

November 2017

Austrade Organisational Capability Assessment

Agency response

Austrade has long been recognised for our expertise, flexibility and capacity to adapt and respond to change. However the rate of change within our operating environment is unprecedented – driven by digital transformation, and significant geo-political, economic and demographic shifts. Over the next five years, these shifts will create new challenges and opportunities for both Australian exporters and foreign investors.

No organisation can afford to stand still. In order to remain relevant and continue to add value for our current and future clients, investors, and stakeholders, it is essential to regularly re-test our purpose, role and contribution.

In July 2017, Austrade commissioned an Organisational Capability Assessment (OCA) to assess our ability to operate successfully in a future context. The OCA report identifies and confirms our strong performance to date, including our high-quality service delivery, and the valuable information and insights we produce (including our ability to convert these into opportunities for business). It further highlights the strength of our unique networks, and the calibre and talent of our staff.

To continue to deliver valued services, it is imperative we are positioned to flex and adjust to the significant, fast-paced and ongoing change our clients, investors and partners are experiencing. We must also be cognizant of the tight fiscal environment in which we and other public sector organisations operate.

The OCA report provides a solid foundation upon which to build on our current capabilities and further leverage technology, our networks, and our market and industry insights to seize future opportunities. In particular, section 4.3 of the report articulates a clear vision for where Austrade can be as an organisation in five years' time.

Austrade's Executive has accepted all of the Organisational Capability Assessment's recommendations in principle. Over the next five years, we will focus on transforming our business through the delivery of the following strategic priorities:

- › **Strengthening client and investor service delivery** – we will broaden our reach and value-add by developing an enhanced suite of tailored and strategic services, and a universal service offering. These will be informed by global opportunities, client and investor needs and supported by new technology, platforms and data analytics.
- › **Partnering for success** – with our partners we will collaborate, co-design and deliver seamless export and investment services which make the most of our collective strengths and resources.
- › **Promoting Australia and its capability internationally** – we will work with partners across government and business to promote Australian innovation and capability overseas.
- › **Enhancing our commercial intelligence capability** – we will continue to leverage the extensive knowledge and experience of our people, and further build our commercial intelligence capability to provide authoritative insight to business.

- › **Expanding our policy influence** – harnessing our unique understanding of international markets and the commercial interests of our clients and investors, we will provide evidence-based insights to inform and influence policy.
- › **Developing talent** – we will continue to invest in the capability of our people, developing their talent and maximising their contribution to our business.
- › **Embracing digital first** – we will optimise our service delivery and operations through intuitive, client-focused, and integrated digital platforms which optimise efficiencies, information dissemination and collaboration.
- › **Operating with agility** – we will redesign our business model to be stable at the core but flexible around the edge with strategic resource allocation, to respond to rapidly changing global dynamics and new priorities.

We have already commenced implementation of these priorities, a testament to the ability of our staff to read the global environment and respond creatively. A number of potential pathways to delivery were identified through our recently completed Ideas Challenge.

Some of our key deliverables over the next 6 – 12 months include:

- › analysing our existing service offering, identifying potential new services, and developing and implementing a universal service offering for all our clients and investors
- › integrating our onshore trade, investment, tourism and education functions into industry lead teams to enable sector-focused, client-centric service delivery
- › working with our key government partners, in particular the Department of Industry, Innovation and Science, to provide integrated assistance for Australian businesses, as they pursue growth strategies in the domestic and international markets
- › the establishment of offshore regional teams to enable a coordinated approach, more efficient operations and improved engagement across our onshore and offshore networks
- › developing digital and data strategies aligned with our agency and ICT strategies
- › developing and implementing new talent management and resource allocation frameworks.

We are firmly focused on the future and on ensuring we continue to meet and exceed the expectations of the Government, our clients, investors and partners. We will plan for the unknown, remain agile and open to change, and work with our partners to drive change through innovation.

We will bolster our operating model to ensure it readily identifies and responds to changes in business and international markets. We will mobilise our people and resources to quickly adapt and continue to deliver services with maximum impact. We will employ matrix and virtual teams to lead projects, and manage accounts and sector specific issues, to tap into capability and expertise across the agency's global network.

To facilitate continuous improvement, we will regularly measure our success and identify ways to improve and adjust with emerging trends.

Austrade's culture will remain a key determinant of our success. In addition to the core APS values, we will foster a culture of generosity, innovation, collaboration and transparency. Our clients are at the heart of how we work and organise ourselves, and will inform the innovative ways we connect and partner for success.

Austrade acknowledges and thanks the Organisational Capability Assessment team, led by the Hon Warwick Smith AM, and Mr Andrew Metcalfe AO, for their insights into our current capability, and their guidance in relation to our future direction. The report's findings reinforce our understanding of our existing strengths, and have sharpened our future strategic objectives.

Dr Stephanie Fahey
Chief Executive Officer, Austrade