



Australian Government

Australian Trade and Investment Commission

# CORPORATE PLAN

**Ambitious for Australia**

**2022 – 2023**





Cover image: Grampians National Park, Victoria

This page: Health is a priority investment sector for Austrade.

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# CEO's introduction

Austrade's mission is also its privilege: to put the spotlight on Australia on the global stage – generating tangible commercial trade and investment outcomes and boosting the visitor economy.

Our work is critically important. Our national prosperity, security and standard of living rely heavily on international trade, productive inbound investment, and the visitor economy.

While the global economy rebounds from COVID-19, international trade and capital markets continue to be buffeted by geopolitical tensions, supply chain pressures and climate change. Here in Australia, the ongoing impact of floods and the pandemic also continue to test business resilience. Yet we are strongly placed to grow both exports and inbound investment and welcome international visitors back to our shores.

As the Chief Executive Officer and accountable authority for the Australian Trade and Investment Commission, I am pleased to present the 2022–23 Austrade Corporate Plan, 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* (the Austrade Act). This is our primary planning document for the reporting period 2022-23 to 2025-26 and it has been prepared in accordance with the requirements of the PGPA Act.

Our four-year Corporate Plan sets out our strategy to support Australia to achieve strong economic and commercial outcomes through innovative client-focused services and programs in line with Government priorities.

**Trade and Investment:** We will strive to promote and connect Australian businesses to the world now that borders have reopened, with a focus on delivering sustainable and diversified commercial results in both outbound trade and inbound investment. Austrade will continue to drive market diversification and productive re-investment, as well as work with the international education sector to recapture international student enrolments, including through promotion. The updated Export Market Development Grants program will also support many Australian exporters to re-engage offshore markets and we will work with the government to further review and refine the program.



**Visitor economy:** Austrade will lead the implementation of the THRIVE 2030 strategy, to return the visitor economy to long-term sustainable growth.

**Consular services:** Our important work also includes extending Australia's consular and passport network in 11 locations overseas. I am grateful to our consular teams for their continued work in supporting Australians offshore during challenging times.

Austrade is ambitious for Australia. We unite passion with a keen commercial focus, informed by a large diversity of backgrounds, experiences and technical knowledge among our staff, who operate around the world as a single team.

Our ability to deliver relies on strong and productive partnerships with businesses, industry and peak bodies, other Australian public service departments and agencies, and state and territory governments. It also stems from our culture of continuously optimising the resources we are given to maximise the return on investment for Government.

I am grateful to everyone across Austrade for their energy and motivation, and look forward to us working together to deliver on our ambition.

**Xavier Simonet**  
Chief Executive Officer

## Our purpose

We deliver quality trade and investment services to businesses and policy advice to government to grow Australia's prosperity.



# Summary



## Our purpose

We deliver quality trade and investment services to businesses and policy advice to government to grow Australia's prosperity.

## Our operating context

Australia's trade and investment outlook, and Austrade's operating environment will be shaped by:



COVID-19 pandemic recovery



Difficult geopolitical and trading environment



Accelerating demand shifts and emerging opportunities

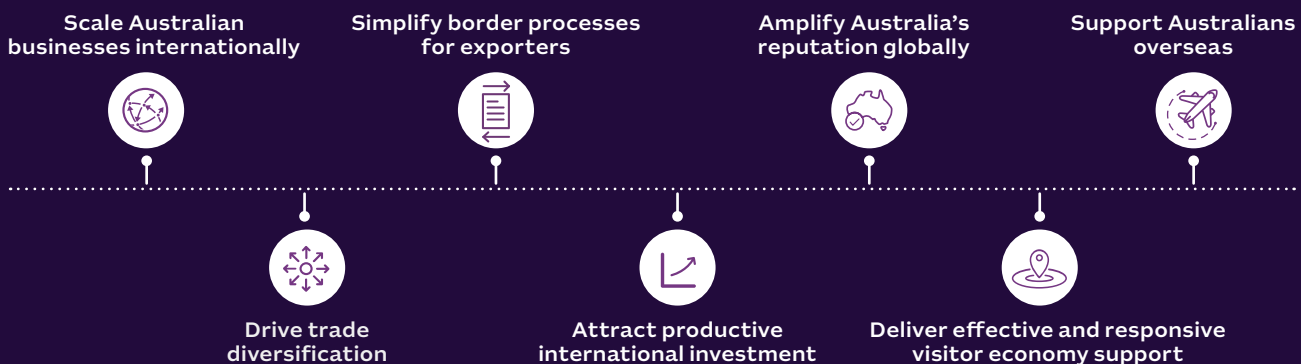
## Our outcomes and key activities

To achieve our purpose, Austrade has two core outcomes (set out in the 2022–23 Portfolio Budget Statements and detailed on page 11) and undertakes four key activities:

Outcomes	Outcome 1:		Outcome 2:	
<b>Activities</b>	<p><b>1. Trade</b> Support Australian businesses to expand, through trade facilitation, program support, and the promotion of our capabilities</p>	<p><b>2. Investment</b> Attract inbound investment through the promotion and facilitation of high-value opportunities</p>	<p><b>3. Policy</b> Lead visitor economy policy development and use Austrade's global and commercial perspectives to contribute to policy advice to Government on trade and investment</p>	<p><b>4. Consular &amp; passport services</b> Provide consular and passport services in 11 locations across 9 countries</p>

## Our priorities

We will pursue these outcomes through our priorities which will be undertaken from 2022–23 to 2025–26:



## Our capabilities

To deliver on our priorities, we are focused on attracting and retaining people with the right skills, and supporting our team.



Client delivery excellence



High-performing teams



Diversity, inclusion, and culture



Digital as an enabler



Strong, extensive partnerships and networks

# Our locations

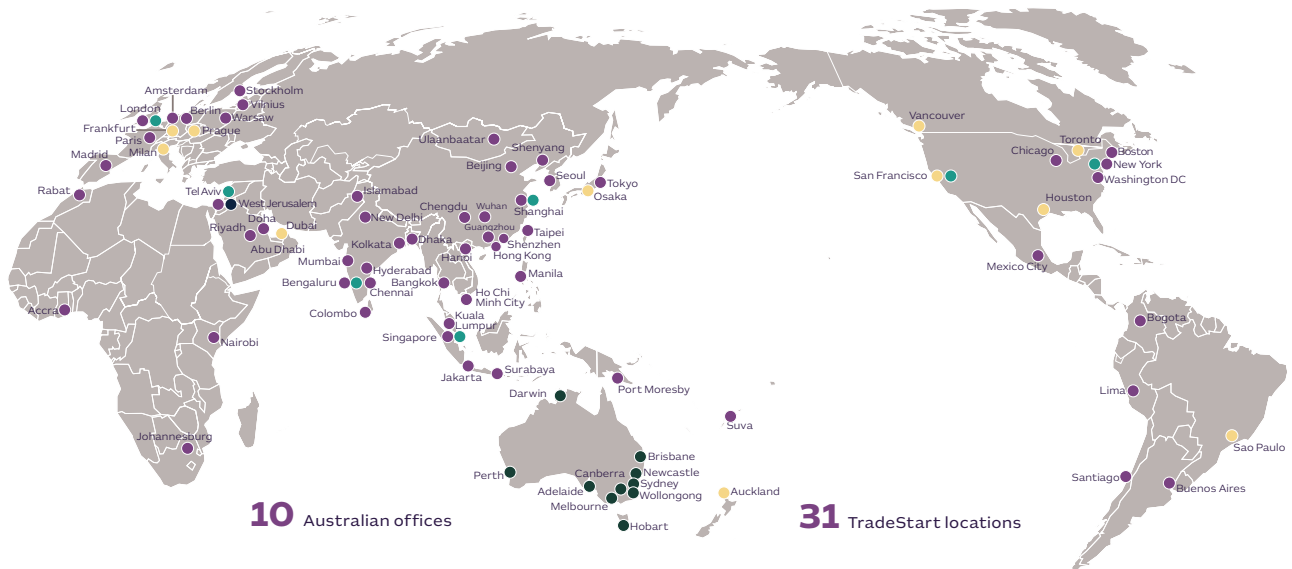
## Worldwide

**108** locations worldwide

**7** Landing Pads in global innovation hot spots

**67** locations outside Australia

**11** locations outside Australia provide consular services



- Austrade office or presence outside Australia
- Austrade presence outside Australia where consular services are also provided
- Austrade Landing Pad
- Australian Trade and Defence Office
- Austrade office in Australia

## Australia (detailed)



- Austrade location
- TradeStart location

# Our operating context

The global economy is rebounding from the impacts of the COVID-19 pandemic and Australia is well positioned to grow exports and inbound investment. Austrade will continue to support Australian businesses to grow internationally, by navigating geopolitical tensions, supply chain pressures and accelerating trends.

## The global economy is recovering from the COVID-19 pandemic

Australia's economy has displayed remarkable resilience through the COVID-19 pandemic. A key component of this resilience has been the capacity of Australian businesses to adapt by shifting business models, transforming processes and, in many cases, expanding into new markets.

As the global recovery from pandemic-induced lockdowns and disruptions gathers pace, Austrade's role in providing quality trade and investment support to business is more important than ever. Securing Australia's economic prosperity will require Australia to capitalise on:

- Growth in Australia's major trading partners, who are expected to grow at 4.25% in 2022, 4% in 2023 and 3.75% in 2024. This is slightly higher than global growth rates.
- Rebounding foreign direct investment (FDI) flows. Global flows in 2021 were up 77% to an estimated \$1.65 trillion, from \$959 billion in 2020, surpassing their pre-pandemic level.

Austrade has increased support for business to capture these opportunities for Australia.

Key initiatives include:

- Significantly increasing the number of exporters receiving intensive support from Austrade.
- Increasing Austrade's team of in-market business development managers in key markets such as the United Kingdom, United States of America, and India.
- Boosting investment facilitation and promotion capacity.

While recovery momentum is growing, Austrade recognises that recovery from the COVID-19 pandemic will be varied and complex.

For example, the pace of international education and tourism sector recovery is uncertain, and it is expected to take many years for both sectors to return to pre-pandemic levels. Consumer hesitancy, from COVID-related health risks, and a slow reopening of China's international border will constrain international travel in the near term.

Austrade will continue to provide commercial insights and advice to Government on relevant policies, and targeted support to help businesses recover from the pandemic. In doing so, Austrade will continue to implement the The Re-imagined Visitor Economy (THRIVE) 2030 Strategy to support the visitor economy, with the aim of returning visitor economy expenditure to 2019 levels by 2024, and expanding expenditure to \$230 billion by 2030.

## Navigating a difficult geopolitical and trading environment

The global trading environment has been challenged by the Russian invasion of Ukraine and strained supply chains are leading to increased inflationary pressure. Austrade is continuing to monitor and respond to a changing global landscape and support our clients accordingly.

As an example, Austrade's Agribusiness Expansion Initiative continues to successfully prioritise and support businesses impacted trade restrictions to expand into new markets.

In Australia, access to skills and labour in certain sectors has been identified as a major constraint on businesses as they plan for future expansion. Recent floods in Queensland and New South Wales have also had devastating impacts on communities and businesses, including agricultural crops.



## Capitalising on a world of opportunities

To achieve strong growth in exports and foreign direct investment, Austrade has an important role to play in anticipating changes in the global economy and supporting business to take advantage of emerging commercial opportunities.

We continue to gather and prioritise information on current and future global developments and embed these into our operational strategies.

For example:

### **Pivot to the Indo-Pacific region**

Rapid growth in the Indo-Pacific is shifting the world's centre of economic gravity towards our region. This creates significant opportunities for Australian exporters to expand and enter new markets. Austrade is building two-way commercial partnerships with the fastest growing markets in the region, including Indonesia, India, and Vietnam.

### **Free Trade Agreements (FTAs)**

FTAs continue to present significant future opportunities for Australian businesses. Austrade will continue to work with our clients to unlock opportunities and realise the significant benefits from FTAs, including through the recently signed Australia-United Kingdom (UK) FTA and India Australia Economic Cooperation and Trade Agreement (IndAus ECTA).

### **Net Zero**

The Australian economy is well positioned to take advantage of the global transition towards Net Zero by capitalising on changing customer and investment expectations, growing regulatory environments, and leveraging opportunities presented by new technologies. Austrade has a particular focus on growing opportunities for Australia in the emerging hydrogen and critical minerals industries.

### **Services exports**

Rising incomes in emerging markets are expected to drive growth in exports of services across the world. By leveraging Australia's significant digital capabilities, Austrade will play a critical role in supporting Australia's world-class providers of professional, visitor economy and financial services to meet this demand.





# Our priorities

To achieve our purpose, we will pursue two outcomes through four key activities and seven priorities. Our activities and priorities respond to, and are shaped by, the emerging risks and trends outlined in the ‘Operating Context section’.

## KEY ACTIVITIES

### OUTCOME 1

Contribute to Australia’s economic prosperity by promoting Australia’s export and other economic interests through the provision of information, advice and services to business, associations, institutions and government



1. Trade



2. Investment



3. Policy

### OUTCOME 2

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



4. Passport & consular services

PRIORITY	KEY ACTIVITY
1. Scale Australian businesses internationally	1. Trade 

**KEY INITIATIVES:**

- a. Support Australian businesses to meet the challenges associated with undertaking promotion in export markets and diversifying their operations through the Export Market Development Grants (EMDG) program, including through reviewing and refining the EMDG program to ensure that it is fit-for-purpose.
- b. Build regional export support through a strengthened TradeStart network and industry partnerships. Provide local assistance and a direct link to Austrade’s services and international network.<sup>1</sup>
- c. Increase the number of high growth businesses with a dedicated client manager and the support of a global advisory team, to help these businesses grow quickly internationally.
- d. As international borders reopen, deliver sector-specific trade promotion activities, such as in-market showcases and online engagement, to connect exporters to international customers.

PRIORITY	KEY ACTIVITY
2. Drive trade diversification	1. Trade  3. Policy 

**KEY INITIATIVES:**

- a. Continue our long-term strategy to bolster the resilience of agribusiness exporters through a sustained surge of market entry and expansion support. For example, through the Agribusiness Expansion Initiative (ABEI).
- b. Strengthen our two-way commercial relationships with emerging markets in Asia. For example, deepening trade and investment cooperation with India through the Australian India Business Exchange (AIBX) program and Australia-India Economic Cooperation and Trade Agreement (IAECTA).
- c. Support Australian businesses to capitalise on commercial opportunities presented by new Free Trade Agreements (for example, the Australia-UK FTA) and the removal of nontariff barriers that impede Australian exporters.
- d. Drive diversification in key markets, including of the visitor economy (as part of THRIVE 2030 – focus on markets, products and experiences) .
- e. Contribute to economic policy by leveraging commercial insights and our deep knowledge of markets to improve Australia’s trade access and competitiveness.

1. The TradeStart network is an extension to Austrade’s own offices and is delivered in partnership with State, Territory and local governments, industry associations and chambers of commerce.


PRIORITY	KEY ACTIVITY
3. Simplify border processes for exporters	1. Trade 3. Policy  

**KEY INITIATIVES:**

The Simplified Trade System Implementation Taskforce is leading a whole-of-government business-centred, microeconomic reform program to make cross-border trade easier and less costly for Australian exporters and importers. This will improve Australia’s international competitiveness, support increased trade volumes and enhance the effectiveness border controls. Reforms will deliver improved user experience for traders, simpler rules, more modern digital and ICT systems, and increased data sharing.

Working with business and key government agencies, the Taskforce will:

- a. Continue work in developing a ‘tell us once’ trade system to simplify trade interactions with government for importers and exporters
- b. Identify and prioritise cross-border trade regulatory reforms
- c. Progress reforms to align and simplify cross-border trade activities, including ‘fit and proper person’ processes
- d. Improve the standardisation and sharing of data that supports cross-border trade
- e. Review existing funding arrangements for cross-border trade clearance services.


PRIORITY	KEY ACTIVITY
4. Attract productive international investment	2. Investment 

**KEY INITIATIVES:**

- a. Target strategic investment by pursuing opportunities where foreign direct investment (FDI) can support government priorities and significantly benefit Australia. Develop investment opportunities in collaboration with state and territory partners.
- b. Develop and facilitate investment opportunities in collaboration with state and territory partners and other government agencies, including through Global Australia.
- c. Diversify investment opportunities by attracting and facilitating investment from high-growth economies within the Indo-Pacific, in particular India and the ASEAN nations.
- d. Increase reinvestment by continuing to build investor relationships and improving after-care services.

PRIORITY	KEY ACTIVITY
5. Amplify Australia's reputation globally	1. Trade   2. Investment
<b>KEY INITIATIVES:</b> <ol style="list-style-type: none"> <li>Implement an integrated marketing and communication program of trade and investment promotion activities that create preference and demand for Australian capability in priority markets and sectors across online and offline channels.</li> <li>Drive the adoption and use of <u>Australia's Nation Brand</u> by Australian businesses, industry bodies and government agencies to ensure we are speaking with one voice on the world stage.</li> <li>Enhance Australia's value proposition for high quality international education through targeted marketing and communication activity (including rebuilding the Study Australia website) to generate international student enquiries relating to enrolments.</li> <li>Recognise Australia's top exporters through the <u>Australian Export Awards</u> and our most successful investors through the Investment Recognition Program.</li> </ol>	

PRIORITY	KEY ACTIVITY
6. Deliver effective and responsive visitor economy support	3. Policy 
<b>KEY INITIATIVES:</b> <ol style="list-style-type: none"> <li>Implement the THRIVE 2030 strategy to grow the visitor economy and restore its position as Australia's fourth largest export earner (after iron ore, coal and natural gas) and Australia's largest services export. Export earnings from the visitor economy were \$59 billion in 2019, and the plan is to grow this through to 2030.</li> <li>Support the resilience and recovery of businesses in the visitor economy through the effective and efficient delivery of grants and other support programs.</li> <li>Lead visitor economy policy development and inform the Government's decision-making.</li> <li>Deliver statistics, research, and analytical insights to support investment decisions and policy development for the Australian visitor economy through Tourism Research Australia (TRA). We will also work to modernise TRA's data collection.</li> </ol>	

PRIORITY	KEY ACTIVITY
7. Support Australians overseas	4. Consular and Passport Services 
<b>KEY INITIATIVES:</b> <ol style="list-style-type: none"> <li>Deliver comprehensive, responsive, and quality consular services to Australian travellers and citizens living overseas. Services include notarial services, assistance with welfare issues, whereabouts enquiries, arrest or detention matters, deaths and medical emergencies.</li> <li>Efficiently process new passport applications, register lost or stolen passports, issue emergency passports and detect passport fraud.</li> </ol>	



# Our capabilities

Austrade is committed to building, supporting, and growing our team of world-leading professionals, to ensure we deliver for our clients and Australia.

Austrade’s core capabilities are our team’s skills and our supporting systems which underpin how we work.

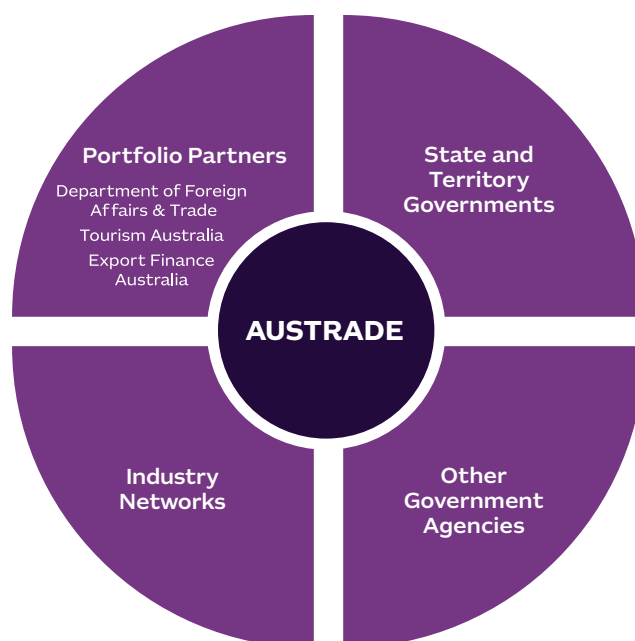
To continue enabling our team to deliver commercial outcomes and support the resilience and growth of Australia’s economy, our capability focus areas are:

- 1. Delivery excellence** – We will continue to focus on supporting our clients to achieve commercial outcomes, through support which is practical, flexible, and outcome-focused. We will strengthen how we use data, insights, and client feedback to continually improve our client services.
- 2. High-performing teams** – We will leverage our professional development programs and talent management systems to build future-focused skills in areas aligned to our organisational strategy, and to also foster a culture of continuous learning. We will strengthen our team through targeted recruitment to build our talent pipeline and supplement our commercial expertise in line with government and agency priorities.
- 3. Diversity, inclusion, and culture** – We will support a workplace culture that is focused on delivering commercial outcomes for clients and is driven by our core values: generosity of spirit, transparency, innovation, and collaboration. With a focus on the health and wellbeing of our staff, we want to both support our team’s resilience and make Austrade an inclusive and diverse workplace. We will actively seek to recruit a diverse workforce and ensure that all staff feel included at Austrade.
- 4. Digital as an enabler** – We will make it easy for our people to connect with and support our clients with digital tools. We will continue to simplify processes, drive efficiency and secure seamless access to key business applications

and corporate services. We will focus on enabling collaboration across locations, sectors, and teams.

- 5. Strong partnerships and networks** – We will harness our relationships to create more opportunities for the growth and success of Australian businesses. We will continue to grow strategic and long-term partnerships with other Australian public service departments and agencies, businesses, industries, peak bodies and states and territories.

## Our partnerships & networks





Royal Australian Airforce Roulettes,  
Melbourne, Australia





# Performance

Austrade’s performance planning and targets enable us to monitor our impact over the four-year life of this plan.

Austrade’s planning process draws on several sources: our Strategy 2018–22, the Portfolio Budget Statements, the Australian Trade and Investment Commission (Austrade) Act and the Public Governance, Performance and Accountability (PGPA) Act.

We have developed indicators for each of our key activities, including a balance between quantitative and qualitative components. Our indicators aim to ensure Austrade delivers on our outcomes. We report on our performance in the Annual Performance Statements, contained in the Austrade Annual Report.



**Outcome 1: To contribute to Australia’s economic prosperity by promoting Australia’s export and other international economic interests through the provision of information, advice and services to business, associations, institutions, and government.**

**ACTIVITY 1 – TRADE**

This activity aims to support Australian businesses to expand through trade facilitation, program support and the promotion of our capabilities.

Performance measures	Targets				Source
	2022–2023	2023–2024	2024–2025	2025–2026	
High level of satisfaction for Austrade’s clients with Austrade’s services	Austrade expects this level of satisfaction to reach at least <b>85 per cent</b> , as measured in an annual survey				Survey
Number of trade outcomes facilitated	At least <b>600</b> outcomes	At least <b>700</b> outcomes	At least <b>800</b> outcomes	At least <b>800</b> outcomes	CRM from client notification
EMDG recipients report that the receipt of a grant encouraged them to increase their export promotion activities	At least <b>70 per cent</b> of EMDG recipients report that receiving a grant encouraged them to increase their export promotion activities				Survey

**ACTIVITY 2 – INVESTMENT**

This activity aims to attract inbound investment through the promotion and facilitation of high-value opportunities.

Performance measures	Targets				Source
	2022–2023	2023–2024	2024–2025	2025–2026	
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 <b>100</b> investment outcomes	Austrade expects to facilitate at least <b>110</b> investment outcomes	Austrade expects to facilitate at least <b>120</b> investment outcomes	Austrade expects to facilitate at least <b>120</b> investment outcomes	CRM from investor notification

### ACTIVITY 3 – POLICY

This activity aims to lead visitor economy policy development and use Austrade’s global and commercial perspectives to contribute to policy advice to Government on trade and investment.

Performance measures	Targets				Source
	2022–2023	2023–2024	2024–2025	2025–2026	
Effective contribution to whole-of-government policy development including using Austrade’s commercial insights	Visitor economy, Trade diversification, and Simplified Trade System	Focus areas to be determined before the beginning of each year			Internal assessment; case studies where appropriate

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

### ACTIVITY 4 – CONSULAR AND PASSPORT SERVICES

This activity aims to ensure that Austrade provides consular and passport services in designated locations where Department of Foreign Affairs and Trade (DFAT) does not have a presence.

Performance measures	Targets				Source
	2022–2023	2023–2024	2024–2025	2025–2026	
Effective delivery of consular and passport services to Australians overseas	<b>97 per cent</b> of passport applications are processed accurately as per Australian Passport Office benchmark				DFAT Passport and Consular Information System databases



# Key agency risks

## Enterprise risk framework

Robust risk management ensures that Austrade can anticipate and respond effectively to challenges. Austrade's Enterprise Risk Management Framework and Policy are in line with the expectations of the Commonwealth Risk Management Policy.

Austrade operates a strong internal risk management framework and conducts risk management planning to support oversight through the Audit and Risk Committee. Austrade's risk management and reporting framework includes establishing risk context, undertaking risk assessment, setting risk tolerances and determining key enterprise risk focus areas.

## Our key strategic risks and mitigations

Number	Enterprise risks	Mitigation strategies
1	Austrade service strategies and policy advice do not align with the needs or expectations of Australian businesses, international investors, Government, key stakeholders and Australian citizens.	<ul style="list-style-type: none"> <li>Building a positive work culture through Australian Public Service Values, Code of Conduct and Austrade Values</li> </ul>
2	Austrade fails to rapidly align resources and staff capabilities to support strategic priorities and key deliverables.	<ul style="list-style-type: none"> <li>Ongoing oversight by the CEO and Executive Committee</li> </ul>
3	Austrade's management of operations including governance, business continuity, planning, risk management, financial management and staff capability is not fit for purpose.	<ul style="list-style-type: none"> <li>Independent advice from the Audit and Risk Committee</li> </ul>
4	Austrade does not balance the use of digital tools with appropriately managing personal and Government information, whilst meeting mandatory government cyber security or information management requirements.	<ul style="list-style-type: none"> <li>Regular financial and performance reporting</li> </ul>
5	Austrade's operations and activities do not meet legal and regulatory obligations or standards.	<ul style="list-style-type: none"> <li>Application of risk management, auditing, and reviews</li> </ul>
6	Austrade's internal culture and behaviour do not align with organisational values, foster ethical behaviour, or support the attraction and retention of suitably skilled staff.	<ul style="list-style-type: none"> <li>Close engagement with our clients and stakeholders to support the design and delivery of services</li> </ul>
7	Austrade fails to protect the health, safety and wellbeing of staff, contractors, those requiring Consular assistance or other visitors to our offices.	<ul style="list-style-type: none"> <li>Effective Governance, Security, Work, Health and Safety, Capability and Leadership frameworks, with policies and procedures that support the delivery of operations and compliance with legislative and administrative requirements</li> </ul>
8	Austrade fails to adequately protect staff or visitors from security threats at our work locations.	



**Australian Government**

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**Australian Trade and Investment Commission**

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