



Australian Government

Australian Trade and Investment Commission

AUSTRALIAN TRADE AND INVESTMENT COMMISSION

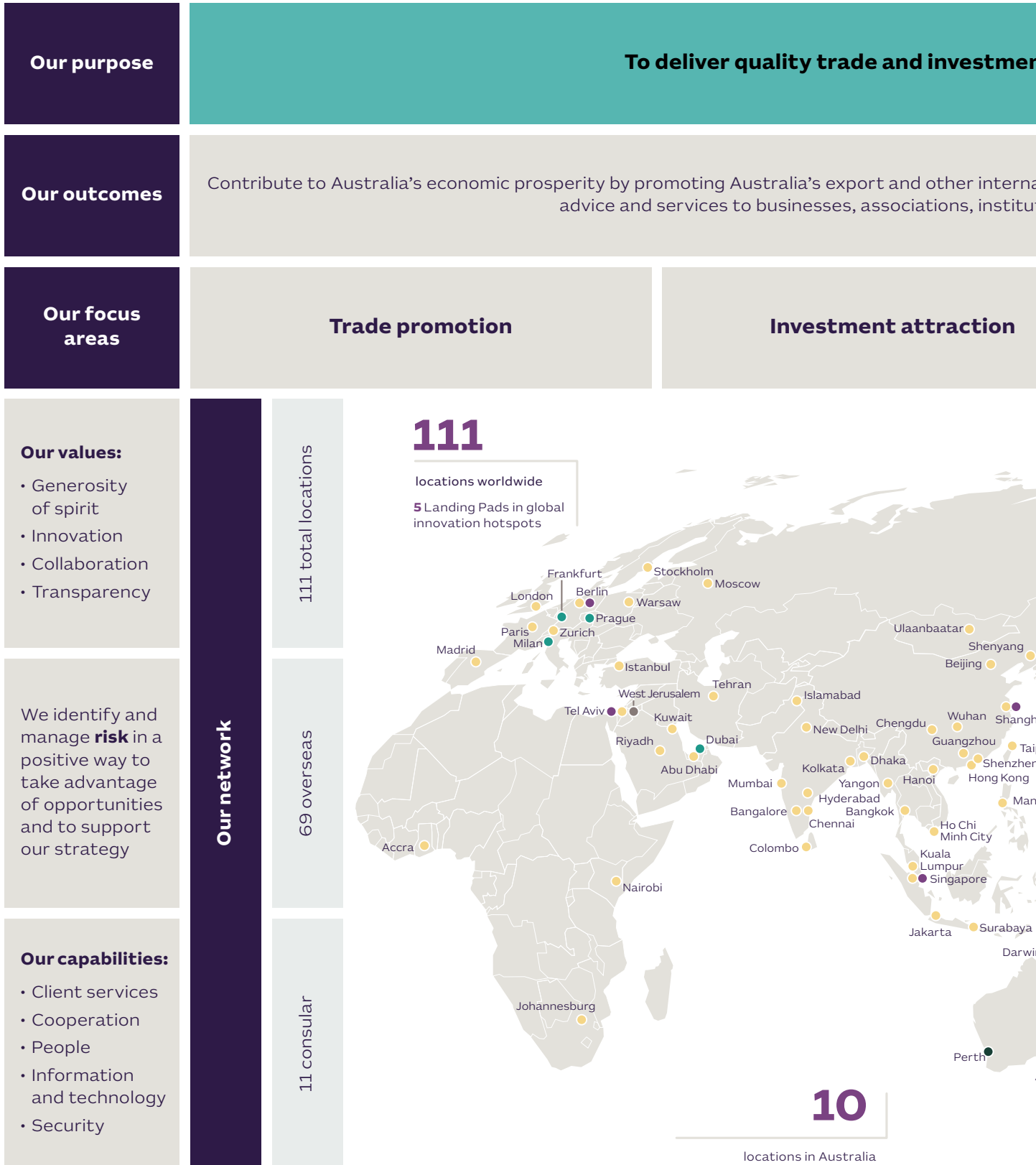
CORPORATE PLAN

2020–21

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PLAN ON A PAGE



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tions and government

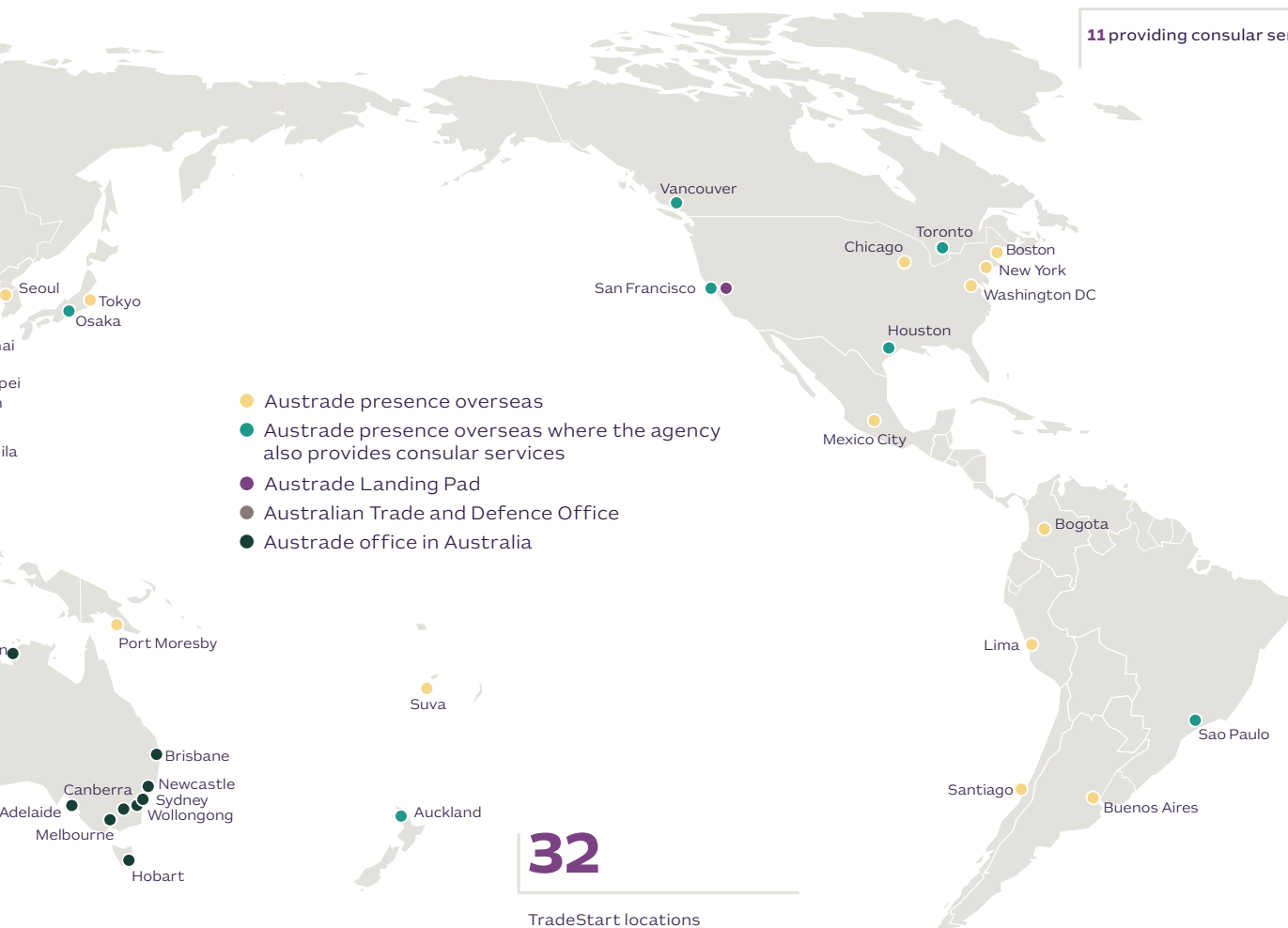
The protection and welfare of Australians abroad
through timely and responsive consular and
passport services in specific locations overseas

Policy

Consular and passport

69 locations overseas

11 providing consular services



INTRODUCTION

As acting Chief Executive Officer, and the accountable authority of the Australian Trade and Investment Commission, it gives me great pleasure to present the 2020–21 Austrade Corporate Plan. The Plan covers the four reporting periods to 30 June 2024, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and Part 7 of the *Australian Trade and Investment Commission Act 1985*.

Austrade’s highest priority in the immediate future is assisting Australia to recover economically from the COVID-19 pandemic. It is clear that the pandemic has triggered economic downgrades in almost every area. Its impact has been so sudden and so massive that traditional forecasting models have struggled to provide meaningful outputs, making the future even more opaque. What does this mean for Austrade and its clients?

It means that we must be ready to react quickly to opportunities, and where possible, to anticipate them. We will assist our clients—some of whom have been unable to access their existing markets—to diversify into new or ancillary markets. A recent example of this has been how Austrade has employed its networks and market knowledge to assist the Australian barely sector to broaden its reach. This may involve advice on changing regulations, alternative transport links, or new products to meet emerging demands. Austrade will stand ready with its international network to facilitate these changes. That network is the foundation of our ability to connect Australia to the world, and the world to Australia.

The four years of this plan will be marked by a rapidly changing environment and evolving Government priorities, to which Austrade will remain sensitive and responsive. The Government has already entrusted us to run two significant response programs: the International Freight Assistance Mechanism to re-establish vital international air freight links broken in the wake of the pandemic, and the Supporting Exhibiting Zoos and Aquariums Program to ensure that the animals in zoos and aquariums are fed and cared for, so that

these important tourism sites can open as soon as conditions allow. These programs complement the existing Export Market Development Grant program, which underwent a review during 2020. Austrade looks forward to the release of the review, and to developing and implementing its response.

With the closure of international and domestic markets, tourism has been amongst the sectors hit hardest by the pandemic, on top of the challenges posed by the bushfires of summer 2019–20. In tourism, we will bring our policy expertise to bear to develop a tourism recovery plan, followed by a longer-term strategy. More immediately, we will implement the bushfire recovery schemes that were deferred as a result of COVID-19.

How will we meet the rapidly-changing demands for our skills and resources? We have been able to respond nimbly to these new demands by identifying existing skills within our staff and standing up teams quickly to establish the new programs. Where necessary, we will bring in outside expertise to provide additional skills and resources. This will require a different way of working, but that is a change we have already embarked on in our client service redesign. By providing a higher proportion of our services digitally, we will free up resources to respond to the pandemic and support high-growth businesses expand into international markets. In some cases, the response to COVID-19 will mean that we have to change the priorities given to some of our existing activities. This should not come as a surprise: as I set out at the beginning, our highest priority is to help Australia recover economically, and we will do what we must to make that happen.

I have great faith that our staff will step up to meet these challenges. They have already displayed engagement, flexibility and a willingness to go the extra mile to deliver for our clients. I know I can rely on them as we embark on a new, less certain journey.

Tim Beresford
Acting Chief Executive Officer

PURPOSE

To deliver quality trade and investment services to businesses to grow Australia's prosperity

We are the Australian Trade and Investment Commission—Austrade—and we're responsible for promoting Australian trade, investment and education to the world, as well as helping secure Australia's tourism industry. We help Australian businesses grow by linking them to global export opportunities; we attract international investment to help Australia reach its economic potential; we help scale-ups innovate and go global; we assist our tourism industry with policy and programs; and we promote Australia's leading-edge education services to the world to help drive growth in this sector.

We can help business navigate the challenging geopolitical environment and spot opportunities to add value, faster and more efficiently, as well as contributing to policy discussions on trade and investment issues across Government.

The COVID-19 pandemic is likely to have an enormous impact on Australian prosperity over the next four years. Austrade's purpose remains unchanged: to grow our prosperity. How we help our clients contribute to that growth will evolve in response to the challenges posed by the disease. Our strategies to respond are set out in the following sections of the plan.

We also help Australian citizens by providing consular and passport services in designated overseas locations. For 2020–21, a particular focus of Austrade's consular activity will be assisting in the repatriation of Australians overseas who have been affected by COVID-related travel restrictions.

Australian businesses selling their products successfully overseas, and foreign investment that increases the productivity of the Australian economy, are both major contributors to Australian prosperity. More exports and investment mean more profitable Australian companies, and more employment at home.

KEY ACTIVITIES

TABLE 1—SUMMARY OF AUSTRADE’S PURPOSES AND ACTIVITIES

Purpose	To deliver quality trade and investment services to businesses to grow Australia’s prosperity	
Objectives	Austrade contributes to Australia’s economic prosperity. We leverage the deep commercial knowledge and relationships of our clients. Our clients include exporters of Australian products and services, buyers or possible buyers of Australian products and services into Australia. Over the life of this plan, Austrade’s top priority will be to assist in the recovery of Australia’s economic prosperity.	
Outcome (from PBS)	Outcome 1 —Contribute to Australia’s economic prosperity by promoting Australia’s export and other international trade and investment advice and services to business, associations, institutions and government	
Focus areas	Client services— Trade Facilitation	Investment Promotion
Activities	<ul style="list-style-type: none"> Austrade’s activities over this plan will be strongly influenced by the Government’s response to COVID-19. As part of the Government’s \$1 billion Relief and Recovery Fund we will administer programs to assist Australia’s response to the COVID-19 pandemic, including providing operational funding to zoos and aquariums. We will administer the International Freight Assistance Mechanism to help re-establish air links to allow Australian exporters to get their products to their customers. We will administer the expanded Export Market Development Grants scheme, a financial assistance program for aspiring and current exporters. Other programs—including the Regional Tourism Bushfire Recovery Grants program—will be delivered to protect jobs, small businesses and local economies by helping get tourists travelling into bushfire affected regions once they are ready to receive visitors safely following COVID. Using our deep commercial knowledge in Australia and overseas, we will deliver personalised services cost effectively and at scale, through digital platforms and partners. These services will allow businesses involved in trade and investment—including international education—to gain access to in-market, high-value opportunities that will increase growth in revenue and jobs. We will identify and establish contact with regulatory authorities, potential partners, service providers and customers, and provide global value chain and e-commerce access advice and programs. Under our Excelebrate program, Austrade will provide dedicated client managers for targeted high growth businesses to help them expand internationally, invest in Australia, or buy more Australian goods and services. We will implement a nation brand. The new national brand will make it easier for Australia and Australian companies to attract international customers, investors, students and visitors. 	<ul style="list-style-type: none"> Austrade is increasing investment into priority sectors. This approach has an increased focus on additional value to the economy. Austrade will proactively engage with Australia’s economic and regulatory environment and work with potential partners to and facilitate their investment. Austrade’s priority international markets are Europe, North East Asia and Africa. As part of Austrade’s strategy, there is an increased focus on investment in Australia, and fostering investment in Australia. As part of the new approach, Austrade will focus on priority sectors that include: <ul style="list-style-type: none"> Resources Energy Circular Economy Defence, Advanced Manufacturing Digital Technologies AgriFood Health Industries Infrastructure and Transport Austrade will also be providing Excelebrate services (see page 10) as part of our approach to investment promotion.
Enabling Activities		

relationships of our international and domestic networks to deliver valued services to Australian products and services overseas, Australian tourism providers, and investors to ensure economic prosperity from the COVID-19 pandemic and 2019–20 bushfires.

Austrade also helps Australian citizens overseas by providing consular and passport services in designated locations.

national economic interests through the provision of information,

Outcome 2—The protection and welfare of Australians abroad through timely and responsive consular and passport services in specific locations overseas

**Client Services—
Investment Attraction**

Policy

Consular and passport services

g the proactive targeting of productive industry sectors in Australia. This new increased focus on an investment’s role in the Australian economy.

ively target potential investors, promote credentials, explain the market and environment, identify investment opportunities, and encourage investors to develop business plans for investment in Australia, particularly in the investment markets of North America, Europe, Asia, Greater China and Singapore.

As a response to COVID-19, there will also be a focus on assisting investors already present in Australia to reinvest where possible.

As part of our approach, Austrade has refreshed its strategy which will shape our investment activity:

Advanced Manufacturing and Space

Tourism

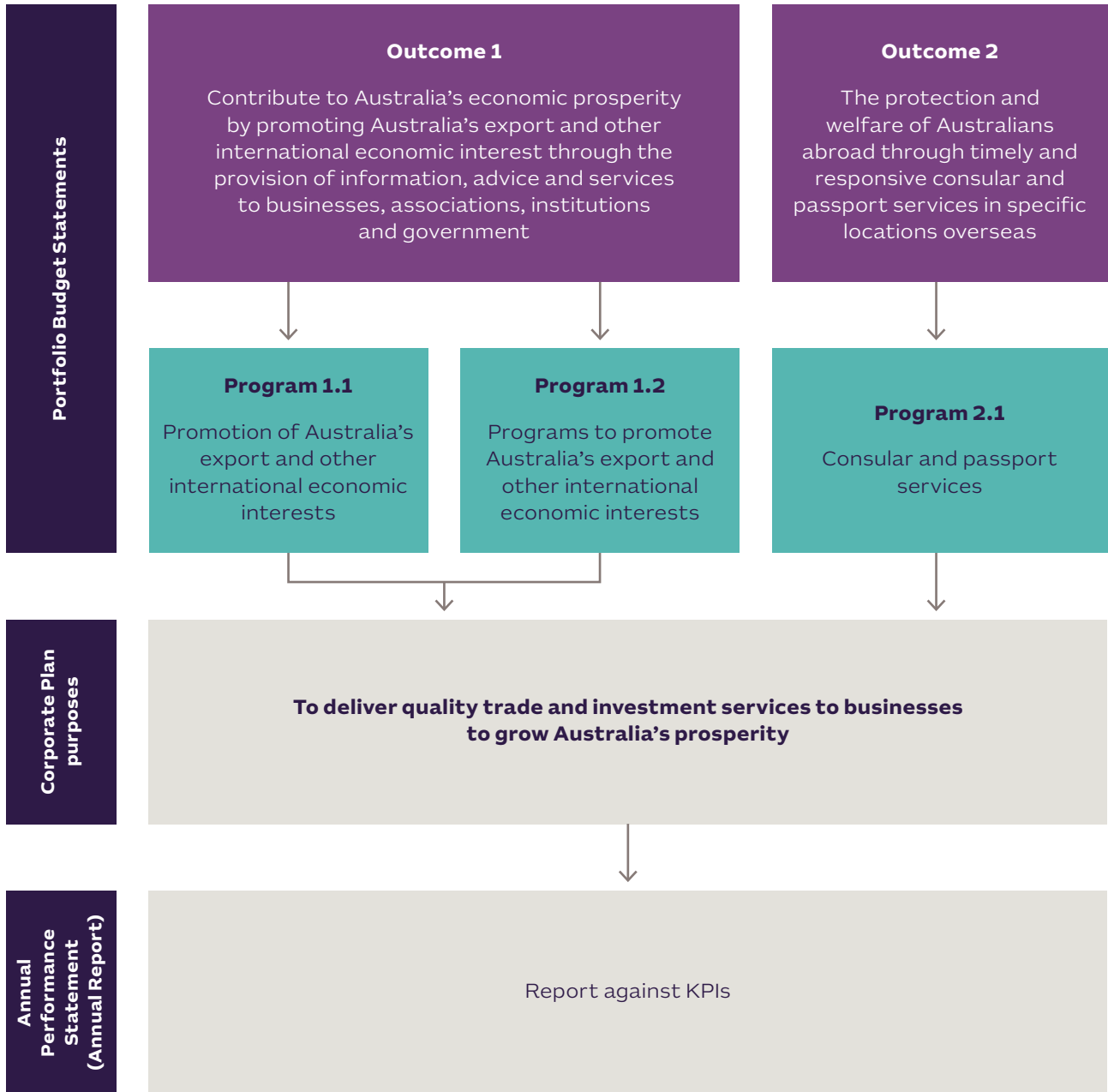
Developing Universal and
(see page 11) as part of our new
strategy.

- Over this plan’s four-year period, Austrade will apply particular focus to assisting with the development of innovative and productive programs to help Australian businesses respond to the challenges posed by the COVID-19 pandemic and 2019–20 bushfires.
- Austrade uses the intelligence and insights gained from its global network and interactions with investors, exporters and international businesses to inform and contribute to Australian Government policymaking.
- Austrade will lead tourism policy, and work across government to provide input into domestic reforms which impact the Australian tourism industry and education sector to become more competitive.
- Under the Tourism Research Australia banner, we will deliver a range of statistics, research and analysis to support investment decisions, policy development and marketing for the Australian tourism industry.

- We will deliver comprehensive, responsive, and high-quality consular services to Australian travellers and citizens living overseas, including notarial services and assistance with welfare issues, whereabouts enquiries, arrest or detention matters, deaths and medical emergencies. During 2020–21, we will assist Australians overseas impacted by COVID-related travel restrictions to return to Australia.
- We will deliver high-quality passport services to Australians, including processing new passport applications, registering lost or stolen passports, issuing emergency passports, and detecting passport fraud.
- Consular contingency planning is reviewed and updated annually, and effective contingency planning for major events or high-risk scenarios is undertaken through regular reviews of procedures and available resources, staff training and coordination with other government agencies and foreign governments.

Corporate Services

FIGURE 1—RELATIONSHIP BETWEEN PORTFOLIO BUDGET STATEMENTS, CORPORATE PLAN AND ANNUAL PERFORMANCE STATEMENT



OPERATING CONTEXT

Environment and economic outlook

INTRODUCTION

Australia faces multiple headwinds in its international export markets; disruption to its supply chains, falling trade volumes and global recession. Trade is also being challenged by a shift away from the rules-based trading system and rising protectionism. However, Australia is well placed to continue to supply our valuable mining, agriculture and services to the world, and will continue to advocate for the rules-based system that underpins successful international trade. In terms of trade balance, Australia experienced a record high surplus of \$67 billion in 2019, sharply up from the previous two years: \$23 billion in 2018 and \$9.5 billion in 2017.

GLOBAL BACKDROP

The current global environment is uncertain with growth expected to be more subdued over 2020. A widespread decline in business confidence and higher policy uncertainty, alongside a fall in aggregate demand is likely to have continued impacts on consumer spending, and business investment in 2020 and 2021. While Australia and several markets still have restrictions on international travel, it is difficult to know how long this will last after the peak of the COVID-19 shock has passed.

Since the COVID-19 crisis, the OECD has already revised expectations for global growth down as far as 1.5 per cent in 2020, and it is expected other forecasting agencies will do so throughout the course of the year. The World Bank has forecast global trade is expected to fall between 13% and 32% in 2020, while UNCTAD has predicted that foreign direct investment will fall by between 30 and 40 per cent during 2020–21.

AUSTRALIAN OUTLOOK

It is expected that the COVID-19 pandemic, in addition to the 2019–20 bushfires will have considerable impact on economic performance.

The evolving situation around and government responses to COVID-19 makes it difficult to predict how the Australian economy will perform over the four-year life of this plan. However, we expect that growth will be impacted at least into 2020–21. This is on top of a slowing domestic economy—Australia recorded subdued growth of 0.3 per cent in Q4 2019, equating to 1.8 per cent year-on-year. It is expected that a pick-up in exports to major trading partners once the pandemic is under control will provide some economic activity; however, it is highly dependent on the length and severity of measures put in place to combat the spread of the virus. The Reserve Bank of Australia (RBA) in its August 2020 Monetary Policy Statement has warned Australia's recovery is expected to be slow and uneven, given the "high degree of uncertainty" caused by the impact of the COVID-19 pandemic. Australia's GDP will probably take several years to return to the trend path expected prior to the virus outbreak. Geopolitical and trade tensions have recently escalated again, adding further uncertainty to the outlook.

INTERNATIONAL TRADE AND FDI

Australia's stock of foreign direct investment (FDI) is worth \$968 billion, with the USA, UK, Japan, the Netherlands and Canada comprising the top five source markets. FDI stock has been growing by an average 8.5 per cent per year since 2011, and represented 51 per cent of our GDP at the end of 2019. However, it is expected that pervasive slowdown in economic activity and lower earnings within Australia's largest investment partners will reduce foreign direct investment (FDI) flows into Australia. The closure of businesses, manufacturing and construction is causing immediate delays in investment, including greenfield projects. This shock to credit availability, demand, and resultant investment may endure beyond the next 12 months.

EXPORTS

International trade is a significant contributor to the Australian economy, which makes its performance somewhat dependent on broader global economic performance. Two-way trade represents 43 per cent of the Australian economy, and Australian goods and services exports reached a record value of \$470 billion in 2018–19, up from \$403 billion in 2017–18. Measures to protect human health around the world have put pressure on global supply chains with sudden restrictions on the movement of people and vessels.

Australia's top export markets for 2018–19 were China, Japan, Republic of Korea, the United States and India. Collectively, the top five markets accounted for 62 per cent of Australia's total exports of goods and services in 2018–19.¹ It is important to note that all of Australia's major trading partners have been impacted in some way by the current pandemic.

1 Department of Foreign Affairs and Trade (2020) Australia's goods and services by top 15 partners 2018–19

Capability

Austrade's ability to achieve our purpose hinges on our organisational capability: the human, technological, and financial capacity to act for the benefit of our clients. Our capability, and how we develop it in response to our changing environment (see *Operating Environment* section below) and evolving client needs, are key determinants in how we will achieve our purpose, especially as we are called on to provide new and changed services to our clients as a response to the COVID-19 pandemic.

Austrade has identified five core components that are fundamental to our capability:

- Our client service redesign
- A networked organisation
- Developing our people
- Digital first
- Security.

CLIENT SERVICE REDESIGN

Austrade is improving the way we work with clients so we can better meet their needs—and in return, deliver stronger benefits to the Australian economy. We recognise that our client base is changing, and also that our existing clients' needs are changing. We must therefore change our service offering to meet their expectations. The recent iteration of our service model is designed to deliver more of Austrade's valued services to more businesses and to help high-potential clients have greater economic impact. The effects of the COVID-19 pandemic have made Austrade's shift to this new digital-first service model even more pressing. In a world where face-to-face contact is risky, the ability to deliver services efficiently online is essential, while the grave economic fallout from the virus means that the demand for Austrade's services will remain high. At the same time, in a time of budgetary constraint there will be intense pressure for Austrade to ensure we truly maximise the economic impact of what we do.

Our **universal services** will deliver personalised experiences and help us to inspire more Australian businesses to export. The services provide information and insights to help businesses make successful international decisions and connections. This stream uses digital platforms and partner networks to deliver personalised services at scale and cost effectively.

In addition, we are seeking to maximise the economic benefit to Australia of trade and investment by working more intensively with those companies with the greatest potential to have an economic impact (whether exporting from Australia, investing in Australia or buying Australian goods or services). This service stream, known as **Excelerate**, is focused on delivering higher value-added, longer-term and consistent support to businesses with the greatest potential to contribute to Australia's economic prosperity.

2020–21 will be the first full year that these new services are employed on the trade facilitation side of Austrade's business.

We are also reshaping our investment services by working more intensively with those companies with the greatest scope to add economically and strategically to Australia's economy. With a renewed set of priority sectors for Austrade to target, we will become more proactive in identifying and facilitating investment opportunities. Other elements of the new approach include:

- A new dedicated investment team to pursue opportunities, with support from our sector Centres of Excellence
- Implementing a key account management approach, including a systematic approach to aftercare and reinvestment services
- A new rigorous approach to triaging opportunities to ensure our services are targeted at the highest impact companies

This redesign is a critical part of Austrade's strategy for the next four years. As the new services come on-line early during the life of this plan, the proportion of clients using the new services will rise, as will the proportion of our resources that we dedicate to the new model. In parallel, the proportion of our clients using our 'legacy' services will decline.

A NETWORKED ORGANISATION

We will work with our partners to identify who provides similar service, information, and/or processes as Austrade and then decide jointly who is best placed to deliver it to our clients, reducing duplication and providing our clients with a better and more seamless service.

To increase value for businesses with our partners, we have three guiding principles:

- Information and services should be delivered at the right time where businesses look for it
- We will work with partners which sign up to the 'no wrong door' approach
- We will focus on what we do best and where we add the greatest value

Similarly, where our partners provide complementary services, information or processes to Austrade's, we will ensure that clients have simple "one-stop shop" access to them.

Austrade strategically engages with industry associations and chambers of commerce and industry, particularly those which operate in sectors where Australia has a comparative advantage. This approach helps increase Austrade's reach into the business community and leverages external resources, knowledge and skills. We engage closely with Australian Chambers of Commerce overseas, but also with multi-cultural business chambers in Australia.

Austrade maintains close and productive working relationships with agencies within the Foreign Affairs and Trade portfolio such as Tourism Australia and Export Finance Australia, coordinating international engagement and agency activity to support broad portfolio outcomes. Austrade and DFAT continue to improve the coordination of their complementary activities, both on and offshore, particularly through joint development of commercial diplomacy at posts.

Over the next four years, Austrade will intensify its co-operation with the states and territories. In particular, this will involve greater co-ordination in business planning to minimise duplication of efforts, and to ensure that our clients receive the best possible service.

DEVELOPING OUR PEOPLE

In 2020 Austrade is co-designing a capability development approach with our partners and for our clients. Through this project we will build Austrade's capability to become a centre of excellence for the delivery of high quality universal services, allowing us to meet future demands as operating environment and client needs continue to evolve. In addition, Austrade will take a lead role in building capability for trade and investment promotion agencies around the nation by co-designing and co-delivering relevant and consistent training to the State and Territories as well as Austrade staff. The demands on our staff to stand up new products and teams have underlined the need for flexibility in how we work. We will continue efforts to provide systems that support our staff as they move teams, change services, or the locations where they work.

Given Austrade's responsibilities and objectives, Austrade places particular emphasis on attracting high-quality, talented people, particularly from the corporate sector, to work with the agency.

DIGITAL FIRST

Austrade relies on knowledge and information systems to advance Australia's trade, investment, international education, and tourism interests. As a global organisation, it is critical that all information assets are available and accessible, any time, from any location, through a channel of choice, for both clients and Austrade operations. As Austrade moves towards greater use of digital platforms to deliver personalised services at scale and cost effectively, our IT capabilities take on increasing importance.

Austrade's Digital and IT Strategy sets out the vision for a trade and investment organisation which makes effective use of digital tools and agile work practices to meet the needs of our clients and staff.

The Digital and IT Strategy has three priorities:

- Better services for clients—offering digital services that are quick and easy to use and available in the places where businesses go.
- Better tools for staff—equipping Austrade's global team with time-saving tools, making it easier to work with others and partners. The tools should be resilient to change and disruption, enabling staff to continue core business when semi-connected or disconnected.
- Increased capability—building agency-wide digital and data skills so we can deliver services that meet user needs in an agile way.

The strategy also sets out four enabling areas of work:

- strong data and information systems
- simpler and faster service delivery
- modern, cloud-based platforms
- secure and reliable systems

Austrade's data strategy is designed to mature our enterprise-wide data capability and strengthen operational, client and investor service delivery through evidence-based research. This strategy will provide the framework for a structured approach to data

intelligence and will better position Austrade to target business and relationships, identify market opportunities and drive its strategic priorities.

Austrade continues to invest in agile, multi-disciplinary teams to better support the effective delivery of client and internal services through continual improvement and personalisation of products and services. Austrade's strategy will continue to adapt to an evolving and disruptive digital landscape to ensure our services respond to business needs. This is of particular importance as the organisation responds to the COVID-19 pandemic.

A key component of supporting Austrade's highly mobile workforce is ensuring seamless access to line-of-business applications and productivity tools that are resilient to change and disruption. Austrade has rolled out technologies to support efficient, collaborative and transparent work styles as part of a broader strategy to digitise the workplace and move supporting applications to the cloud. This important step supports seamless interactions with clients, other governments and stakeholders.

Austrade continues to strengthen its digital workplace capabilities, including investments in automation and digital workflows, cloud and mobility, cyber security and enhanced collaboration tools to support modern ways of working. Austrade's Cyber Security program aligns and leverages the work of the Australian Cyber Security Centre (ACSC) as well as DFAT and our other portfolio agencies. Austrade will continue to scale, strengthen and assess its capabilities to ensure our business and services run seamlessly regardless of the external environment.

SECURITY

Austrade places a high value on its people and information (and other assets); without them, Austrade would be unable to achieve its objectives. Therefore, it is essential Austrade provides a safe and secure working environment to protect staff, visitors and clients; and safeguards both the sensitive and classified information the agency collects and generates. Given the broad spectrum of working arrangements, and the varying security environments in which Austrade operates around the world, there is no “one size fits all” approach to security. Instead, Austrade takes a risk-based approach, enabling the agency to take a “light touch” where appropriate. Austrade’s security approach includes consultation and sharing with DFAT, the Attorney General’s Department, the Australian Cyber Security Centre (ACSC) and other agencies to ensure alignment with government security priorities and initiatives where practicable.

- Our core cyber security program has been developed with close input from the ACSC to align with government requirements.
- Our protective security program has been developed in line with the relevant requirements of the Protective Security Policy Framework (PSPF) and the DFAT Security Framework.

Building, maintaining and enhancing a robust security culture are important organisational responsibilities, which help safeguard Austrade employees and stakeholders; and inspire public confidence in Austrade’s ability to deliver high-quality services.

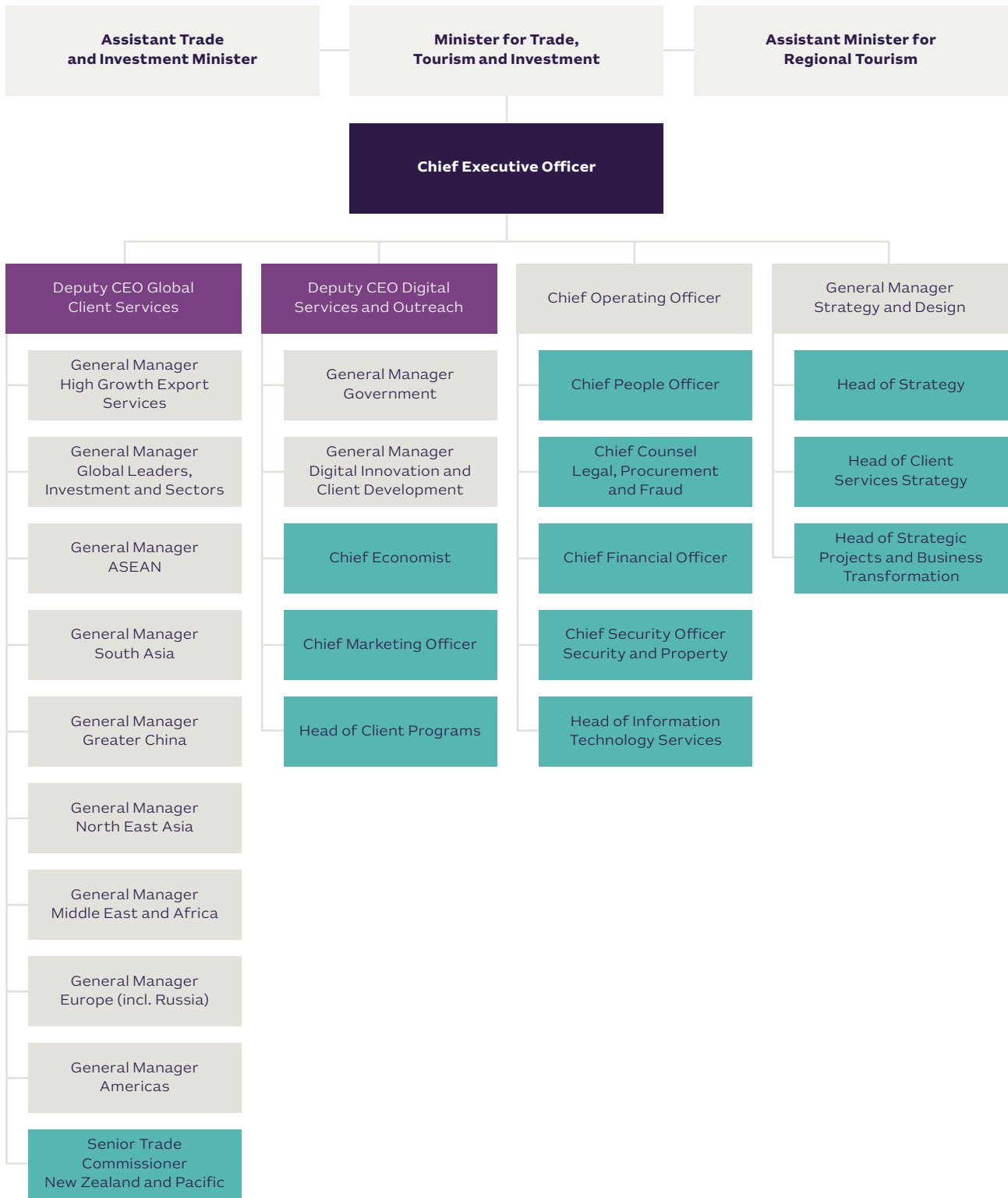
To support this, Austrade will continue to enhance its security management framework, and improve the maturity of its security capability through the PSPF Reform Project.

Operating structure and subsidiaries

Austrade’s structure comprises two groups headed by Deputy CEOs—Global Client Services and Digital and Government. In addition to these, there are a Strategy and Design division, and the Chief Operating Officer’s division, both headed by a General Manager. All four report directly to the CEO. An organisational chart is provided below.

Austrade had no subsidiaries as at 1 July 2020.

FIGURE 2—AUSTRADE’S ORGANISATIONAL STRUCTURE AT 30 JUNE 2020



Risk oversight and management

Austrade will continue to foster a staff culture that is focused on regularly identifying, assessing and managing the risks associated with achieving organisational objectives. As we reshape our service offerings to meet the needs of businesses, with operations that span the globe, and engagement with a range of government and commercial organisations, Austrade faces a range of challenges. These include supporting Australian businesses cope with the effects of bushfires in Australia, as well as the impact of the COVID-19 pandemic on trade and investment worldwide. We are meeting these challenges while maintaining business continuity through the pandemic and supporting staff in Australia and around the world.

Austrade recognises the ability to identify and manage risk in a positive way is essential to take advantage of innovative opportunities and is an important component of Austrade's organisational capability to support our strategy.

Austrade has a well-defined risk management framework that includes a Risk Appetite statement that encourages staff to pursue innovation and actively engage and manage risk in an ethical manner and in line with individual risk appetite and tolerance dimensions. Austrade has also developed and implemented several training videos and updated reference materials for staff that explain Austrade's appetite and tolerance for different risk dimensions and how staff should apply this in their work.

EXECUTIVE OVERSIGHT

As required by section 16 of the PGPA Act and the Commonwealth Risk Management Policy, Austrade will continue to manage its exposure to risk, and mitigate adverse consequences. This includes preparing an annual Agency Risk Management Plan which identifies key strategic risks with the potential to affect Austrade's ability to achieve its objectives and priorities, and establishes how these risks will be mitigated and managed. Austrade's Executive review these risks at least quarterly or more regularly if required to examine changes in the inherent environment, changes to mitigation strategies and how these factors impact on actual risk levels as well as to consider new or emerging risks. Divisional and Operational risks are managed by senior managers, but are escalated to the Executive and CEO for consideration if they are above the relevant risk appetite and tolerance level.

Austrade's Audit and Risk Committee provides independent advice to the CEO on the appropriateness of Austrade's financial reporting, performance reporting, system of risk oversight and management, systems of internal control, and other functions relevant to the Committee's operation.

KEY AGENCY RISKS

Recognising that Austrade operates in dynamic and evolving environment, the table in Appendix A lists the key strategic risks at the time of writing this plan. However, these risks are regularly reviewed by the Executive for changes as well as to identifying new or emerging risks.

PERFORMANCE

Austrade's performance planning underpins our strategy and operating environment, enabling us to fulfil our role of contributing to Australia's economic prosperity over the four-year life of this plan. It ensures Austrade provides maximum value to the taxpayer, as well as to Australian businesses, while working to the highest ethical standards. Austrade's planning process draws on a number of sources: the organisation's own Strategy 2018–22, the Portfolio Budget Statements, the *Australian Trade and Investment Commission Act 1985* and the *Public Governance Performance and Accountability Act 2013*.

Austrade's performance measures have been arranged according to the following focus areas:

- Client Services—Trade facilitation
- Client Services—Investment attraction
- Policy
- Passport and Consular Services

The majority of our response to COVID-19 is occurring in the area of Trade facilitation. There are two new performance measures in that area to accompany the introduction of the International Freight Assistance Mechanism program and the Supporting Exhibiting Zoos and Aquariums Program.

As Austrade is still in the process of rolling out the full complement of its client-centric services (see *Capability* on page 10), its corporate performance framework is still in a process of transition. In particular, Austrade is examining a meaningful way of demonstrating the organisation's efficiency, and authoritative ways of reporting on Austrade's economic contribution. Austrade expects to roll these measures out over the course of this four-year plan.

TABLE 2—KEY PERFORMANCE MEASURES FOR CLIENT SERVICES—TRADE FACILITATION

Performance measure	Target				Source
	2020-21	2021-22	2022-23	2023-24	
High level of satisfaction for Austrade’s clients with Austrade’s services	Austrade expects this level of satisfaction to be at least 85 per cent, as measured in an annual survey				Survey
Number of trade outcomes facilitated	At least 300 outcomes	At least 400 outcomes	At least 500 outcomes	At least 600 outcomes	CRM from client notification
EMDG recipients report that the receipt of a grant encouraged them to increase their export promotion activities	Austrade expects at least 70 per cent of EMDG recipients to report that receiving a grant encouraged them to increase their export promotion activities				Survey
Regular airfreight services to top destinations for agricultural/food export or distribution	Top five destinations for agricultural / food export or distribution (e.g. China, Japan, USA, Middle East and Singapore) are serviced at least weekly by direct airfreight links from Australia		n/a		Airservices Australia Australian Bureau of Statistics
Speed of processing of grants for the Supporting Exhibiting Zoos and Aquariums program	90 per cent of funding agreements are issued within three weeks of receipt of application		n/a		Internal records
Number of Austrade clients entering new markets for the first time	No target: data collected in this year to establish targets for subsequent years	Targets established using 2020-21 data			Internal records (CRM)

Rationale

The lack of access to relevant information about international markets and economic changes can make it difficult for Australian businesses to identify emerging commercial opportunities, limiting their ability to enter those markets. Drawing on Austrade's deep commercial knowledge, its international network, and relationships and ties to international customers and decision-makers within markets, Austrade identifies valuable international business opportunities, customers and connections for Australian businesses. Austrade provides practical advice, services and programs to help Australian businesses to take advantage of those opportunities.

From 2021–22, Austrade is also committing to introduce an efficiency measurement. As our new universal services—and our ability to measure them—come on stream, we expect to be able to determine a meaningful benchmark in 2021–22.

The COVID-19 crisis has resulted in the near total collapse of air freight in and out of Australia. The International Freight Assistance Mechanism (IFAM) is a temporary, emergency measure to assist getting priority consignments in and out of Australia. It is intended to put our global supply chains on life-support until the commercial market for airfreight can stabilise and start to regenerate.

The closure of zoos and aquariums to visitors has cut off the income that is normally used to feed the animals that are the basis of these important tourism attractions. The Supporting Exhibiting Zoos and Aquariums program aims to provide operational funding—including animal feed—to ensure that the animals remain healthy, and the exhibits are in a position to open as soon as they are permitted to do so.

Existing trade tensions, as well as the pandemic, have provided an impetus to Australian exporters to diversify their markets. Austrade is actively assisting its clients to explore new markets, and is working with industry associations to solve market access issues.

**TABLE 3—KEY PERFORMANCE MEASURES FOR CLIENT SERVICES—
INVESTMENT ATTRACTION**

Performance measure	Target				Source
	2020-21	2021-22	2022-23	2023-24	
The number and value of investment outcomes facilitated, measured in terms of investment value, jobs created/retained and anticipated annual exports	Austrade expects to facilitate at least 80 investment outcomes	Austrade expects to facilitate at least 90 investment outcomes	Austrade expects to facilitate at least 100 investment outcomes	Austrade expects to facilitate at least 110 investment outcomes	CRM from investor notification

Rationale

A key enabler of economic growth in Australia is foreign direct investment (FDI). The right investments can bring new skills, technology, capability and talent to Australian firms and industries, and unlock opportunities that would not have otherwise been locally available. Investors are also an important source of employment, with 10,000 foreign owned businesses employing nearly 1 million Australians. Within a highly competitive international market, Austrade, as Australia’s national trade and investment promotion agency, plays a significant role in:

- Identifying high potential projects that would innovate and reshape Australia’s economy
- Promoting Australia as an investment destination for projects of national significance

- Facilitate investments where Australia has been chosen as the preferred destination in partnership with states and territories
- Working with existing Australian investors to provide aftercare services and encourage reinvestment

Austrade works with other Australian Government agencies and state and territory governments to deliver a coordinated, national approach to promoting, attracting and facilitating investment. Through this approach, Austrade works to attract potential investors within sectors jointly agreed by Australian and state and territory governments.

TABLE 4—KEY PERFORMANCE MEASURES FOR POLICY

Performance measure	Target				Source
	2020–21	2021–22	2022–23	2023–24	
Effective contribution to whole-of-government policy development including using Austrade’s commercial insights	Area of focus: COVID-19 response Area of focus: Bushfire recovery	Focus areas to be determined before beginning of each year			Internal assessment; case studies where appropriate
Deliver policy priorities and outputs for which Austrade has responsibility	Deliver tourism recovery plan by 30 June 2021	Develop the next long-term tourism strategy after successful implementation of recovery plan			Internal assessment

Rationale

Austrade provides a global and commercial perspective in its policy advice to government. The agency’s insights are informed by its presence in the commercial capitals of international markets. Through its people, in-house economic research and analysis, access to firm-level commercial knowledge, and partnerships with other Australian Government agencies, state and territory governments, and industry stakeholders, Austrade can distil insight in a way that is informed and relevant to the audience.

Austrade uses the intelligence and insights gained from its network and interactions with investors, exporters and customers to inform and contribute to Australian Government policymaking. In particular, Austrade works across government to coordinate and provide input into domestic reforms to make the Australian tourism industry and education sector more competitive, while feedback from its large offshore network enables Austrade to help shape Australia’s export and investment agendas.

In the first year of this plan, Austrade will focus on delivering a tourism recovery plan to assist the industry as it emerges from the COVID-19 pandemic. In subsequent years, the focus will shift to the development of a long-term tourism strategy that will help deliver a surge in tourism expenditure once the country recovers from the pandemic.

Austrade also has a specific remit on tourism policy and strengthens the tourism sector through implementing the national tourism strategy, and by ensuring tourism interests are taken into account in government policy development and implementation, including in visa reform, aviation capacity, labour and skills, infrastructure development, and regulatory issues.

TABLE 5—KEY PERFORMANCE MEASURES FOR THE DELIVERY OF CONSULAR AND PASSPORT SERVICES

KPI	Target				Source
	2020–21	2021–22	2022–23	2023–24	
Effective delivery of consular and passport services to Australians overseas	97 per cent of routine passport applications are processed accurately as per Australian Passport Office benchmark				DFAT passport and Consular Information System databases

Rationale

Austrade provides consular and passport services in designated locations where the Department of Foreign Affairs and Trade does not have a presence.

Appendix A—Key Agency Risks

Strategic Risk	Key Mitigations
<p>Austrade’s updated service strategy, activities and policy advice do not meet external expectations and or provide value to clients, government</p>	<ul style="list-style-type: none"> • Detailed client service strategy in place which is informed by client insights and client centred service design principles (see <i>Digital first</i> on page 12). • Ongoing client testing supports design and iteration of services based on client feedback. • Developed an Internal capability strategy, recruited for specialist skills and expertise and is progressively rolling out training to staff.
<p>Austrade’s culture does not support internal values or the Australian Public Service values</p>	<ul style="list-style-type: none"> • Austrade has established a People & Values Committee that supports the Executive in embedding desired cultural attributes. • Austrade provides continuous online education to our staff on Austrade and APS values, including Respectful Workplace Behaviour Training for SES officers in 2020, which will now be provided to all staff in 2020–21. • Austrade also conducts regular internal staff surveys in addition to the APS survey to gauge perception, opinions and behaviours and takes remedial action where needed. • Austrade’s D&I Strategy includes targeted action items to promote inclusiveness.
<p>Austrade fails to meet its duty of care to ensure the health, safety and wellbeing of staff and contractors</p>	<ul style="list-style-type: none"> • Austrade’s WHS framework is comprehensive and includes ongoing identification and mitigation of WHS risks as they arise. WHS reporting is a standing item on Executive meetings each week. • WHS annual refresher training is mandatory for all employees and non-completion will be included in the employees annual performance review. • Austrade’s WHS framework is audited by external auditors each year and recommendations addressed.
<p>Austrade fails to raise awareness of Australian anti-bribery laws and/or take appropriate action on unethical or illegal conduct</p>	<p>Internally</p> <ul style="list-style-type: none"> • Austrade has a mature framework to identify fraud or illegal conduct, including through the fraud control plan and regular staff refresher training. <p>Externally</p> <ul style="list-style-type: none"> • Austrade conducts seminars and briefings for businesses to make them aware of their obligations under Australian law. And also publishes a range of detailed guides and information for Australian businesses to reference.

Strategic Risk	Key Mitigations
<p>Austrade fails to efficiently and effectively implement organisational changes to support its strategy and operations</p>	<ul style="list-style-type: none"> • Project Management and Change Office (PMCO) has been established to support effective implementation of major change initiatives. • Regular reporting is provided to the Executive and the Minister’s office on the progress of transformation.
<p>Austrade’s digital and data strategy does not support its service strategy and operations</p>	<ul style="list-style-type: none"> • Austrade has developed a Digital Strategy and Roadmap supported by an Enterprise Architecture. • Engagement with Partner Agencies and third parties. • Use of an agile delivery and Human Centred Design framework for digital initiatives.
<p>Austrade’s information and digital assets are not adequately protected from cyber-attack or unauthorised access</p>	<ul style="list-style-type: none"> • Austrade has established an Agency security governance framework and associated security policies and procedures are in place, and are reviewed and updated as required. • Austrade has established strong relationships with Government security organisations.
<p>Austrade’s IT platforms are not sustainable in their current form to support existing and future operations</p>	<ul style="list-style-type: none"> • Austrade is working closely with the DTA and other Government departments to ensure its strategies align with the Government’s ICT agenda.
<p>Austrade fails to plan, prioritise and manage capital and operational investments to support future requirements</p>	<ul style="list-style-type: none"> • Austrade has adopted a 4 year planning horizon and conducts regular reviews. • Executive meets tri-annually and as major budget changes occur, to determine the most effective strategy to address adjustments to the Austrade budget.
<p>Austrade fails to maintain business continuity through the Coronavirus pandemic and evolve the support it provides to businesses and government as their needs change</p>	<ul style="list-style-type: none"> • Austrade has initiated its Crisis Management Plan and Executive meet regularly to discuss issues and implement actions (see <i>Operating structure and subsidiaries</i> on page 13) • Established a dedicated page on the staff portal to keep staff informed. • Austrade is a digitally enabled organisation with all staff capable of working remotely and secured increased bandwidth to meet this need. • Austrade has in place a good system of video conferencing facilities. • Regular contact with government and business clients to ensure services meet needs

Appendix B—List of requirements

Required section under subsection 16E(2) of the PGPA Rule	Page
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Purposes	5
Key activities	6
Operating context	9
Planned performance	17

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