

Geoscience Australia Corporate Plan

2022–23 to 2025–26

August 2022

Contents

Acknowledgment of Country	ii
1 Introduction	1
1.1 Chief Executive Officer's foreword.....	1
1.2 Statement of preparation.....	1
2 Strategic direction	2
2.1 Purpose.....	2
2.2 Strategic priorities and objectives.....	2
2.3 Performance measurement.....	2
1. Building Australia's resources wealth	3
2. Supporting Australia's community safety	6
3. Securing Australia's water resources	8
4. Managing Australia's marine jurisdictions	10
5. Creating a location-enabled Australia	11
6. Enabling an informed Australia	14
3 Entity management and operations	17
3.1 Overview.....	17
3.2 Employees.....	17
3.3 Information communications and technology.....	17
3.4 Budget and funding.....	17
3.5 Stakeholders and partnerships.....	18
3.6 Risk management.....	18

Acknowledgment of Country

Geoscience Australia acknowledges the traditional owners and custodians of Country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the elders past and present.

1 Introduction

1.1 Chief Executive Officer's foreword

As the nation's trusted source of information on Australia's Earth sciences, Geoscience Australia empowers decision making by government, communities and industry. The breadth of our work covers the uniqueness of our island continent, our extensive marine jurisdictions and includes our frozen territories in the Antarctic.

For over 110 years Australia's prosperity and safety has been shaped by our knowledge of this dynamic landscape. Commonwealth geoscience has played an important role since the formation of the Australian Survey Office in 1910, and the nation's first national topographic mapping program was driven by the need to defend Australia's people and develop our regional areas. In later years, systematic mapping of the nation's geology to understand our resource endowment and drive new discoveries has underpinned our successful economy.

We continue to deliver data of enduring value, and advice that helps government, communities and industry to address challenges and enhance opportunities facing Australia now and into the future.

This 2022-23 Corporate Plan sets out the work program of the organisation over the next four years, identifying the areas we will impact and how we'll measure our success. This Corporate Plan is designed to propel us to our ten-year targets outlined in our strategic plan, Strategy 2028. I encourage you to look at this strategy to see our vision for the future.

1.2 Statement of preparation

As the accountable authority of Geoscience Australia, I am pleased to present our 2022-23 Corporate Plan covering the four-year period to 2025-26, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



Dr James Johnson
Chief Executive Officer
18 August 2022

2 Strategic direction

2.1 Purpose

Geoscience Australia's purpose is to be the trusted advisor on Earth sciences to inform government, community and industry decision making. This contributes to a strong economy, resilient society and sustainable environment.

2.2 Strategic priorities and objectives

Geoscience Australia's work aligns with the National Science and Research Priorities and supports global and domestic government initiatives. In achieving our purpose, our work aligns with and impacts six key areas of society and is supported by an internal commitment to be the best organisation we can be.

- **Building Australia's resources wealth**—to maximise benefits from our mineral and energy resources, now and into the future.
- **Supporting Australia's community safety**—to strengthen our resilience to natural hazards.
- **Securing Australia's water resources**—to optimise and sustain their use.
- **Managing Australia's marine jurisdictions**—and supporting sustainable use of our marine environment.
- **Creating a location-enabled Australia**—to increase economic, environmental and social prosperity of Australia.
- **Enabling an informed Australia**—to equip government, communities and industry with geoscience data and information to make decisions for our nation.

2.3 Performance measurement

Geoscience Australia uses qualitative, quantitative and output targets to assess effectiveness and efficiency, to provide an appropriate balance in our reporting information and to enable an unbiased assessment of achievement at the end of the reporting cycle. Assessments and results of our performance will be reported in the 2022-23 Annual Performance Statements (included in our Annual Report).

We continue to make ongoing improvements to the reliability, objectivity and clarity of our performance measures through the following:

- improving the identification and documentation of data sources and methodologies used to measure results against performance measures
- continued analysis of performance measures to balance the mix of quantitative and qualitative measures of outputs, efficiency and effectiveness
- ongoing review to streamline and align performance information across the Portfolio Budget Statements, Corporate Plan and Annual Performance Statements.

These improvements will further help us to ensure consistency can be achieved between key reporting documents, making our reporting clearer and more informative to readers.

The Commonwealth Performance Framework is established by the *Public Governance, Performance and Accountability Act 2013* and requires entities to demonstrate how public resources have been applied to achieve their purposes. It outlines obligations on accountable authorities to prepare corporate plans, with section 16E of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) prescribing the requirements for corporate plans and performance information published by entities.

1. Building Australia's resources wealth

Environment

Australia's mineral and energy resources are a major contributor to the nation's wealth, economically and socially; annual export earnings were \$320b in 2020–21. Understanding Australia's available resources is a prerequisite for formulating sound policies on resources and land access.

Australia has a significant advantage in the production of resource commodities over other nations. This advantage stems from the rich and diverse mineral and energy endowment, the high quality regional-scale geoscience information that lowers the risks of exploration, advanced exploration, mining and processing technologies, a skilled workforce, generally favourable physical environments, relatively stable economic conditions, an enabling and robust legislative framework and low sovereign risk.

Geoscience Australia enables the transformation and responsible transition of our resources sector helping shape Australia's future low emissions economy.

10-year Targets

- We will map and understand Australia's energy resources, reversing Australia's increasing dependence on oil imports and increasing domestic gas supplies.
- We will stimulate mineral exploration investment, including critical minerals, opening up new producing provinces with over \$100b worth of mineral endowment.
- We will advance clean energy technologies that underpin Australia's greenhouse gas emission targets.
- We will develop new geoscience approaches and techniques to inform decision making by government, communities and industry.

Outcomes	Performance Measures ¹	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
1.1 Australia continues to be an attractive destination for investment in the resources sector	Geoscience Australia's promotional products support industry exploration investment	At least 20 minerals tenements are taken up by industry in areas covered by Geoscience Australia's precompetitive geoscience programs	At least 20 minerals tenements are taken up by industry in areas covered by Geoscience Australia's precompetitive geoscience programs	At least 20 minerals tenements are taken up by industry in areas covered by Geoscience Australia's precompetitive geoscience programs	At least 20 minerals tenements are taken up by industry in areas covered by Geoscience Australia's precompetitive geoscience programs
		Australian Identified Mineral Resources and Australian Energy Commodity Resources reports containing the national resource endowment are published	Australian Identified Mineral Resources and Australian Energy Commodity Resources reports containing the national resource endowment are published	Australian Identified Mineral Resources and Australian Energy Commodity Resources reports containing the national resource endowment are published	Australian Identified Mineral Resources and Australian Energy Commodity Resources reports containing the national resource endowment are published

¹Targets are weighted evenly for all composite measures. The measure is achieved where all targets are met.

Outcomes	Performance Measures ¹	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
	Authoritative information and technical advice on Australia's resource potential and the sector's activities are provided in accordance with Australian Government policy frameworks and within legislative timeframes	Advice informing <i>Environment Protection and Biodiversity Conservation Act 1999</i> and Foreign Investment Review Board assessments are completed within legislative timeframes in 95% of cases	Advice informing <i>Environment Protection and Biodiversity Conservation Act 1999</i> and Foreign Investment Review Board assessments are completed within legislative timeframes in 95% of cases	Advice informing <i>Environment Protection and Biodiversity Conservation Act 1999</i> and Foreign Investment Review Board assessments are completed within legislative timeframes in 95% of cases	Advice informing <i>Environment Protection and Biodiversity Conservation Act 1999</i> and Foreign Investment Review Board assessments are completed within legislative timeframes in 95% of cases
	Strategic assessment of Australia's critical mineral activities, sovereign capability, security needs and vulnerabilities	Progress report on strategic assessment delivered	Final strategic assessment published		
1.2 Pre-competitive geoscience data and knowledge support investment in exploration and drive new discoveries including a more diverse suite of energy and mineral resources	Australia's energy resource potential is progressively characterised and mapped	Publication of residual oil resource potential in selected fields in up to two highly prospective basins	Publication of residual oil resource potential in selected fields in up to two highly prospective basins	Research and analysis commenced on the residual oil resource potential in one highly prospective basin.	Residual oil resource potential published.
		Publication of geological studies of the energy resource potential for two basins	Publication of geological studies of the energy resource potential for two basins	Commence geological studies of the energy resource potential for one basin	Publication of geological studies of the energy resource potential for one basin
		Pre-competitive data and information informing new investment activities, including uptake of at least five petroleum titles and/or exploration expenditure of at least \$1 billion	Pre-competitive data and information informing new investment activities, including uptake of at least five petroleum titles and/or exploration expenditure of at least \$1 billion	Pre-competitive data and information informing new investment activities, including uptake of at least five petroleum titles and/or exploration expenditure of at least \$1 billion	Pre-competitive data and information informing new investment activities, including uptake of at least five petroleum titles and/or exploration expenditure of at least \$1 billion

Outcomes	Performance Measures ¹	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
	New assessments of four strategically important mineral systems covering areas of unknown resource potential, including under cover	Precious, base and critical minerals hosted in alkaline rocks published	Iron oxide, copper and gold published	High purity silica published	
	National-scale assessment of Australia's potential for clean energy and decarbonisation	Finalise and publish a national scale assessment of Australia's salt resources for underground energy storage	Commence development of a national map of Australia's footprint for renewable energy generation	A national renewable energy footprint map published.	Commence work to update Australia's national scale assessment of resources for CO ₂ geological storage.
	Detailed geological study and new precompetitive data on the resource potential of the Cooper and Adavale Basins	Review of regional geochemistry published for Cooper and Adavale Basins Publication of reprocessed seismic data for Cooper and Adavale Basins	New seismic data collected	New seismic data and interpretation published	Adavale Basin stratigraphic drill campaign completed Final resource potential assessment published
1.3 The Exploring for the Future program improves the integration of minerals, energy and groundwater resource assessments to support industry and government decisions	New regional-scale geological studies of integrated minerals, energy and groundwater resource potential	Publication of integrated resource assessment for Barkley Isa Georgetown region complete Integrated resource assessments for Officer-Musgrave and Darling-Curnamona-Delamerian regions 60% complete	Publication of completed integrated resource assessments for Officer-Musgrave and Darling-Curnamona-Delamerian regions		

2. Supporting Australia's community safety

Environment

The impacts of natural disasters on Australia's economy, environment and society are significant and include loss of life, loss of property and infrastructure, disruption to business and disruption to our livelihoods. Our cities and regional centres, and their supporting infrastructure, are expanding as populations grow. This increases our exposure and vulnerability to hazards. The forecast cost of disasters is expected to increase with our growing population and valuable assets, expanding into areas vulnerable to hazards and a changing climate.

To be better prepared, and to make informed decisions to reduce disaster risk, Australia depends on availability of hazard, exposure, vulnerability and impact information.

Geoscience Australia provides disaster risk information to help Australians understand the consequences of hazard events, which contributes to more resilient communities now and in the future.

10-year Targets

- We will deliver authoritative, current and timely national data and advice on our built environment, hazard extents and the exposure of our communities and assets during natural hazard events to support response and recovery.
- We will advance our understanding of Australia's natural hazards and the vulnerability of our built environment to mitigate the impact and cost of disasters.
- We will forecast the possible impact of natural hazards enabling communities to better prepare and build resilience.
- We will provide real-time monitoring, analysis and advice on significant earthquakes, including those causing tsunamis, to help safeguard Australian and Indian Ocean communities.

Outcomes	Performance Measures ²	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
2.1 Data on natural hazard, exposure and vulnerability for all decision makers that is findable, accessible, interoperable, trustworthy and nationally consistent	Level of exposure data with 5 years currency	5 datasets updated	5 datasets updated	5 datasets updated	5 datasets updated
	Hazard, exposure and vulnerability data that is accessible and discoverable	At least one dataset updated and published openly reflecting advancements in better practice, evidence-based science and observations from significant disasters	At least one dataset updated and published openly reflecting advancements in better practice, evidence-based science and observations from significant disasters	At least one dataset updated and published openly reflecting advancements in better practice, evidence-based science and observations from significant disasters	At least one dataset updated and published openly reflecting advancements in better practice, evidence-based science and observations from significant disasters
2.2 Stronger cross-sector capability development to leverage data for disaster risk management	Geoscience Australia's capability is routinely used in decision-making to be better prepared for, respond to and recover from the	Case study demonstrating the application of Geoscience Australia products and services to deliver actionable information	Case study demonstrating the application of Geoscience Australia products and services to deliver actionable information	Case study demonstrating the application of Geoscience Australia products and services to deliver actionable information	Case study demonstrating the application of Geoscience Australia products and services to deliver actionable information

²Targets are weighted evenly for all composite measures. The measure is achieved where all targets are met.

	consequences of natural hazards				
2.3 Modern operations-grade systems, supported to reliably inform time-critical decision-making and actions	Geoscience Australia's capability is routinely used in decision-making to be better prepared for, respond to and recover from the consequences of natural hazards	95% availability of Digital Earth Australia Hotspots system for public access	95% availability of Digital Earth Australia Hotspots system for public access	95% availability of Digital Earth Australia Hotspots system for public access	95% availability of Digital Earth Australia Hotspots system for public access
		72-hour response time to formal requests for activation of the International Disaster Charter or the Copernicus Emergency Management Service	72-hour response time to formal requests for activation of the International Disaster Charter or the Copernicus Emergency Management Service	72-hour response time to formal requests for activation of the International Disaster Charter or the Copernicus Emergency Management Service	72-hour response time to formal requests for activation of the International Disaster Charter or the Copernicus Emergency Management Service
	Availability of time-critical systems to support earthquake alerting, nuclear monitoring and geomagnetic monitoring	90%	90%	90%	90%

3. Securing Australia's water resources

Environment

Australia is the driest inhabited continent, which makes water use and management a key challenge. In many parts of Australia, groundwater underpins agriculture, the environment, minerals and energy resource development, and the wellbeing of regional communities.

We need to better understand surface and groundwater systems in order to properly manage our water resources. Understanding the connection between groundwater and surface water systems and reducing the impact of development on groundwater supply and quality are critical to our water security and regional development.

Geoscience Australia supports the fair sharing of Australia's water resources for a strong economy, resilient society and sustainable environment. We will demonstrate national leadership in the application of geoscience to understand groundwater systems to support responsible water management.

10-year targets

- We will collaborate to develop and deliver data, knowledge and advice on surface water and groundwater to inform decision making by government, communities and industry.
- We will develop new technologies and geoscience that identify surface water and new groundwater resources.
- We will deliver a complete map of groundwater systems in Australia's geological provinces to understand the nation's resource potential.
- We will deliver detailed regional groundwater assessments in half of Australia's geological provinces to enable responsible water management practice.

Outcomes	Performance Measures ³	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
3.1 Australia's water systems are characterised and mapped in a nationally consistent way	Australia's water systems are progressively characterised and mapped	Publication of regional groundwater assessments in two basins and delivered through the online portal	Publication of regional groundwater assessments in two basins and delivered through the online portal	Commence a regional groundwater assessment in one basin	The regional groundwater assessment is published and delivered through the online portal
		Complete foundation knowledge of groundwater systems with national coverage	Deliver foundational and national coverage knowledge of groundwater systems via online portal supported by associated databases		
3.2 Enable productive and sustainable water management decisions and practices for government and businesses	Products, advice and services are utilised and support governments and businesses	Ten examples of groundwater datasets, products and advice supporting government in water management decisions	Ten examples of groundwater datasets, products and advice supporting government in water management decisions	Ten examples of groundwater datasets, products and advice supporting government in water management decisions	Ten examples of groundwater datasets, products and advice supporting government in water management decisions

³Targets are weighted evenly for all composite measures. The measure is achieved where all targets are met.

Outcomes	Performance Measures ³	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
	Effective decisions, management of environmental assets and better use of surface water resources	Case study demonstrating the use of Earth observation data and products in government decision making on surface water policy, investment, management and operation (specifically, policy, investment and regulation)	Case study demonstrating the use of Earth observation data and products in government decision making on surface water policy, investment, management and operation (specifically, policy, investment and regulation)	Case study demonstrating the use of Earth observation data and products in government decision making on surface water policy, investment, management and operation (specifically, policy, investment and regulation)	Case study demonstrating the use of Earth observation data and products in government decision making on surface water policy, investment, management and operation (specifically, policy, investment and regulation)

4. Managing Australia's marine jurisdictions

Environment

Australia's marine jurisdiction is approximately double the size of Australia's land mass and 4 per cent of the world's oceans. With increasing global demand for energy, food and security, activity within our marine jurisdiction is becoming increasingly important to our economy. Effective and efficient management of this precious environment relies on baseline mapping, understanding of marine resources and assets, and the ability to measure change over time.

10-year Targets

- We will lead collaboration across government, industry and academia to map and characterise Australia's seabed, enabling the sustainable management of our marine environment and growth of Australia's \$100b Blue Economy.
- We will deliver coastal landform data that informs management of the coastal zone, including building resilience to the impacts of a changing climate.
- We will use geoscientific data to define Australia's maritime boundaries to underpin the legal and regulatory framework for our marine jurisdiction.

Outcomes	Performance Measures ⁴	Target			
		2022-2023 ⁵	2023-2024	2024-2025	2025-2026
4.1 Data and products describing Australia's maritime boundaries, the sea floor, and the coastal zone are available, readily discoverable and easily used	Accessibility of quality assured bathymetry data and derived products to support the management of Australia's marine jurisdiction.	10 new bathymetry datasets released via the AusSeabed Marine Data Portal	10 new bathymetry datasets released via the AusSeabed Marine Data Portal	10 new bathymetry datasets released via the AusSeabed Marine Data Portal	10 new bathymetry datasets released via the AusSeabed Marine Data Portal
	Accessibility of maritime boundaries information to support marine planning and administration.	Modernised Australian Maritime Spatial Information System (AMSIS) platform delivered	90% uptime of maritime boundaries web services on Australian Maritime Spatial Information System (AMSIS) platform	90% uptime of maritime boundaries web services on Australian Maritime Spatial Information System (AMSIS) platform	90% uptime of maritime boundaries web services on Australian Maritime Spatial Information System (AMSIS) platform
4.2 Enable decisions on sustainable use and management of Australia's marine jurisdiction by governments and businesses	Geoscience Australia's Georegulation and marine geoscience capabilities are used in government and business decision-making.	Annual case study demonstrating new capabilities and use and impact of Geoscience Australia's products, advice and services.	Annual case study demonstrating new capabilities and use and impact of Geoscience Australia's products, advice and services.	Annual case study demonstrating new capabilities and use and impact of Geoscience Australia's products, advice and services.	Annual case study demonstrating new capabilities and use and impact of Geoscience Australia's products, advice and services.

⁴Targets are weighted evenly for all composite measures. The measure is achieved where all targets are met.

⁵ 2022-23 Case Study title: Marine planning and information framework for Australia's new offshore renewable energy industry. Description: Geoscience Australia's coordination and delivery of data and information through Australian Maritime Spatial Information System (AMSIS) and AusSeabed data portal provides Government access to the information required to make informed decisions on use of Australia's marine jurisdiction. Measure: Geoscience Australia's capabilities provides transparent and consistent information and support decision-making, contributes to regulatory efficiency and improves certainty for investment in Australia's offshore renewable energy industry.

5. Creating a location-enabled Australia

Environment

Australia has a vast and rich landscape. Geographic data provides the nation with a changing view of the country's landscape through time.

Geoscience data and information are a significant national resource with significant enduring value for the Australian community. Knowing when and where events and activities occur is essential for government, communities, industry and researchers to make decisions and improve economic, environmental and social outcomes for Australia.

Geoscience Australia provides national leadership that strengthens location-based decision making through the integration of digital mapping, Earth observations and precise positioning science, data and capabilities.

10-year targets

- We will deliver positioning accuracy of 10 cm across Australia and enable 3–5 cm accuracy in areas with mobile phone coverage, adding at least \$6.2b to the Australian economy over the next 30 years.
- We will deliver a satellite data platform that supports best-practice Government decisions, helps Australian businesses to use Earth observations data and underpins the contribution of over \$5b5 annually to the Australian economy.
- We will grow the Australian space industry through our first national space mission, operating Australian satellites that monitor lands and coasts, supporting our economy and strengthening international partnerships.
- We will undertake geoscientific programs in Antarctica in our national interests.
- We will support Australia's digital economy by delivering new digital mapping capabilities that integrate data on Australia's geography, society and environment.

Outcomes	Performance Measures ⁶	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
5.1 Discoverable, accessible, interoperable, reusable and nationally consistent datasets that describe Australia's geography and support Australia's national interests	Location-enabled information generated through Geoscience Australia programs can be consumed by decision makers, and is open, published and discoverable	All publicly releasable spatial data is discoverable, with an increase of 5 datasets	All publicly releasable spatial data is discoverable, with an increase of 5 datasets	All publicly releasable spatial data is discoverable, with an increase of 5 datasets	All publicly releasable spatial data is discoverable, with an increase of 5 datasets
	High quality validated and maintained Earth observation Analysis Ready Data that is highly available to users	Landsat Analysis Ready Data is available to users within 24 hours of receipt of 'Level 1' data and required ancillary data	Landsat Analysis Ready Data is available to users within 24 hours of receipt of 'Level 1' data and required ancillary data	Landsat Analysis Ready Data is available to users within 24 hours of receipt of 'Level 1' data and required ancillary data	Landsat Analysis Ready Data is available to users within 24 hours of receipt of 'Level 1' data and required ancillary data
		Analysis Ready Data is correct to within 11% (average) of	Analysis Ready Data is correct to within 11% (average) of	Analysis Ready Data is correct to within 11% (average) of	Analysis Ready Data is correct to within 11% (average) of

⁶Targets are weighted evenly for all composite measures. The measure is achieved where all targets are met.

Outcomes	Performance Measures ⁶	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
		measured field reflectance data			
	Derivative satellite data products that are fit-for-purpose, fully operational and accessible to government and business users and collaborators	Annual satellite data products are updated and published within one month of receipt of all required input data	Annual satellite data products are updated and published within one month of receipt of all required input data	Annual satellite data products are updated and published within one month of receipt of all required input data	Annual satellite data products are updated and published within one month of receipt of all required input data
5.2 Infrastructure enabling timely access to national spatial data and information for improved decision-making	Authoritative, trusted positioning data services	All data are delivered in line with national and international geodetic standards to international data centres which are used to analyse and archive the data	All data are delivered in line with national and international geodetic standards to international data centres which are used to analyse and archive the data	All data are delivered in line with national and international geodetic standards to international data centres which are used to analyse and archive the data	All data are delivered in line with national and international geodetic standards to international data centres which are used to analyse and archive the data
	Operate the infrastructure and systems to enable 3 – 5 cm accurate positioning services in areas with mobile phone coverage.	95% availability of services			
	Build the infrastructure and systems to deliver trusted and 10 cm accuracy positioning service across Australia and its maritime zones	Early services available	Initial operating capability, 95% availability of open services	Initial operating capability, 99.5% availability of open services	Initial operating capability, 99.5% availability of open services
	Build and operate the Digital Atlas of Australia, including the NationalMap	Initial operational capability	Full operational capability	Expanded full operational capability	Further expanded operational capability
	Operate Australian land imaging satellites in support of the National Space	Preliminary Design Review complete	Mission Operation Centre readiness	Launch of first satellite	First data availability

Outcomes	Performance Measures ⁶	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
	Mission for Earth observations.				
	Platforms, tools and processes that empower government and business users and collaborators to use and extend satellite data and products are highly available	Satellite data products and services hosted on cloud infrastructure maintain 95% availability during business hours (8 am-6 pm)	Satellite data products and services hosted on cloud infrastructure maintain 95% availability during business hours (8 am-6 pm)	Satellite data products and services hosted on cloud infrastructure maintain 95% availability during business hours (8 am-6 pm)	Satellite data products and services hosted on cloud infrastructure maintain 95% availability during business hours (8 am-6 pm)
5.3 Develop location enabled capabilities to enable businesses to be more productive and profitable and governments to make informed decisions	Geoscience Australia's capabilities and national spatial leadership mechanisms provide value to business and government	Case study demonstrating incorporation of Geoscience Australia's capability in business operations, government operations and programs, and efficiency of cross-government operations	Case study demonstrating incorporation of Geoscience Australia's capability in business operations, government operations and programs, and efficiency of cross-government operations	Case study demonstrating incorporation of Geoscience Australia's capability in business operations, government operations and programs, and efficiency of cross-government operations	Case study demonstrating incorporation of Geoscience Australia's capability in business operations, government operations and programs, and efficiency of cross-government operations
5.4 Deliver geoscience information from Antarctica to inform government decisions, support scientific research and contribute to a strong and effective Antarctic Treaty System	The Australian Antarctic Territory is progressively mapped and characterised	Antarctic mapping survey to collect new data completed	Publication of two new Antarctic geoscience datasets	Antarctic mapping survey to collect new data completed	Publication of two new Antarctic geoscience datasets

6. Enabling an informed Australia

Environment

Geoscientific data and physical collections have enduring value. It is essential that these data and collections are curated correctly and can be easily understood and accessed by everyone. Data are acquired from platforms including satellites, observatories and laboratory instruments. Data and samples can be integrated to build models of our continent, our Antarctic and island territories and surrounding oceans.

Geoscience Australia delivers world-class, trusted data and platforms and expertise to support high impact geoscience, transparent evidence-based decisions and social licence to operate.

Geoscience Australia also maintains efforts to maximise Australians' understanding of our geoscientific information and our contribution to their livelihoods. We disseminate geoscientific knowledge in our public outreach programs to ensure that all Australians can better understand the contribution of Earth science and our work to their community.

10-year targets

- We will build and operate national infrastructure to measure and monitor our environment, making data openly accessible to inform evidence-based decisions.
- We will be the custodian of authoritative geoscientific data, knowledge, and physical collections for the benefit of all Australians.
- We will ensure future generations are informed in science, technology, engineering and mathematics by equipping them with Earth science knowledge and resources.
- We will provide national and international leadership in geoscientific and open data to accelerate findable, accessible, interoperable and reusable (FAIR) data across all areas of Earth science.

Outcomes	Performance Measures ⁷	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
6.1 Deliver high quality, transparent, reproducible data, information and science that is relevant to users	Increased positive engagement of users with our products and services	Baseline approach to measuring engagement established	Increase in positive engagement metrics	Increase in positive engagement metrics	Increase in positive engagement metrics
6.2 Support infrastructure to measure and monitor the environment	Our ground-based satellite stations continue to capture data of national and international significance	Management and operation of ground stations supports capture and delivery of data from 98% of all scheduled satellite passes	Management and operation of ground stations supports capture and delivery of data from 98% of all scheduled satellite passes	Management and operation of ground stations supports capture and delivery of data from 98% of all scheduled satellite passes	Management and operation of ground stations supports capture and delivery of data from 98% of all scheduled satellite passes
6.3 Management of offshore petroleum data and samples for	Compliance with the <i>Offshore Petroleum and Greenhouse Gas</i>	Data and samples are assessed for compliance, stored and	Data and samples are assessed for compliance, stored and	Data and samples are assessed for compliance, stored and	Data and samples are assessed for compliance, stored and

⁷ Targets are weighted evenly for all composite measures. The measure is achieved where all targets are met.

Outcomes	Performance Measures ⁷	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
effective regulation of the industry	<i>Storage Act 2006</i> requirements	backed-up securely within regulatory timeframes in 95% of cases	backed-up securely within regulatory timeframes in 95% of cases	backed-up securely within regulatory timeframes in 95% of cases	backed-up securely within regulatory timeframes in 95% of cases
6.4 Develop and maintain Earth science resources and programs for educators, students and communities	Engage and develop new resources for schools and educators, including through school visits to Geoscience Australia's Education Centre, outreach activities and virtual classrooms	Develop five new resources for educators and the Australian public, and lead teacher and community professional development events	Develop five new resources for educators and the Australian public, and lead teacher and community professional development events	Develop five new resources for educators and the Australian public, and lead teacher and community professional development events	Develop five new resources for educators and the Australian public, and lead teacher and community professional development events
		Host at least 100 school visits to the Education Centre and virtual engagements that include remote and regional audiences, and produce five newsletters to the Australian education community	Host at least 100 school visits to the Education Centre and virtual engagements that include remote and regional audiences, and produce five newsletters to the Australian education community	Host at least 100 school visits to the Education Centre and virtual engagements that include remote and regional audiences, and produce five newsletters to the Australian education community	Host at least 100 school visits to the Education Centre and virtual engagements that include remote and regional audiences, and produce five newsletters to the Australian education community
		Develop materials for and host at least one outreach engagement activity with First Nations Australians communities to deliver Geoscience Australia data and information to the communities in an accessible and useable format.	Develop materials for and host at least one outreach engagement activity with First Nations Australians communities to deliver Geoscience Australia data and information to the communities in an accessible and useable format.		
		Develop a public spaces strategy to help guide how visitors to the building are informed about Geoscience Australia's role	Implement changes to public spaces with at least one new public display developed	Implement changes to public spaces with at least one new public display developed	Implement changes to public spaces with at least one new public display developed

Outcomes	Performance Measures ⁷	Target			
		2022-2023	2023-2024	2024-2025	2025-2026
		and value to the nation			
6.5 Provide research support in the delivery of open-source geoscientific information	Strengthen Australia's Earth science literacy and engagement with national geoscience information and collections	Coordinate ten public events to increase awareness of the value of Earth sciences to all Australians	Coordinate ten public events to increase awareness of the value of Earth sciences to all Australians	Coordinate ten public events to increase awareness of the value of Earth sciences to all Australians	Coordinate ten public events to increase awareness of the value of Earth sciences to all Australians
		Deliver three products or activities to promote the National Mineral and Fossil Collection as an open source of geoscientific information and data	Deliver three products or activities to promote the National Mineral and Fossil Collection as an open source of geoscientific information and data	Deliver three products or activities to promote the National Mineral and Fossil Collection as an open source of geoscientific information and data	Deliver three products or activities to promote the National Mineral and Fossil Collection as an open source of geoscientific information and data

3 Entity management and operations

3.1 Overview

Geoscience Australia is a non-corporate Commonwealth entity within the Industry, Science and Resources portfolio. We partner with governments, industry, publicly funded research organisations and academia to provide specialist expertise and information to support the delivery of Australian Government services. Our Science Strategy 2028 provides guidance and principles for conducting science to maintain scientific quality, relevance and excellence. We ensure the quality, relevance and sustainability of our science by regularly evaluating our scientific capability and capacity.

3.2 Employees

Geoscience Australia has a highly educated and skilled workforce, spanning a number of specialist areas, including:

- geoscientists such as geologists, geodesists, geophysicists, geochronologists and geochemists
- spatial professionals such as cartographers, surveyors and remote sensing experts
- data management professionals
- educators and science communicators
- ICT specialists including experts in high performance data and computing, mathematics, engineers, graphic designers
- corporate and management professionals including human resource, finance and communication specialists.

Geoscience Australia has an estimated average staffing level of 600. Results of the last Australian Public Service Employee Census provided results of a highly satisfied, motivated, experienced and qualified workforce. Our Diversity and Inclusion Strategy outlines our commitment to promoting and empowering an inclusive, respectful and equitable workplace. A key focus over the next four years is to achieve Science in Australian Gender Equity (SAGE) silver accreditation.

3.3 Information communications and technology

Geoscience Australia's digital investment will drive and enable high-impact science, leading to more accurate and robust insights, and better decisions about Australia's resources, land and marine environments, spatial enablement and community safety. We develop and implement deliberate and fit for purpose strategies, architectures, frameworks and processes to support our organisation to meet high standards of governance, performance and accountability. Our Digital Strategy 2019–2022 is available on our website with the 2023–2026 strategy currently being developed.

3.4 Budget and funding

Geoscience Australia is committed to meeting whole-of-government priorities and ensuring the effective provision of fit-for-purpose products and services. In this context, Geoscience Australia is continually improving operations to deliver improved efficiencies, reducing administrative overheads and providing services within a governance framework that supports organisational objectives. In 2022-23, Geoscience has a total revenue budget of \$416.9 million, an increase of \$82.9 million from estimated actual revenue in 2021-22. This is mainly due to an increase in appropriation revenue from the Australian Government, comprising:

- Satellite-Based Augmentation System – net increase of \$65.2 million
- Exploring for the Future (phase two) – increase of \$6.3 million
- Strategic Basin Plans – increase of \$6.0 million
- National Space Mission for Earth Observation – not for publication
- Critical Minerals – virtual research and development centre – increase of \$3.5 million.

Own source revenue is expected to decrease by \$1.3 million from 2021-22. Total expenses for 2022– 23 are budgeted at \$430.8 million.

3.5 Stakeholders and partnerships

As the key government provider of geoscience data, expertise and analysis, Geoscience Australia is partner to a large number of collaborative, cross-government programs and projects.

We work in partnership with a wide range of Australian Government entities to provide geoscience services and information. Our collaboration with Australian Government, public and international partner organisations is highly successful.

We support emergency managers during natural disasters by supplying satellite imagery and maps. This ensures disaster managers have the most up-to-date information to make essential decisions.

Geoscience Australia is also partnering with the Bureau of Meteorology, Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Australian Bureau of Statistics under the banner of the Australian Climate Service to reduce the impacts of disasters on our Australia's community, economy and environment.

With our partners in the Australian Space Agency, the Bureau of Meteorology, CSIRO and the Australian Earth observation community we are helping to shape the future of the Australian space sector through our contribution to the Australian Space Agency's Satellite Earth Observation Technology Roadmap.

We play a significant role within the Asia Pacific region providing information, advice and alerts to the Australian Government, the public and our regional neighbours about earthquakes, tsunamis and their associated hazard and risk.

We enable and continuously improve better practice engagement with remote, rural and First Nations Australian communities with a focus on protecting Indigenous cultural heritage.

We do not 'contract out' our services or compete in tenders. This positions our organisation to support independent evidence-based policy development across government.

We are strengthening our strategic communication narrative across our social media channels and website, including Facebook, LinkedIn and Twitter.

3.6 Risk management

The management of risk within our organisation is in accordance with the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Risk Management Framework and is consistent with AS/NZS ISO 31000:2009 Risk management – Principles and guidelines.

Geoscience Australia undertakes periodic risk workshops and reviews on risk management. The effective application of risk management improves decision making and facilitates better outcomes for the Australian Government.

Strategic risks identified through the risk workshops are:

- Geoscience Australia does not meet the policy needs of the Australian Government
- Geoscience Australia does not have sufficient long-term funding to be sustainable
- Geoscience Australia's data, information and advice is not trusted and/or relevant
- program delivery disruption – from inadequate long term planning and management of resources and infrastructure
- Geoscience Australia does not have the capability or capacity to deliver strategic outcomes.

These risks are being managed under the entity's reporting and risk management framework that includes the regular monitoring and review of controls and identified mitigating actions.