also strengthen our cyber knowledge and skills.

Technology

Our **Digital Strategy 2020–23** describes our vision and ambition to ensure the department's IT meets the needs of today and into the future. Throughout 2021 and 2022 we will implement the department's Digital Strategy to develop digital services and tools that support the department's policy innovation and services to business, in particular as they recover from the impacts of COVID-19; protect government data and information; and enabling digital services for our staff, including fostering a flexible workplace and uplifting foundational IT capabilities.

We are focused on modernising our core infrastructure and systems, by leveraging cloud technologies, to increase resilience and scalability of our digital services – both for internal staff and for external service delivery. This uplift of our technology will allow us to be more responsive to emerging policy needs and deliver on government priorities faster and more effectively – and provide better collaboration and innovation opportunities across the department.

Data

To ensure we have the best evidence available to inform our work, we are improving employees' data fluency, optimising data governance and management processes, embedding best practice analytics and increasing the use of location data. This will further drive robust, evidence-based policy design tailored to the specific and diverse circumstances and needs of all Australians.

Our new **Data Strategy 2021–2024** focuses on 4 priority areas including:

- *Capabilities and Culture*: providing continuous training opportunities to help employees analyse, visualise, use and share data, and empowering leaders to foster a data-driven culture.

- *Governance*: enhancing our data management and governance processes and technology across the data lifecycle, and making more data accessible and discoverable.
- *Analytics*: expanding self-service analytics and visualisation offerings, and supporting deployment of new analytic platforms.
- *Location-based insights*: raising awareness of the value of location data, and supporting improved location data analysis and digital mapping.

Finance

We are committed to best practice financial management, providing the certainty and stability that is essential to the department's endeavours. A key focus for 2021–22 is to continue the delivery of the **Financial Management Strategy**, and further strengthen our financial management capability.

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

The financial capability uplift takes an enterprise view, equipping staff with the required skills and knowledge to make informed financial decisions. This uplift will be supported by initiatives that build a strong culture of financial management and continuous improvement.

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

Governance

We have strong governance in place to preserve and strengthen stakeholder confidence, to deliver on our purposes and strategic priorities, and to support compliance with our legislative, regulatory, financial and other obligations.

In line with best practice, our governance committee arrangements have been refined to achieve strategic oversight, goal clarity, and greater accountability, including better articulation of our risk appetite and policy framework and better decision making operations. Our governance committee structure provides assurance and oversight of our management responsibilities and accountabilities across our organisation, delegations framework, information and records management, internal audit, risk management and business planning.

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

Enterprise strategic and operational risks

Strategic



DISER is unable to **maintain the confidence and trust** of government, industry and the public.



DISER fails to **deliver** on Government priorities and implementation of programs.



DISER fails to **be influential, including** with its complex and extensive stakeholder networks.



DISER is unable to attract, develop and retain the **people capability** it needs.

Operational



DISER fails to protect its **information** and information systems.



DISER fails to maintain a work environment that is **safe** and promotes **wellbeing**.



DISER fails to maintain **good governance** and ethical standards and adhere to its **legal obligations**.



DISER is unable to maintain financial sustainability.

Risk

The department has a diverse range of responsibilities as policy adviser, program administrator, and regulator, and faces a range of risks reflecting these responsibilities.

It is not possible to eliminate all risks inherent in our work. Risk management is a central part of the department's culture, embedded in our policies and processes, providing practical tools and techniques upon which to make balanced and informed decisions in dynamic circumstances.

Our enterprise strategic and enterprise operational risks are those that, if realised, would materially affect our ability to achieve our vision and purposes.

The department has revised its Risk Management Framework (RMF), incorporating the new enterprise strategic and enterprise operational risks and clarity on tolerances through a new risk appetite statement. Risk structure, support, communication and training initiatives have been identified as focal areas to uplift the department's risk maturity. The RMF also addresses expectations of the department's management of shared risks, to ensure clear documentation and appropriate governance mechanisms support appropriate treatment.

We continue to promote risk management actively as a mechanism to better manage and implement initiatives and projects, in turn building our risk maturity profile and culture. In conjunction with the revised RMF, improvements include enhanced tools and facilitated training, benchmarked risk culture and the nomination of 'risk stewards' who promote, track and escalate our top level risks.

Figure 4: The department's enterprise strategic and operational risks.

OUR PERFORMANCE

This section of the corporate plan sets out our performance information and describes how we intend to measure our success in achieving our purposes. Our performance is reported in our annual report.

We measure and report on our performance to track progress against our 4 purposes and demonstrate accountability to our ministers and the government and, through them, to the parliament, industry and the Australian public.

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

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

In line with the Department of Finance guidelines, our performance measures relate directly to our purposes and key activities, representing a mix of qualitative

and quantitative measures that provide a basis for an assessment of our outputs, efficiency and effectiveness over time. As a leader in national policy for complex and multi-faceted areas such as the promotion of STEM; Australia's resource development potential; emissions reduction; supporting a secure, reliable and affordable energy sector; and supporting innovative and competitive businesses, industries and regions, we have included measures which highlight where we, as a nation, stand. While we contribute significantly to these measures, there are often many other factors at play which may affect the achievement of some of our measures. However, we believe the measures below are important to track as a means to continually develop and improve our policies for the benefit of all Australians. Where appropriate, we have incorporated measures to demonstrate and track what we do to help Australia achieve these national-level targets.

Purpose 1: Science and Industry

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

Activity 1.1: Investing in science, technology and commercialisation

This activity aims to facilitate the development and uptake of new ideas and technology and translate them into commercial outcomes and enhanced productivity. It relates to PBS 2021-22 Outcome 1 Program 1.1.

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

- Supporting and capitalising on national science expertise to drive innovation, enhance productivity and generate globally competitive solutions across the economy to improve Australia's response to COVID-19 as well as addressing national and international challenges, such as in space, cyber, health, energy, climate change, resources, agriculture, disaster management and Artificial Intelligence (AI).
- Promoting the growth of a highly skilled workforce through greater understanding, awareness and participation in science, technology, engineering and mathematics (STEM), particularly for women, Aboriginal and Torres Strait Islander Peoples and other underrepresented groups.
- Supporting basic research, business research and development, commercialisation and translation of research, and access to early stage finance, and encouraging collaboration between industry and the research sector, including through Australia's world class science agencies, and infrastructure.
- Enabling Australia's participation in world-leading science, supporting access to domestic and international science facilities and deepening international science engagement to drive Australia's national interests.

Performance measures	Why this matters	Targets	Data sources
		2021-22 to 2024-25	
To measure the department's Outputs towards achieving the intended results of Activity 1.1, we will track:			
1. Number of business-research collaborations facilitated by portfolio programs	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 drive this collaborative culture, the department runs a number of initiatives to support business-research collaborations.	Year-on-year increase	Data maintained internally, held by the department

To measure the department's **Efficiency** towards achieving the intended results of Activity 1.1, we will track:

<p>2. Application for registration of research and development activities through the Research and Development Tax Incentive (R&DTI) are 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 	<p>By processing registrations within these timeframes, the department is ensuring that the flow-on effects for companies from this incentive flow quicker into the economy enabling businesses to receive the tax offset benefit quicker so they can reinvest in additional R&D activities.</p>	<p>95% companies processed within the allotted timeframes</p>	<p>Data maintained internally, held by the department</p>
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To measure the department's **Effectiveness** in achieving the intended results of Activity 1.1, we will track:

<p>3. Proportion of Australians who consider STEM skills important when considering employment</p>	<p>Skills in Science, Technology, Engineering and Mathematics (STEM) are not only important drivers of business competitiveness and supporting Australia's recovery from COVID-19, they will be vital in enabling young Australians to undertake the jobs of the future. Departmental policies and programs support community-wide STEM engagement. While we are a significant contributor to this measure, there are many factors outside of our control which contribute to the achievement of this target.</p>	<p>Young Australians: ≥87% (2021-22 and 2023-24) Parents: ≥88% (2022-23 and 2024-25) Educators (Teachers and Career Advisors): ≥89% (2022-23 and 2024-25)</p>	<p>Youth in STEM survey STEM Influencers – Teachers and Career Advisers survey STEM Influencers – Parents survey</p>
	<p>To measure how the department's Outputs directly contribute to the achievement of this measure we will track:</p> <p>3.1 Raising awareness of the importance of STEM through the delivery of portfolio initiatives</p> <p>Increasing science, technology, engineering and mathematics (STEM) awareness, understanding and capability is at the core of the government's science agenda as set out in the National Science Statement. As part of this, the department leads national policy and programs to support community-wide STEM engagement activities, grants and prizes, particularly for underrepresented groups such as girls and women.</p>	<p>Not applicable</p>	<p>Data maintained internally, held by the department</p>

<p>4. Australia's national system of measurement is trusted nationally and internationally</p>	<p>Australia is a trade-oriented economy, and 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. Our measurement system also underpins effective regulation of health, safety and the environment; enables advanced industrial production and manufacturing; supports the management of critical infrastructure, including for energy supply; and drives innovation and research.</p>	<p>Not applicable</p>	<p>Data maintained internally, held by the department</p>
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Activity 1.2: Growing innovative and competitive businesses, industries and regions

This activity aims to support the growth of innovative and competitive businesses, industries and regions, and build a diversified, flexible, resilient and dynamic economic base that can identify and adapt to new markets and emerging opportunities. It relates to PBS 2021-22 Outcome 1 Program 1.2.

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

- Empowering Australian businesses to strengthen, grow, innovate, digitise and commercialise, supported by a competitive business environment that enables recovery from COVID-19.
- Developing a modern, competitive and advanced manufacturing sector, investing in areas of competitive strength to create jobs, support economic growth and improve economic resilience.
- Driving export growth and strengthen and diversify supply chains and markets, attract private sector investment and capture new and emerging opportunities.
- Encouraging the adoption of digital technologies by Australian businesses to underpin productivity gains, growth, and resilience.
- Supporting Australia becoming a leading digital nation by 2030 including by enabling the development of emerging technologies and initiatives such as the National Block Chain Roadmap, the AI Ethics Framework.
- Supporting the growth and transformation of the Australian space industry as outlined in the *Advancing Space: Australian Civil Space Strategy 2019-2028*.

Performance measures	Why this matters	Targets	Data sources
		2021-22 to 2024-25	
To measure the department's Outputs towards achieving the intended results of Activity 1.2, we will track:			
5. Investment leveraged through portfolio manufacturing initiatives	Investment in manufacturing will support sustainable, private-sector led growth and job creation, and will have many flow-on benefits to the broader economy. Supporting Australian manufacturing to build comparative advantage and achieve scale will also be vital in recovering from the economic consequences of COVID-19.	Year-on-year increase	Data maintained internally, held by the department
6. Instances of support provided to businesses in priority sectors	Providing support to businesses in areas of comparative advantage, strategic interest and importance is a crucial early step in helping build Australia's comparative advantage and scale.	Year-on-year increase	Data maintained internally, held by the department; and Industry Growth Centres
7. Number of regional areas where businesses have received support	As a significant contributor to Australia's economy, helping unlock the economic potential of our regions through supporting regional businesses to enable job creation is key to helping Australia's long-term growth and sustainability.	Year-on-year maintenance or increase	Data maintained internally, held by the department
To measure the department's Efficiency towards achieving the intended results of Activity 1.2, we will track:			
8. The median time to complete a grant application for a merit, eligibility or competitive grant	<p>AusIndustry and the Business Grants Hub design and deliver grants to support the economic growth and development of Australian businesses. By continuously improving our digital grant delivery solutions, we are making it easier for businesses to access Commonwealth support quickly and efficiently.</p> <p>As AusIndustry and the Business Grants Hub design and deliver grants for initiatives under each of the department's Purposes, this efficiency measure demonstrates our commitment to simplifying businesses' interactions with us for each of our Purposes.</p>	Year-on-year decrease	Data maintained internally, held by the department

<p>9. Proportion of anti-dumping Preliminary Affirmative Determination (PAD) reports, or status reports explaining that there are insufficient grounds to issue a PAD, made on or before day 60 of an anti-dumping/ countervailing investigation</p>	<p>Australia's anti-dumping system protects Australian industry from the unfair dumping of imports. Under this system, dumping and countervailing securities prevent material injury to Australian industry.</p> <p>The Anti-Dumping Commission aims to publish a PAD at the earliest possible point in an investigation to protect Australian industry and ensure Australian businesses can engage in international markets on a level playing field.</p>	<p>100%</p>	<p>Anti-Dumping Commission website</p>
<p>10. Develop and implement flexible approaches in the regulation of Australia's space activities</p>	<p>As the space industry is still in its early stages of growth, our regulatory activities need to be administered flexibly to ensure that space industry is able to grow as the industry's needs change and new technology develops while ensuring that Australia's space activities are carried out in a way that is safe and minimises the inherent risk of these activities to public safety and property. As our regulatory activities are undertaken and this balance is struck, our key considerations will also include minimising our regulatory burden and ensuring transparency in our processes and timelines.</p>	<p>Year-on-year improvement (2021-22 establish baseline through stakeholder feedback)</p>	<p>Data maintained internally, held by the department</p>

To measure the department's **Effectiveness** in achieving the intended results of Activity 1.2, we will track:

<p>11. Total number of jobs created by the digitally intensive industries</p>	<p>Australia's digital capability is vital in supporting Australian businesses' competitiveness, scale and resilience. This measure enables us to have our finger on the pulse of the growth of Australia's digitally intensive industries and enables us to continually improve and target our policies to help achieve this target. However, while we contribute significantly to this measure, there are many external factors at play which may affect the achievement of this measure.</p>	<p>Year-on-year increase</p>	<p>ABS Cat. 6291.0.55.003, Labour Force, Australia, Detailed, Quarterly</p>
	<p>To measure how the department's Outputs directly contribute to the achievement of this measure we will track:</p> <p>11.1 Industry engagement with portfolio initiatives to lift digital capability and adopt technologies</p> <p>Industry engagement with initiatives to lift business digital capability and technology adoption is an important first step to help foster Australia's digital transformation across the economy. Over time, this is expected to help increase demand for skilled digital workers and help create more job opportunities in digitally intensive industries.</p>	<p>Year-on-year increase</p>	<p>Data maintained internally, held by the department</p>
<p>12. Proportion of major projects that are compliant with their approved Australian Industry Participation (AIP) plans</p>	<p>By ensuring compliance with AIP plans, the AIP Authority helps ensure that Australian entities are provided full, fair and reasonable opportunity to supply key goods to major Australian projects.</p>	<p>100%</p>	<p>Data maintained internally, held by the department</p>

Purpose 2: Resources

Support economic growth, productivity and job creation for all Australians by supporting a strong resources sector

Activity 2.1: Supporting a strong resources sector

This activity aims to support the sustainable development of the resources sector, attract private sector investment and encourage innovative technologies. It relates to PBS 2021-22 Outcome 1 Program 1.3.

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

- Supporting investment and further exploration in the resources sector.
- Growing Australia's resource development potential and, in particular, growing the critical minerals sector and supporting the development of downstream supply-chain capabilities.
- Removing regulatory and administrative barriers that impose unnecessary costs and delays to resources projects.
- Supporting the efficient and effective regulation of Australia's offshore petroleum and greenhouse gas sectors.

Performance measures	Why this matters	Targets	Data sources
		2021-22 to 2024-25	
To measure the department's Efficiency towards achieving the intended results of Activity 2.1, we will track:			
13. Identify and remove regulatory and administrative barriers that impose unnecessary costs and delays to resources projects	Australia's resources sector is vital to economic prosperity, and is an important driver of export income and high-skilled jobs particularly in regional Australia. By reviewing regulations, the government is improving regulatory outcomes, ensuring that requirements of industry are efficient, and contributing to Australia's international competitiveness.	Not applicable	Data maintained internally, held by the department
14. NOPTA's published assessment timeframes for applications made under the Offshore Petroleum and Greenhouse Storage Act 2006 (OPGGSA) are met 90 per cent of the time	Efficient processing of applications supports a strong offshore resources sector by creating business certainty and reducing project timelines.	90%	Data maintained internally, held by the department

To measure the department's **Effectiveness** in achieving the intended results of Activity 2.1, we will track:

<p>15. Total expenditure on resources exploration</p>	<p>The growth and prosperity of regional communities is strongly supported by the development and expansion of Australia's resource base. New exploration activities and investment are critical in unlocking the potential of Australia's deposits and will drive the next phase of mining and production in Australia. While we are a significant contributor to this measure, there are many factors outside of our control which contribute to the achievement of this target.</p>	<p>Year-on-year increase</p>	<p>ABS Cat. 8412.0, Mineral and Petroleum Exploration, Australia</p>
	<p>To measure how the department's Outputs directly contribute to the achievement of this measure we will track:</p> <p>15.1 Annual release of offshore acreage for resources exploration investment</p> <p>The annual release of offshore acreage for resources exploration investment is critical to ensuring ongoing new investment in the resources sector and regional communities.</p>	<p>Ongoing release of new acreage annually</p>	<p>Data maintained internally, held by the department</p>

<p>16. Grow Australia's critical minerals sector, including by supporting development of downstream processing capacity</p>	<p>Australia has significant reserves of a number of critical minerals, and the ability to process them, which are vital to the economic security of global economies. Markets for these minerals and processed products are characterised by concentrated global supply chains, leading to price and supply risk for important sectors like defence, transport, energy generation and telecommunications. Growing the critical mineral sector in Australia will deliver 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. While we are a significant contributor to this measure, there are many factors outside of our control, such as market movements, which contribute to the achievement of this target.</p>	<p>Year-on-year increase in the number, progress and total capital expenditure of critical minerals projects</p>	<p>The department's Annual Resources and Energy Major Projects Report</p>
	<p>To measure how the department's Outputs directly contribute to the achievement of this measure we will track:</p> <p>16.1 International engagement activities aimed at growing Australia's critical mineral sector</p> <p>Through the Critical Minerals Facilitation Office, the department works with international counterparts to establish strategic partnerships with likeminded countries with a focus on diversifying global supply chains.</p>	<p>Not applicable</p>	<p>Data maintained internally, held by the department</p>

Purpose 3: Emissions Reduction and Clean Energy

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

Activity 3.1: Reducing Australia's greenhouse gas emissions

This activity aims to shape the global response to climate change and achieve Australia's greenhouse gas emissions reduction targets. It relates to PBS 2021–22 Outcome 2 Program 2.1.

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

- Developing Australia's long-term emissions reduction strategy ahead of the UN climate summit in Glasgow at the end of 2021.
- Delivering cost-effective emissions reduction opportunities across the economy including in hard-to-abate sectors.

Performance measures	Why this matters	Targets	Data sources
		2021–22 to 2024–25	
To measure the department's Outputs towards achieving the intended results of Activity 3.1, we will track:			
17. Number of businesses participating in carbon neutral certification	Encouraging voluntary action on climate change and promoting business adoption of actions to reduce emissions will contribute towards Australia achieving its greenhouse gas emissions reduction targets.	Year-on-year increase	Climate Active database climateactive.org.au
To measure the department's Efficiency towards achieving the intended results of Activity 3.1, we will track:			
18. Proportion of GEMS registration applications processed by the GEMS Regulator within 14 days from the time of application	Through timely and efficient processing times, we are easing the regulatory burden on businesses to help ensure that we are not an impediment to the development and supply of energy efficient appliances and equipment sold in Australia.	99% in each year	Data maintained internally, held by the department reg.energyrating.gov.au

To measure the department's **Effectiveness** in achieving the intended results of Activity 3.1, we will track:

19. Australia's emissions and projected emissions are on track to meet international commitments	Achieving this target is central to ensuring that Australia is contributing to effective global action on climate change.	Australia meets its international emission reduction commitment targets	Australia's emissions projections and National Greenhouse Accounts: <ul style="list-style-type: none"> • Industry.gov.au - Emissions Projections • AGEIS - Climate Change data • The department's - emissions tracking data
20. Legislated Large-scale Renewable Energy Target of 33,000 GWh of eligible renewable electricity generation is met	By achieving this target, we are helping to reduce emissions of greenhouse gases in the electricity sector by encouraging the additional generation of electricity from renewable sources, further contributing to our role in effective global action on climate change.	33,000 GWh per year	Clean Energy Regulator's Annual Statement on progress towards the Large-scale Renewable Energy Target

Activity 3.2: Developing clean energy technology

This activity aims to support technological innovation in clean and renewable energy to reduce Australia's greenhouse gas emissions. It relates to PBS 2021-22 Outcome 2 Program 2.2.

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

- Supporting the uptake of priority low emission technologies, including hydrogen, by implementing the Technology Investment Roadmap and the National Hydrogen Strategy, and utilising the Australian Renewable Energy Agency, the Clean Energy Finance Corporation and the Clean Energy Regulator.

Performance measures	Why this matters	Targets	Data sources
		2021-22 to 2024-25	

To measure the department's **Effectiveness** towards achieving the intended results of Activity 3.2, we will track:

21. Investment leveraged through portfolio low emissions energy initiatives	Under the First Low Emissions Technology Statement, co-investment is a key leading indicator of Australia's progress towards the development and commercialisation of low emissions technologies.	Leverage \$3-\$5 of new investment for each dollar of Commonwealth funding on average over the decade to 2030	Data maintained internally, held by the department
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Purpose 4: Energy

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

Activity 4.1: Supporting reliable, secure and affordable energy

This activity aims to lead energy market reform to support investment and market outcomes in the long-term interests of consumers, increase national energy efficiency, and support the security of domestic and international supply chains for electricity, gas and liquid fuel. It relates to PBS 2021-22 Outcome 3 Program 3.1.

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

- Working with states, territories and industry, to ensure energy affordability, reliability, security and efficiency, including by:
 - Increasing competition and consumer empowerment in the energy sector.
 - Improving the stability of the energy system through support for existing generation, investment in energy infrastructure, reforms to National Energy Laws and effective responses to energy emergencies.
 - Encouraging private sector investment in new electricity generation, storage and technology, including new growth opportunities.
 - Strengthening Australia's liquid fuel security through a market and regulatory framework that increases domestic diesel stocks and supports local refineries.
 - Focusing energy efficiency investment – by governments, business and households – under a set of clearly articulated principles focused on consumer choice, affordability and technology.
- Accelerating the development of the wholesale gas market to ensure the affordability of gas through implementing the government's Gas-Fired Recovery Plan.

Performance measures	Why this matters	Targets	Data sources
		2021-22 to 2024-25	
To measure the department's Outputs in achieving the intended results of Activity 4.1, we will track:			
22. Australia's security of supply of quality liquid fuels	To ensure the long-term security of supply of quality liquid fuels so that Australians and Australian businesses can obtain the fuel they need when they need it.	Establish the Fuel Security Framework to administer new and existing fuel legislation by 1 July 2022	Information maintained internally, held by the department

To measure the department's **Effectiveness** in achieving the intended results of Activity 4.1, we will track:

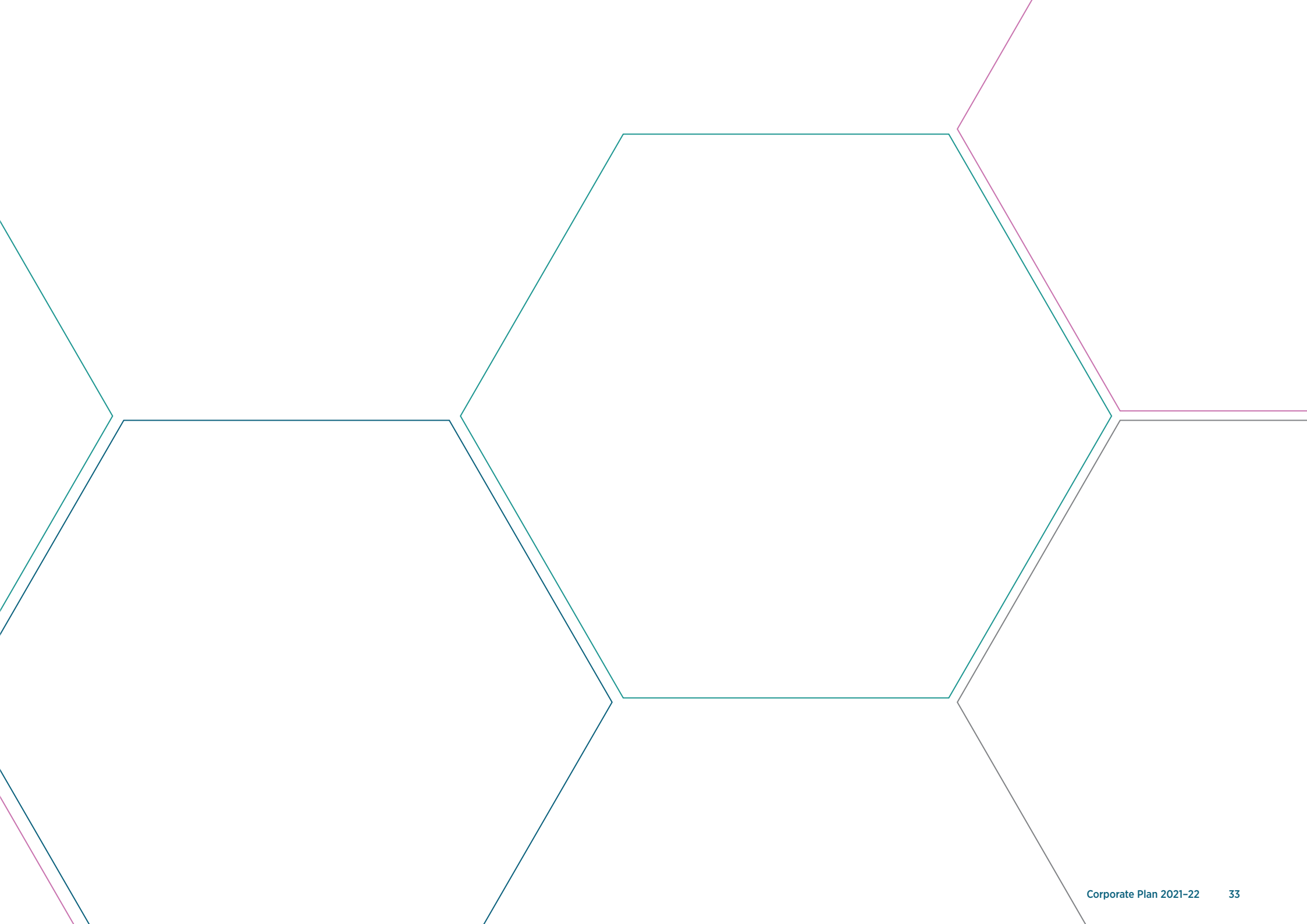
23. Lower energy prices	Affordable, reliable and secure energy underpins a resilient and productive economy which is well-placed to recover from the economic consequences of COVID-19. Putting downward pressure on wholesale electricity and gas costs will also contribute to lower energy bills for consumers.	Progress towards wholesale price <\$70 per MWh in the National Electricity Market	The Australian Energy Market Operator (AEMO)
	Affordable, reliable and secure energy underpins a resilient and productive economy which is well placed to recover from the economic consequences of COVID-19. Putting downward pressure on wholesale electricity and gas costs will also contribute to lower energy bills for consumers.	Domestic gas market prices lower than liquefied natural gas (LNG) netback price	Australian Competition Consumer Commission and AEMO
24. Change in average Mega Joules (MJ) per m ² consumed by office buildings as they obtain successive Building Energy Efficiency Certificates (BEECs) under the Commercial Building Disclosure (CBD) program	Through this measure, we are able to track the energy savings to building owners that are achieved following energy efficiency improvements encouraged through subsequent energy ratings under the CBD Program.	Reduction in MJ per m ² consumed across all office buildings rated in the current period, compared with their previous BEECs under the CBD program	Commercial Building Customer Relationship Management (CRM) system

ALIGNMENT BETWEEN PORTFOLIO BUDGET STATEMENTS 2021-22 AND CORPORATE PLAN 2021-22

The following table describes the alignment between the department's outcomes and program structure under the *Portfolio Budget Statements 2021-22* and the department's purposes and key activities under the *Corporate Plan 2021-22*

Outcome statements (PBS 2021-22)	Purposes (Corporate Plan 2021-22)	Programs (PBS 2021-22)	Key activities (Corporate Plan 2021-22)
Outcome 1: Support economic growth, productivity and job creation for all Australians by investing in science, technology and commercialisation, growing innovative and competitive businesses, industries and regions, and supporting resources and northern Australia ¹	Purpose 1: Science and Industry Support economic growth, productivity and job creation for all Australians by investing in science, technology and commercialisation and growing innovative and competitive businesses, industries and regions	Program 1.1: Investing in science, technology and commercialisation	Activity 1.1: Investing in science, technology and commercialisation
	Purpose 2: Resources Support economic growth, productivity and job creation for all Australians by supporting a strong resources sector	Program 1.2: Growing innovative and competitive businesses, industries and regions	Activity 1.2: Growing innovative and competitive businesses, industries and regions
		Program 1.3: Supporting a strong resources sector	Activity 2.1: Supporting a strong resources sector
Outcome 2: Reduce Australia's greenhouse gas emissions, contribute to effective global action on climate change, and support technological innovation in clean and renewable energy, through developing and implementing a national response to climate change	Purpose 3: Emissions Reduction and Clean Energy Reduce Australia's greenhouse gas emissions, contribute to effective global action on climate change, and support technological innovation in clean and renewable energy, through developing and implementing a national response to climate change	Program 2.1: Reducing Australia's greenhouse gas emissions	Activity 3.1: Reducing Australia's greenhouse gas emissions
		Program 2.2: Developing clean energy technology	Activity 3.2: Developing clean energy technology
Outcome 3: Support the affordable, reliable, secure and competitive operation of energy markets for the long term benefit of the Australian community through improving Australia's energy supply, efficiency, quality, performance and productivity	Purpose 4: Energy Support the affordable, reliable, secure and competitive operation of energy markets for the long-term benefit of the Australian community through improving Australia's energy supply, efficiency, quality, performance and productivity	Program 3.1: Supporting reliable, secure and affordable energy	Activity 4.1: Supporting reliable, secure and affordable energy

¹ On 2 July 2021, the Prime Minister announced a machinery of government (MoG) change which transferred the northern Australia work, including Program 1.4: Growing a stronger Northern Australian economy, to the Department of Infrastructure, Transport, Regional Development and Communities. This Outcome Statement will be updated to reflect the MoG as part of our annual update processes.



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