Australian Government
Geoscience Australia

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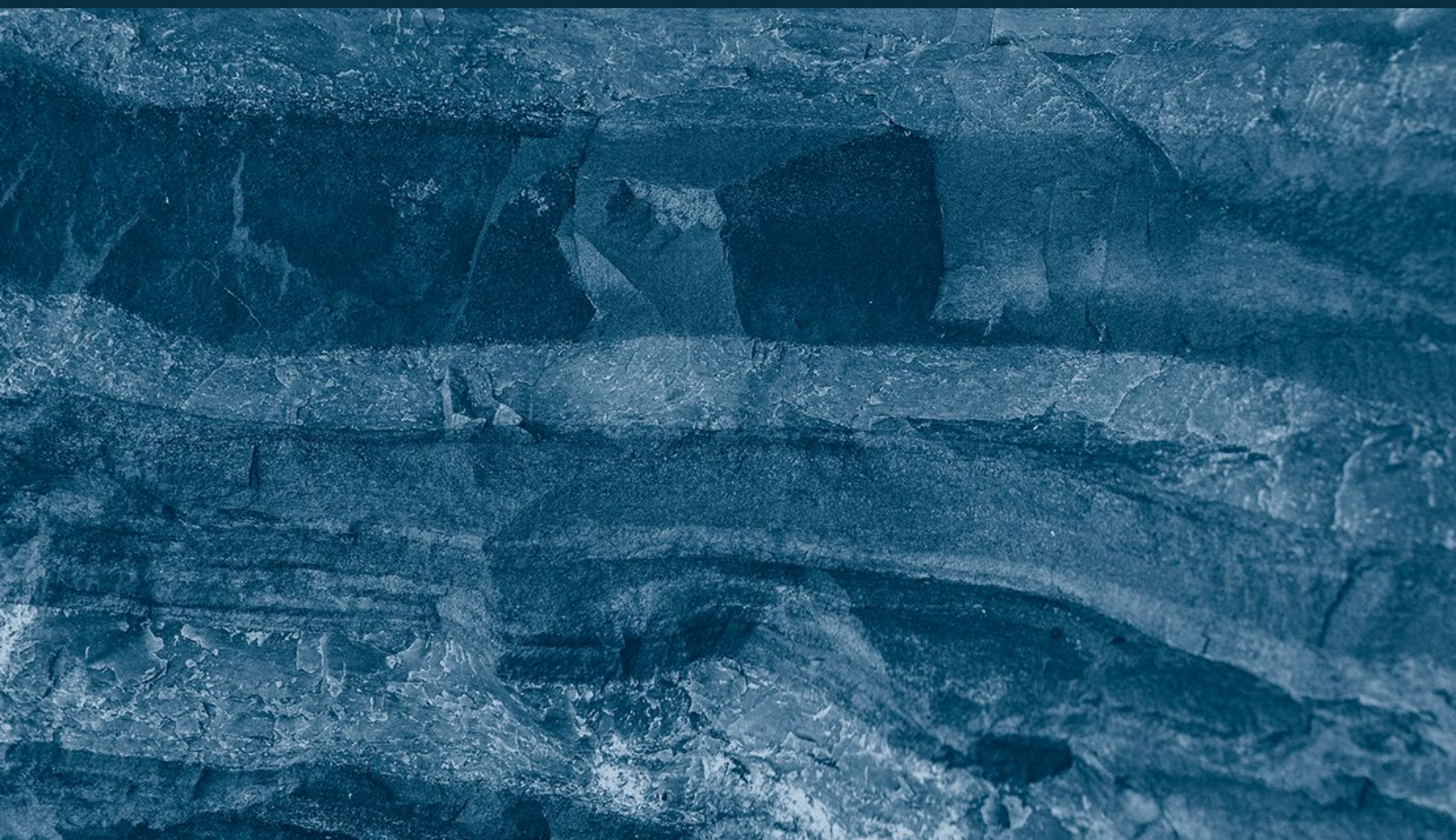
Corporate Plan 2024–25



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Geoscience Australia

Corporate Plan 2024–25

Department of Industry, Science and Resources
Minister for Resources and Minister for Northern Australia: The Hon Madeleine King MP
Secretary: Meghan Quinn PSM

Geoscience Australia
Chief Executive Officer: Dr James Johnson FTSE

Acknowledgement 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.

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Cover Image
Australia's resource boom began over 2 billion years ago in the Pilbara region in Western Australia. Iron-rich sediments were deposited by an ancient ocean's changing oxygen levels due to early photosynthetic life. These rocks are known as banded iron formations. The cover photo is of a banded iron formation from the Hamersley Ranges and can be found at the Geoscience Australia Time Walk in Symonston, ACT.

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CEO's Foreword

I am delighted to present the Geoscience Australia Corporate Plan 2024-25. This is our primary planning document and provides an understanding of our purpose, our objectives and our role.

Geoscience Australia is the national public-sector geoscience organisation. Commonwealth geoscience has played a vital role since the formation of the Australian Survey Office in 1910. Geoscience Australia came into being in 2001 when the Australian Surveying and Land Information Group (AUSLIG) merged with the Australian Geological Survey Organisation (AGSO). AGSO's predecessor organisation the Bureau of Mineral Resources, Geology and Geophysics (BMR) was established in 1946 and undertook the systematic geological and geophysical mapping of the continent to inform mineral exploration. AUSLIG, formed in 1987 when the Australian Survey Office joined with the Division of National Mapping, provided national geographic information and the provision of satellite imagery to industry and government, work that was started by the Australian Landsat Station in 1979 and was renamed to the Australian Centre for Remote Sensing (ACRES) in 1986.

From our humble beginnings to now, Geoscience Australia continues to demonstrate its importance to the Earth sciences in Australia, and to build on the success of our work and generate new initiatives such as the Digital Atlas of Australia.

Launched in May 2024, the Digital Atlas of Australia is a national data initiative that equips governments, businesses and the community with the information they need to make data-driven decisions tailored to local economic, social and environmental settings. This work, led by Geoscience Australia, is an enduring resource that will serve the needs of government and Australians well into the future.

The success of our work, most notably in the Exploring for the Future program, has been recognised by government and in the 2024-25 Budget we were successful in obtaining significant new, long-term funding. Our key new programs are Resourcing Australia's Prosperity, which will build on the successes and foundational work of Exploring for the Future, and the Australia-United States Partnership on Landsat Next, which significantly enhances our relationship with the United States government on Earth observation and continues our nearly 50-year relationship with the Landsat program. The next 12 months will lay the foundations on these initiatives designed to secure Australia's economic future.

Our work in these areas, and particularly in critical minerals, is central to Australia achieving the government's net-zero target and are key contributors to the Future Made in Australia agenda.

Geoscience Australia is well-placed to deliver on these initiatives as we head towards our strongest future yet.

Statement of Preparation

I, as the accountable authority of Geoscience Australia, present the Geoscience Australia Corporate Plan 2024-25, which covers the periods of 2024-25 to 2027-28, as required under paragraph 35(1)(b) of the *Public Governance Performance and Accountability Act 2013*.

Dr James Johnson FTSE

CEO, Geoscience Australia


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About us

What we do

Geoscience Australia is a world-leading science organisation, providing critical information to government, industry and the community which supports the economy, safety, and sustainability of the nation.

We fulfil a pivotal role in mapping and analysing Australia's marine jurisdiction, diverse landscapes and geology, monitoring environmental disasters and hazards, and managing valuable geospatial data.

Our value to the nation, support to the Australian Government, and the trust in our advice is centred on the quality, timeliness and relevance of the scientific knowledge and skills that we host and cultivate, as well as the culture and principles that guide our scientific endeavours.

Our vision

To be a world-leading organisation informing evidence-based decisions through integrated Earth sciences to secure Australia's future.

Our purpose

To inform government, industry and community decisions on the economic, social, and environmental management of the nation's natural resources through enabling access to geoscientific and spatial information.

Our objectives

To achieve our purpose, we focus on 3 objectives:

- Providing expert advice and information including world-class trusted data and platforms
- Partnering with stakeholders to deliver world-leading science and expertise
- Promoting and educating on Earth science and Science, Technology, Engineering and Mathematics (STEM)

Our key activities

Each of our objectives is achieved through key activities that we have chosen to best represent our significant program and policy responsibilities. Our key activities do not cover all our work. Instead, they demonstrate those activities that make a significant contribution to achieving our purpose and objectives. Geoscience Australia's key activities:

1. provide geoscientific leadership, knowledge and understanding
2. provide quality advice to government and public access to geoscientific data and products
3. build and maintain strong relationships with diverse stakeholders
4. educate and advocate for Earth science and STEM.

Figure 1 shows the connections between our purpose, objectives and key activities and the other elements of our corporate plan.

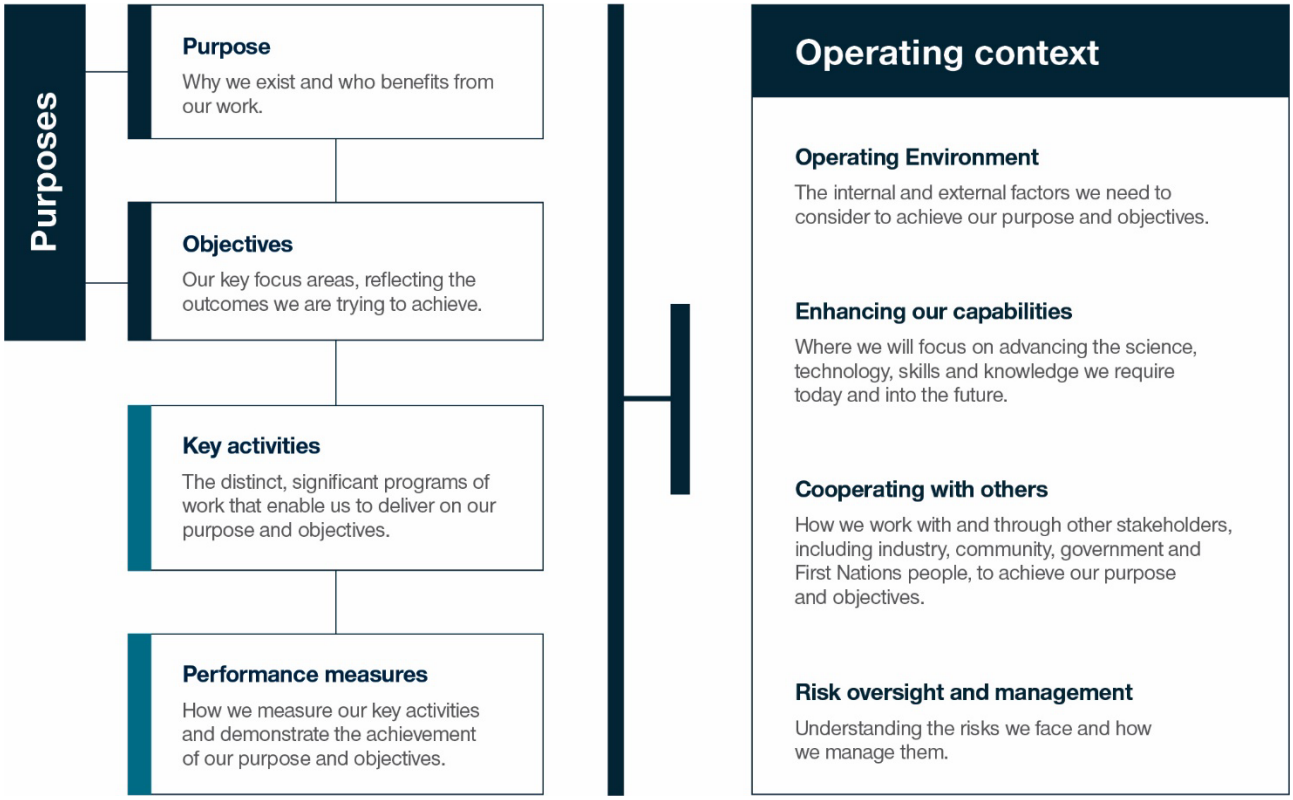

Figure 1. How the elements of our corporate plan integrate

Our core values

Geoscience Australia's Values support and build on the Australian Public Service (APS) Values of being impartial, committed to service, accountable, respectful, and ethical. Our values ensure there is a shared understanding of how we work together and with our diverse group of stakeholders to achieve our purpose.

Figure 2. Our Values

Operating Context

Environment

In a shifting global economy, science, research, and innovation for the future prosperity and wellbeing of Australians is still at the forefront for Geoscience Australia as we strive to deliver excellent science. Our operating environment at times is uncertain, complex, and fast-paced.

Australia's abundant geological resources are the cornerstone to the country's long-term growth, prosperity, and security. By leveraging our competitive advantage and building sovereign capability, the Australian Government is looking to seize these opportunities – to generate clean energy and investment that will power our future.

The 2024-25 Budget will place Geoscience Australia at the centre of Australia's transition to net zero.

Geoscience Australia has been funded to accelerate the discovery of critical minerals, ground water and other resources necessary for the net zero transition, and will comprehensively map Australia's natural resources, through the **Resourcing Australia's Prosperity** (RAP) initiative. This expanded program, funded for 35 years targeting critical minerals and strategic minerals, is built on the success of, and replaces, the Exploring for the Future Program.

In addition, Geoscience Australia has been funded to support the design and development of the **Critical Minerals Production Tax Incentive** and establish an independent mineral testing function. The Critical Minerals Production Tax Incentive will support Australian critical mineral processing.

Geoscience Australia will deliver these long-term initiatives by providing our nationally and internationally recognised expertise to improve the understanding of Australia's resource potential and in-turn, unlock new opportunities for the nation.

Under the Australia-United States Partnership in Landsat Next, the multi-decadal partnership between Geoscience Australia and the United States Geological Survey on land remote sensing will be expanded. The new capabilities of Landsat Next, scheduled for launch in 2031, will be leveraged to map and observe the changing surface of the Earth in greater detail than ever before. This will enable new applications in environmental monitoring, agricultural productivity, climate adaptation, water monitoring, and management of floods, fires and other natural disasters – delivering economic, environmental and social benefits for Australians.

In this environment it is **science** at the heart of what we do, with **technology and data** underpinning the delivery of this work.

Science excellence

The refreshed National Science and Research Priorities and National Science Statement, released by government, will set a long-term vision for our nation's science and research system, providing a national policy framework that embeds science into government decision making. Geoscience Australia will harness the refreshed priorities and statement to better align our efforts and investments in science to deliver social, economic and environmental benefits for all Australians

We continue to strive to meet our goals in our decadal strategy, *Strategy 2028*, with this year providing an opportune time to take stock and evaluate where we need to accelerate, or pivot, efforts to meet our targets.

Geoscience Australia's 6 science principles, articulated in our *Science Strategy 2028*, describe how we conduct our science in both long-term planning and day-to-day operations:

- We commit to relevant science
- We ensure collaborative science
- We commit to quality science

- We commit to transparent science
- We commit to communicated science
- We commit to sustained science capability.

We measure our science excellence through 5-yearly science evaluations which includes an assessment of how the nation values and engages with our science, and the well-being and achievement of scientists and our community of staff working both internally and externally.

Technology and data

Data and digital capability provide the potential to unleash our world-class science.

Our data and analysis provide critical information to government, industry and the community. For example, **Digital Atlas of Australia**, is an interactive online platform that curates and connects trusted national location data from across government. Anyone, anywhere can explore, analyse, and visualise location-based data on Australia's geography, people, economy, and the environment. Exploring data by location empowers and informs decisions about planning, infrastructure, and investment at the local, regional and national level to gain deeper insights and understanding of Australia's shared challenges.

We strive for fit-for-purpose data, made available to the widest range of stakeholders. We are well placed to take advantage of emerging technologies to transform our organisation and deliver innovative solutions to the benefit of the nation. An example is the **Positioning Australia** program which enables access to better positioning information in Australia. Positioning is core to a broad range of geospatial technologies from precision agriculture to driverless vehicles on mine sites or roads, safer landing for aviation and any map-based applications. We enable augmented positioning from a national unified network through our data centre as well as through the first southern hemisphere Satellite-Based Augmentation System, known as SouthPAN.

Digital Earth Australia (DEA) provides over 30 years of free and open satellite data and derived information products that support decision-making across government and inform industry investment decisions in sectors ranging from mining, agriculture, environment to emergency management. DEA products and services are being used to: map water availability, environmental watering and irrigated cropping; measure the state of the environment to better understand changes in land use and inform land management practices nationally; gain situational awareness of bushfires on a national scale; and inform property risk assessment in coastal regions for continental scale coastal vulnerability and risk assessment in Australia.

Advances in technologies come with significant positive impact, but not without challenges. Volumes of data being generated is growing significantly and the ways in which users interact with data continues to evolve including through increased use of cloud computing, artificial intelligence tools and integration of data from different sources.

A key focus into the future will be on evolving data management and delivering capabilities, consistent with the Australian Government's Public Data Policy, Data and Digital Government Strategy, and when developed, the framework on Governance of Indigenous Data. *Geoscience Australia's Digital and Data Strategy 2028* supports our ICT enterprise capability by enhancing our data maturity and consistency, enhancing our interoperability and discoverability, and to adapt and embrace new data management techniques, leveraging big data analysis tools, and exploring technology solutions like artificial intelligence.

Capability

With **science** at the heart of what we do, and **technology and data** underpinning delivery of our work, it's the **people** with expert specialist skills that will bring to life our ability to be Australia's trusted source of geoscience information.

Skills across science, research, and technology, and the people who support and enable these specialists in their roles, are vital to Geoscience Australia's work to deliver on our purpose and vision. The professionalism and competence of our people across all disciplines, and the decades of providing valuable geoscientific data to the

nation, is reflected in the government's confidence in our science and organisation which has resulted in long term funding for our key programs.

Workforce capability

Geoscience Australia's workforce capability is the foundation for our ability to deliver Earth science information, advice, and services, and is shaped by external and internal drivers.

The APS Reform agenda strives to strengthen APS capability and capacity, with the Strategic Commissioning Framework affirming the government's commitment to bring core capabilities in-house and reducing reliance on outsourcing.

In 2024-25, Geoscience Australia will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. Our targets for 2024-25 focus on reducing outsourcing in Accounting and Finance, Data and Research, ICT and Digital Solutions, Information and Knowledge Management, and Science, with an expected reduction of $899,896 excluding GST in outsourcing expenditure for 2024-25.

Our workforce operates in dynamic environments, requiring deep specialist expertise, leadership excellence and data and digital literacy to deliver our services. External pressures and our desire to invest in our people as we strive to be leaders in our field, challenge us to build and retain critical capabilities such as those in Earth sciences, data science, and engineering which exist in a highly competitive labour market.

We are focused on ensuring our workforce is supported to build and retain the capabilities critical to meeting our strategic goals now and into the future, through a range of human resource initiatives.

Our strategic people-management approach is formalised through *Geoscience Australia's People and Culture Strategy 2028*. This Strategy addresses our workforce challenges, supports leaders in managing people, and reinforces our commitment to a resilient and future-focused workforce.

Work Health and Safety

Geoscience Australia is committed to ensuring and prioritising the physical and psychological health, safety and wellbeing of all staff, including our employees, contractors, volunteers and visitors. Strengthening our safety performance is central to all our endeavours, with the safety of our people at the core of everything we do. We know we must continue to evolve to meet requirements of an increasingly complex world, and in doing so we must cultivate a sound WHS management system that is safe by design.

With a focus on improving the safety of our staff, Geoscience Australia commissioned a review of our WHS management system. This review encompassed the demonstrated attitudes, behaviours, competence, and culture across the organisation regarding the management of physical and psychological risks, including sexual harassment and sexism. We have committed to implementing all recommendations from the review. Ensuring the safety of our staff both physically and psychologically is essential. This commitment is integral to building an organisation that aligns to national science objectives and delivers better outcomes for government, industry and the community.

Infrastructure capability

Our building in Symonston, Canberra is a purpose-built facility to support our activities for the Australian Government, industry, and community. This includes dedicated laboratory, repository, data management/processing and physical storage infrastructure. The facility consists of a main building (office, public display, and library) and support building (repository, laboratories, and workshops).

The Geoscience Australia **Education Centre** offers curriculum-linked education programs designed to immerse students in hands-on geoscientific activities.

Our public display area exhibits displays and collections of national significance. The **Rocks that Shape Australia exhibition** provides some of Australia's most significant rocks that have impacted our nation and continue to

influence daily Australian life. From one of the world's most extensive and oldest aquaculture systems to the beginnings of multiculturalism, rocks lay the foundation for what makes Australia. The **Mineral and Fossil Collection**, housing world-class mineral, meteorite, fossil, and rock thin-section specimens, also has a display located in our public area. In addition, our **N.H. (Doc) Fisher Geoscience Library** hosts an extensive collection of Australian and international Earth science publications, maps, air photos, field notebooks and other material.

Our **mobile laboratory** enhances our fieldwork with portable analytical equipment and supports our work in educating and advocating for Earth sciences and STEM in regional and remote communities.

Geoscience Australia is home to the **National Earthquake Alerts Centre** providing critical around the clock monitoring, analysis and alerting of significant earthquakes to the emergency management sector and the public.

Our geophysical monitoring networks, which include regionally distributed seismic, seismo-acoustic, geomagnetic and geoelectric instruments, are critical to enable our scientists to monitor earthquakes around the country and the globe and support Australia's tsunami warning system.

Geoscience Australia's **Alice Springs satellite ground station** is one of 3 forming a global Landsat satellite ground station network and has been in operation since 1979. As part of the **Landsat Next** program, the Alice Springs Ground Station capability will be significantly enhanced to ensure it is compatible with future Earth observation satellite technology.

We operate geodetic infrastructure as part of a global network that is fundamental to determine both position and time, at the core of any space-based or PNT-dependent technology including critical infrastructure. Our geodetic observatories include Very Long Baseline Interferometry and Satellite Laser Ranging capabilities as well as a national network of Continuously Operating Reference Stations (CORS). The **Positioning Australia** program infrastructure supports our role as the authority for position verification for Australia.

The **Southern Positioning Augmentation Network** (SouthPAN) offers precise positioning at sub-metre accuracy, and in some cases, as little as 10 centimetres to support a wide range of industries such as agriculture, transportation, and spatial sciences.

Geoscience Australia's **Repository** is one of the largest in the world, containing generations of geological data and samples submitted under legislative requirements. It plays an integral role in aiding the government's understanding of Australia's future energy potential and security, particularly in support of the transition to net zero.

ICT capability

Our enterprise ICT capability is guided by the *Geoscience Australia Data and Digital Strategy 2028*, which supports achievement of our priorities in alignment with the *Government Data and Digital Strategy*.

The *Geoscience Australia Data and Digital Strategy 2028* will support us to deliver on our priorities and innovate for the future by ensuring our data and digital capability will be fit-for-purpose, secure and sustainable, and provide a strong foundation to support our operations.

Our investment in technology supports the delivery of Earth science excellence through contemporary data-and-digital capability by:

- Ensuring stakeholder needs and science outcomes are at the centre of Geoscience Australia's data and digital activities
- Optimising investment to deliver and maintain the highest value solutions
- Building and sustaining our data and digital capabilities
- Bolstering corporate functions and roles by leveraging data and digital to drive efficiencies and organisational performance.

Managing data as a national asset is key to ensuring that Geoscience Australia can deliver on our vision and commitments into the future. To optimise the value of our data, we are:

- Adopting an organisation-wide approach to cataloguing, metadata, search and discovery, storage and backup solutions following findable, accessible, interoperable, and reusable data guidelines and industry endorsed data standards
- Managing storage and processing technologies to support the growing volume and diversity of our data and scientific processes
- Sustainably managing increased data demand through robust data management, forecasting and planning
- Making data available and accessible to support high-quality science, inform government policy and support industry and community decision making
- Developing business intelligence capability across science and corporate that helps answer the big questions
- Maximising the interoperability of our data and data services with all internal and external stakeholders, including other government agencies
- Leveraging and exploring established and emerging technologies, such as big data analytics, AI and quantum computing, to extract new value from our data and deliver efficiencies in how the data is captured, stored, processed and delivered.

Cooperation

Our ability to cooperate and partner with diverse stakeholders is vital to enrich and share our science, and to achieve our purpose and objectives.

Engagement with industry and the community

Geoscience Australia works closely with a range of industry stakeholders and professional associations to leverage the free and open data provided through Geoscience Australia to develop new, innovative data and applications.

We engage and collaborate with industry, and communities to ensure our science addresses current and emerging challenges of our nation. A key priority is to ensure our science is used to equip communities and industry with geoscience data and information to make informed decisions. Our focus is building trust, sharing knowledge, and creating mutual understanding of how the geoscience can benefit communities. This is underpinned by the principles of genuine engagement, two-way communication, and knowledge sharing.

Our community safety team collaborate with industry to mitigate the impact of disasters including earthquakes, tsunamis, tropical cyclones, space weather and floods. Our earthquake alert services are widely accessed by the wider community and provide the public with significant reassurance in the event of an Australian earthquake.

For example, we collaborate with the MinEx CRC, the world's largest mineral exploration collaboration bringing together industry, government and research organisations to develop cheaper, faster, cleaner mineral exploration technology. Geoscience Australia does not undertake activities on behalf of any exploration company; we work for the benefit of all Australians.

We acknowledge and celebrate the richness and diversity of the world’s oldest living culture and seek opportunities for authentic engagement with First Nations peoples and communities across Australia. Geoscience Australia’s work includes activities across land, sky, and waters to which First Nations peoples have a profound connection, fundamental rights, and intimate knowledge. Geoscience Australia works with Aboriginal and Torres Strait Islander peoples on projects relevant and meaningful to them and their Country, strengthening our science and how we conduct it, and enabling First Nations communities to exercise self-determination.

Geoscience Australia requires the consent of land holders to access land, and in addition, we commit to working transparently and inclusively with all stakeholders interested in, or affected by, our field activities. Stakeholders

comprise farmers, Native Title holders, cultural heritage custodians, national park managers and other land managers.

Geoscience Australia's community engagement is further enhanced through cooperative relationships with:

- Teacher Earth Science Education Programme
- Australian Geography Teachers' Association
- Australian Science Teachers' Association
- Science Educators' Association of the ACT
- National Youth Science Forum
- Australia Science Innovations (Australian Science Olympiads).

Federal Government partnerships

As an entity within the Industry, Science and Resources portfolio, we work hand in hand with the **Department of Industry, Science and Resources** in support of a productive, resilient, and sustainable economy that is enriched by science and technology.

Geoscience Australia is committed to providing science-based evidence to support policy and engagement of Government initiatives by strengthening partnerships across all of government, such as industry and resources, environment and water, infrastructure, agriculture, and defence.

For example, we have recently formed a strong partnership with the **Department of Climate Change, Energy, the Environment and Water** (DCCEEW) formalised through a Memorandum of Understanding. We provide advice and technical information to DCCEEW to support decisions relevant to offshore renewable energy, groundwater, hydrogen, environmental economic accounts, marine park management, and environmental assessments under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). Geoscience Australia also works closely with the Australian Antarctic Division within DCCEEW as part of the Australian Antarctic Program.

Other significant partnerships include the **Department of Foreign Affairs and Trade** (DFAT), the **Australian Climate Service**, the **Australian Nuclear Science and Technology Organisation,** the **Australian Bureau of Statistics**, the **Bureau of Meteorology**, **Commonwealth Scientific and Industrial Research Organisation** (CSIRO), **Department of Defence**, **Australian Space Agency**, and the **Australian Reinsurance Pool Corporation.**

Geoscience Australia's Office of the Chief Scientist, partners with **Questacon**: The National Science and Technology Centre, and the **Department of Parliamentary Services** through the shared goals of science communication and community engagement. We further engage with the Australian Government through the Chief Scientist's membership of the **Government Scientist Group** (GSG). The GSG brings together chief scientists or equivalents from 24 Australian Government departments, agencies, and regulators with a science capability, and aims to build awareness of shared contributions to the national science agenda across agencies for better impact.

State and Territory partnerships

Geoscience Australia partners with state and the Northern Territory government geoscience organisations on precompetitive programs and investment attraction activities, to deliver on the Australian Government's critical minerals, net zero and clean energy policy priorities.

Our community safety team develops and delivers trusted nationally consistent data and information to Federal, State and Territory emergency management agencies to enable all decision makers to better understand the consequences of hazard events.

Through the Copernicus Australasia Regional Data Hub we partner with CSIRO and the governments of New South Wales, Queensland and Western Australia to ensure Australians have streamlined access to data from the European Union's *Sentinel* satellites. The data hub currently houses over 6.3 petabytes of data covering Australia, the Pacific and South-East Asia.

The National Capital Education Tourism Project allows for over 7,500 students and educators annually from across Australia, to engage in onsite interactive visits through our Education and Outreach program.

Our virtual impact is enhanced by collaborating with Virtual Excursions Australia and Distance and Rural Technology Learning, a service provided by the NSW Department of Education, enabling a virtual reach of around 2,000 students annually.

International partnerships

Geoscience Australia works with international partners to ensure that Australians have access to key satellite data enabling technologies that deliver efficiencies, safety and innovation across businesses and the economy.

Our bilateral relations with international partners include the United States Geological Survey (USGS), National Aeronautics and Space Administration, Japan Aerospace Exploration Agency, and the European Commission via the European Space Agency and the European Organisation for the Exploitation of Meteorological Satellites, New Zealand Toitu te Whenua (Land Information New Zealand), and GNS Science in New Zealand.

In partnership with CSIRO we work with the US National Oceanic and Atmospheric Administration on ocean exploration and mapping, and through DFAT we also deliver disaster reduction and marine management capabilities to our regional neighbours in the Pacific and southeast Asia.

The Critical Minerals Mapping Initiative (CMMI) is a tripartite collaborative initiative between Geoscience Australia, the USGS, and the Geological Survey of Canada. Its key objective is to build a diversified critical minerals industry in all three countries, through geoscience knowledge and data, to help meet future global demand.

Under a Memorandum of Understanding between Australia and the Republic of Korea on Cooperation on Critical Mineral Supply Chains, Geoscience Australia and the Korea Institute of Geoscience and Mineral Resources (KIGAM) are advancing collaboration opportunities on shared priorities in critical minerals science.

Multilateral engagement occurs through Committee on Earth Observation Satellites, Group on Earth Observations, Open Geospatial Consortium and the International Organization for Standardization, the International Committee for GNSS, the UN Global Geospatial Information Management, and the International Association for Geodesy.

Our Chief Scientist represents Geoscience Australia at international operating committees, OneGeology and World Community of Geological Surveys, and Chairs the Government Liaison subcommittee of the Australian bid for the 38th International Geological Conference in 2028.

Geoscience Australia also has representation on the organising committee for the 2026 GeoSciEd conference, an international conference by the International GeoScience Education Organisation for promoting geoscience education worldwide.

Risk management and oversight

Introduction

Identifying, understanding, and managing risk is critical to achieving Geoscience Australia's purpose and objectives. We articulate our appetite for engaging with risk by acknowledging that certain activities conducted by Geoscience Australia have varying risk profiles and that it is neither possible nor desirable to eliminate all risks if we are to undertake the science needed to enhance our data, products, and services. Our commitment to continuous improvement will also ensure that we are best placed to continue maturing our risk culture where everyone engages with risk in an open, considered, and positive way.

Our risk management framework

Our risk management framework is overseen by our Executive Board, Business Risk and Impact Committee, and our Audit and Risk Committee.

We are continuing to refine and reshape our Risk Management Framework to ensure consistency with the Commonwealth Risk Management Policy and International Risk Management Standards (ISO 31000:2018 Risk management – Guidelines). In 2024 our risk management artefacts will be refreshed to improve clarity and application of contemporary risk management practices including a more streamlined risk reporting process. We will continue to build risk capability and maturity by developing fit-for-purpose risk training.

Management of key strategic risks

Regular reporting is provided to the accountable authority, Audit and Risk Committee, and the other governance committees regarding current and emerging risks, threats, and opportunities. The Chief Risk Officer and Director - Governance oversee risk management, risk capability and risk culture across Geoscience Australia. As part of the Risk Management Policy and Framework, Geoscience Australia staff use a risk matrix to assess, report and escalate risk as a way of achieving a considered and consistent approach to risk management oversight, control, and accountability in accordance with the:

- *Public Governance, Performance and Accountability Act 2013* (PGPA Act)
- Commonwealth Risk Management Policy
- *Work Health and Safety Act 2011*
- Commonwealth Fraud Control Framework.

Geoscience Australia's mitigation strategies and controls to support the reporting on how our strategic risks are managed appropriately are outlined in Table 1.

Table 1 - Strategic risks

Strategic risks	Key activities and initiatives to mitigate these risks
Geoscience Australia's funding and resourcing does not support delivery of mandated functions	• Budget governance and oversight through governance committees • Program and project management processes to align resources with priority areas
Geoscience Australia is not able to attract, develop and retain a skilled, diverse, and innovative workforce	• Strategic workforce planning supporting career progression, succession planning and wellbeing • Investigating options for early career entry programs • Developing an employee value proposition
Geoscience Australia does not appropriately acquire, preserve, protect, store, and disseminate digital and physical information assets	• Data and digital governance processes, policies and forums • Physical assets appropriately stored to ensure conservation • Governance committee oversight of appropriate system upgrade and hardware
Geoscience Australia's assets are damaged, degraded or destroyed and/or our ability to deliver services is limited by natural disasters and/or extreme weather events	• Strategic, risk-based planning for location, operation and maintenance of assets and infrastructure • Regular maintenance of data collection and monitoring of structural security
Geoscience Australia fails to maintain trust in our programs, data, products, and services	• Oversight through various governance committees • Robust program and project management processes • Regular audits, monitoring, and evaluation
Our activities or lack of appropriate action cause an avoidable workplace health and safety incident, environmental damage or harm to communities or cultural heritage	• Governance committee oversight • Stakeholder engagement plans and cultural protocols for engagement • Continuous review and improvement to WHS and fieldwork risk management and staff training

Performance

Our performance framework

The Commonwealth Performance Framework is established by the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and requires entities to demonstrate how public resources have been applied to achieve their purposes.

In addition to the Commonwealth Performance Framework, our Performance Measurement and Reporting Framework enables a clearer line of sight between planning, measuring, monitoring, evaluating, and reporting performance.

This framework supports decision making and management of our work by ensuring adequate controls and processes are in place to provide assurance over the accuracy of the performance assessment and performance results and enables the reporting of relevant, reliable, and complete performance information in the annual performance statement.

Geoscience Australia's Executive Board monitors results against the targets of performance measures on a quarterly basis, and reports progress to the Audit and Risk Committee, who in turn provide independent advice to the CEO as the accountable authority. This demonstrates accountability to our minister, the government, the parliament, and the Australian public.

Since the publication of our last corporate plan, we have reviewed and revised our purpose statement and our performance measures to better reflect what we do and demonstrate how we will achieve our purpose and key activities. Some of our new initiatives and programs are in their early development. This includes new Budget measures such as Resourcing Australia's Prosperity and programs with large assets under construction and where benefits will be realised into the future. These performance measures will be incorporated into the next reporting period.

Alignment with our 2024-25 Portfolio Budget Statements

The Corporate Plan is our principal planning document and sets out how we manage our responsibilities and use of public resources. Geoscience Australia, as with all other non-Corporate Commonwealth entities, is required to use performance measures – both qualitative and quantitative – to assess the extent to how we will deliver against our purpose.

For 2024-25 and the forward estimates period referenced in this Corporate Plan:

- The performance measures meet the requirements of section 16EA of the Public Governance, Performance and Accountability Rule 2014.
- Targets for performance measures are reviewed annually and have been provided for each performance measure.
- The assessments and results of our performance and achievements will be reported in the Annual Performance Statements which are incorporated in the Annual Report.

The Portfolio Budget Statements set out the key program areas against Outcome 1 and Program 1 that Geoscience Australia must implement and progress to achieve Australian Government priorities and key Budget measures.

Outcome 1 – Informed government, industry and community decisions on the economic, social and environmental management of the nation's natural resources through enabling access to geoscientific and spatial information.

Program 1 – Geoscientific and Spatial Information Services

This program contributes to the outcome by providing trusted information and advice on Australia's geology and geography to support faster and smarter decision making.

The broad scope of Outcome 1 reflects the complexity of our work. On behalf of the Australian Government, we undertake a wide range of functions to inform and enable access to geoscientific and spatial information through key program areas. These include:

- Landsat satellite land imaging program
- Positioning Australia program
- Data Driven Discoveries initiative
- Digital Earth Australia program
- National Critical Minerals Research and Development Hub
- Education and Outreach program
- Resourcing Australia's Prosperity
- Digital Atlas Australia.

Performance measures and targets

Our performance measures have been reviewed and updated to improve the clarity of our performance information, to reflect legislative requirements for corporate plans, and to strengthen our ability to demonstrate a clear read across reporting documents and cycles.

As a result of this continued focus to improve and enhance our performance reporting, we have:

- Amended several performance measures to better align with our purpose and key activities, and to improve readability and understanding.
- Introduced 2 new performance measures to support our key activities and objectives.
- Streamlined our performance measures to better demonstrate achievement of the relevant key activities and our purpose, by removing 16 measures and modifying 8 measures.
- Enhanced some of our underlying methodology and data sources (see Appendix A - Table A3) in accordance with the requirements of the Public Governance, Performance and Accountability Rule 2014.
- Included additional information to improve understanding of our performance measures, including the intended result of the measure and why it is important to measure and what we are focused on achieving.

The changes made to the performance measures published in our 2023-24 Corporate Plan are explained in Appendix A at Tables A1 and A2.

Performance measures alignment with Purpose and Key Activities	Performance measure
Purpose	All performance measures
Key activity 1: provide geoscientific leadership, knowledge and understanding	1.1,1.2,1.3,1.4,1.5, 1.7, 1.8
Key activity 2: provide quality advice to government and public access to geoscientific data and products	1.1,1.2,1.3,1.4,1.5,1.6,1.7,1.8
Key activity 3: build and maintain strong relationships with diverse stakeholders	1.2,1.3,1.5
Key activity 4: educate and advocate for Earth science and STEM	1.9, 1.10

2024-25 Performance Measures

Performance Measure	Intended result(s) (Why this matters)	Target			
		2024–25	2025–26	2026–27	2027–28
1.1 The percentage of Digital Earth Australia (DEA)[1] published data products that are current	Intent of the DEA platform is to create free and open satellite data for the benefit of Australia with published products that are current and up to date	≥ 95%	≥ 95%	≥ 95%	≥ 95%
1.2 NEAC[2] provision of time-critical information services to Government of significant earthquakes within agreed timeframes	Demonstrates the time-critical component of Geoscience Australia's earthquake capability				
(a) ATWS[3] potentially tsunamigenic earthquake, OT+15 minutes		100%	100%	100%	100%
(b) Australia, magnitude ≥ 3.5, OT+20 minutes		100%	100%	100%	100%
(c) Rest of world, magnitude ≥ 6, OT+20 minutes		100%	100%	100%	100%
(d) Any magnitude, significantly felt in Australia, asap		100%	100%	100%	100%
1.3 Number of users to the AMSIS portal[4]	Demonstrates access and use of the Australian Marine Spatial Information System (AMSIS) portal that provides mapping and decision support on the sustainable use of Australia's marine jurisdiction	12,000	12,000	12,000	12,000
1.4 Number of users of the AusSeabed data portal[4]	Demonstrates access to and use of seabed mapping data and services from the Australian marine jurisdiction and neighbouring international waters	6,000	6,000	6,000	6,000
1.5 Percentage of data captured by Alice Springs Ground Station	To ensure Australian governments, business, and the public have access to the free and open satellite data they need to inform decisions and drive economic growth	≥98%	≥98%	≥98%	≥98%
1.6 Percentage of time Geoscience Australia services are available to enable better accuracy of positioning technologies	These services allow technologies and applications to position to a higher degree of accuracy and reliability than is possible through stand-alone GNSS, underpinning significant economic and social benefits across all sectors of society	≥95%	≥95%	≥95%	≥95%
1.7 Number of active users to the Digital Atlas Australia public interface[6]	Demonstrates uptake, use and access by public to explore, analyse and visualise place-based data and services on Australia's geography, people, economy and environment	30,000[9]	40,000[9]	50,000[9]	60,000[9]
1.8 Number of returning users of the Digital Atlas Australia Government interface[7]	Demonstrates secure place-based data and service integration and sharing across an increasing number of government agencies to address common challenges and deliver better outcomes for Australians	600[9]	700[9]	800[9]	900[9]
1.9 Number of onsite visits to the Education Centre by students and educators	Educate and inspire students, educators and the broader community on Earth science	≥7,500	≥8,000	≥8,500	≥9,000
1.10 Educator satisfaction- Percentage of educators satisfied with the content delivered by Geoscience Australia	Educate and inspire students, educators and the broader community on Earth science	≥80%	≥80%	≥80%	≥80%
1.11 Number of downloads from the critical minerals portal[8]	Demonstrates interest in critical minerals information released by Geoscience Australia	≥1,000	≥3,500	≥5,000	≥10,000

2024-25 Performance Measures
ENDNOTES:

[1] Digital Earth Australia knowledge hub https://knowledge.dea.ga.gov.au/data/

[2] The National Earthquake Alerts Centre (NEAC) is the public facing, high-availability, time-critical component of Geoscience Australia's earthquake capability. NEAC operates 24x7 from Canberra, Australia. NEAC provides time-critical information services to Government in relation to "significant" earthquakes occurring in Australia and elsewhere.

[3] ATWS - Australian Tsunami Warning System

[4] AMSIS portal - The Australian Marine Spatial Information System (AMSIS) www.ga.gov.au/amsis - a web based interactive mapping and decision support system providing access to integrated government and non-government information in the Australian marine jurisdiction

[5] AusSeabed data portal: is the online digital mapping platform that provides access to publicly available datasets and tools - portal.ga.gov.au/persona/marine

[6] Digital Atlas of Australia public interface - gives anyone, anywhere access to open, curated location data from across government in a single location

[7] Digital Atlas of Australia Government interface - enables authenticated government users to explore, visualise and analyse readily available, curated, open, location data alongside their own data in a secure environment

[8] Critical Minerals Portal – Refer to Geoscience Australia's portal at: https//portal.ga.gov.au/persona/critical-minerals

[9] Cumulative totals

Appendix A - Changes to our performance information

A.1 Table – 2023-24 Performance measures removed

Number	Performance measure	Reason for change
1.1	Number of mineral and energy exploration companies utilising Geoscience Australia's precompetitive data and knowledge to inform investment decisions in new tenements	Removed - as it could not be supported by a clear methodology for assessing performance
1.2	Number of downloads of precompetitive data and information	Removed - as it could not be supported by a clear methodology for assessing performance.
1.3	Percentage of advice to government provided within legislative and/ or agreed timeframes in relation to matters relevant to Minerals, Energy and Groundwater	Removed - as it could not be supported by a clear methodology for assessing performance
2.1	Percentage of time the Digital Earth Australia Hotspots system is available	Removed - as it could not be supported by a clear methodology for assessing performance. Performance measure (1.1) streamlines performance measures (2.2, 5.2 & 5.3) and will adequately measure the performance of the program
2.2	Response time for activation of the International Disaster Charter or the Copernicus Emergency Management Service from time of request	This measure is no longer considered a suitable indicator due to the service no longer in operation by Geoscience Australia
3.1	Number of downloads per annum of updated data, interpretations and reports that characterise Australia's major hydrogeological regions	Removed - as it could not be supported by a clear methodology for assessing performance
3.2	Count of advice and products about water used to inform decisions by government and industry stakeholders	Removed - as it could not be supported by a clear methodology for assessing performance
4.3	Demonstration of digital information to inform decisions on the sustainable use of Australia's oceans, through a case study of the use of Australian Maritime Spatial Information System (AMSIS) to support the public consultation process for the declaration of offshore wind areas by the Department of Climate Change, Energy, the Environment and Water (DCCEEW)	This measure was a case study. It could not be supported by a clear methodology with the measurement methods determined in advance of reporting. The 2023-24 Corporate Plan did not provide sufficient information to provide confidence to the reader that the selection of the case study (and any assessment) was unbiased
5.2	Availability of Landsat Analysis Ready Data following receipt of Level 1 data and ancillary data	Removed - as it could not be supported by a clear methodology for assessing performance. Performance measure (1.1) streamlines performance measures (2.2, 5.2 & 5.3) and adequately measures the performance of the program
5.4	Percentage data delivered to international data centres in accordance with national and international geodetic standards for analysis and archiving	Removed - as it could not be supported by a clear methodology for assessing performance
5.6	Number of updated national foundation location datasets, coordinated through the Digital Atlas of Australia and other program partnerships	Removed - as it could not be supported by a clear methodology for assessing performance. Performance measures (1.8 & 1.9) streamline performance measures (5.6 & 5.7) to adequately measure the performance of the program
5.8	Number of new or updated Antarctic datasets and products published	Removed - as it could not be supported by a clear methodology for assessing performance. The development of a new performance measure will be considered for the 2025-26 year

6.1	Percentage increase in the number of researchers, academics, undergraduate students, government, and industry representatives engaging with Geoscience Australia	This measure was removed as it could not be supported by a clear methodology or with a reliable data source for collecting the information for assessing performance. A new performance measure (1.10) streamlines performance measures (6.1 & 6.2) and captures performance information against, key activity 4 – Education will adequately cover the performance against this activity
6.3	Case study of the Graduate program and the Graduates' contribution to the promotion of Earth science and STEM	This measure was a case study. It could not be supported by a clear methodology with the measurement methods determined in advance of reporting. The 2023-24 Corporate Plan did not provide sufficient information to provide confidence to the reader that the selection of the case study (and any assessment) was unbiased
6.4	Percentage of publicly accessible data, information, and physical samples available in accordance with the *Offshore Petroleum and Greenhouse Gas Storage Act 2006* and Offshore Petroleum and Greenhouse Gas Storage (Resource Management and Administration) Regulations 2011	This measure was removed as it could not be supported by a clear methodology or with a reliable data source for collecting the information for assessing performance
6.5	Percentage increase in the number of engaged user interactions with our digital products and services	This measure was removed due to overlap with other similar performance measures and to avoid duplicate reporting. A new and broader measure may be developed for 2025-26

A.2 Table – 2023-24 Performance measures modified

Number	2023–24 Performance measure	Modified 2024–25 performance measure	Reason for change
2.3	Percentage availability of time critical earthquake monitoring systems	1.2	Given the significant importance and value in providing timely advice to alert Governments and the public about earthquakes, this measure was modified to focus on the 'pass' or 'fail' rates of alert able events that inform activities in Australia's earthquake hazard program and tsunami warnings issued by the Joint Australian Tsunami Warning Centre
4.1	Count of advice requests about maritime boundaries used to inform decisions by government	1.3	This measure was modified with the intention to articulate a direct relationship more clearly with Geoscience Australia's purpose
4.2	Number of new datasets and products published that map and characterise Australia's seabed	1.4	This measure was modified with the intention to articulate a direct relationship more clearly with Geoscience Australia's purpose
5.1	Data captured and delivered for all scheduled satellite passes over the Alice Springs Ground Station	1.5	This measure was modified to make the measure clearer. A methodology and data source for collection and assessment of performance is provided
5.3	Percentage of annual satellite data products produced, updated, and published within six weeks of receipt of input data	1.1	This measure was modified to make the measure clearer. A methodology and data source for collection and assessment of performance is provided
5.5	Availability of positioning services for precise positioning as percentage of time	1.6	This measure was modified to make the measure clearer. A methodology and data source for collection and assessment of performance is provided
5.7	Percentage increase in the number of individual active users of key digital platforms	1.7 & 1.8	This measure is no longer considered a suitable indicator of performance as it related specifically to DAA and not entity wide key digital platforms. It was not supported by a clear methodology for assessing performance. A revised performance measure that streamlines performance measures (5.6 & 5.7) adequately cover the performance of the DAA program
6.2	Percentage increase in the number of educators, students, members of the community engaging with Geoscience Australia either face to face or virtually	1.9	This measure was modified as it was not supported by reliable or verifiable methodology or a data source system to collect and assess performance. The multiple elements in the measure were not defined or able to be collected or assessed

A.3 Table – 2024-25 Performance measures – Data Source and Methodologies

Performance Measure	Data Source	Methodology used
1.1 Timeliness – The percentage of DEA published data products that are current	DEA Published Product Status Report	Publication status determined from system logs (daily products) and publication date (annual products) for all published products published on the DEA Knowledge Hub. DEA Published Data Products are data products published on the Digital Earth Australia knowledge hub. Current means the data products have been published through Digital Earth Australia, in line with the stated update frequency (e.g. daily or yearly), on or before the scheduled publish date (as recorded on the Digital Earth Australia Knowledge Hub)
1.2 NEAC provision of time-critical information services to Government of significant earthquakes within agreed timeframes. (a) Australian Tsunami Warning System potentially tsunamigenic earthquake, OT+15 minutes (b) Australia, magnitude ≥ 3.5, OT+20 minutes (c) Rest of world, magnitude ≥ 6, OT+20 minutes (d) Any magnitude, significantly felt in Australia, asap	Internal systems and Earthquakes@GA website	Analysis of entity tracking systems and reports. The aggregate information (all alert able events) is assigned “PASS” or “FAIL” against the relevant performance criteria. Criteria and alerting timeframes for “Significant Earthquakes”: (a) Australian Tsunami Warning System (ATWS) Earthquake Source Zone (ESZ), magnitude ≥ 6.5, depth ≤ 100 km, OT + 15’. (b) Australia (excluding offshore territories), magnitude ≥ 4.5, OT + 20’. (c) Rest of world, magnitude ≥ 6.0, any depth, OT + 20’. (d) Smaller magnitude earthquakes for which NEAC receives 100 or more felt reports, where at least 50 reports were received within OT+30’, asap. Timeframes are in minutes after Origin Time (OT). Earthquake means mainshock. KPIs, summarised as OT+X’, mean the first Bulletin is issued by the stated KPI time or within 2 minutes of the origin meeting the alertable event criteria, whichever is the latest.
1.3 Number of users to the AMSIS portal	Google Analytics and AMSIS Portal	We use internal reporting systems to provide the number of users for each reporting period. Users means active users who are deemed to be actual humans rather than bots and accidental users (people who accidentally clicked away).
1.4 Number of users of the AusSeabed data portal	Google Analytics and AusSeabed Data Portal	We use internal reporting systems to provide the number of users for each reporting period. Users means Active users who are deemed to be actual humans rather than bots and accidental users (people who accidentally clicked away).

1.5 Percentage of data captured by Alice Springs Ground Station	Alice Springs Ground Station (ASGS) Reception Management System (RMS)	Landsat-8 and Landsat-9 passes are scheduled according to the “confirmed contact schedule” provided by United States Geological Survey/National Aeronautics and Space Association. Non-Landsat passes are scheduled using orbital information provided by the satellite operator. We conduct analysis of data tracked, acquired and processed to report results. Data captured means successful data capture via the reception antennas at the current Alice Springs Ground Station (ASGS) from 98% of all scheduled Landsat-8 and Landsat-9 satellite passes. Successful means 80% of data received in a scheduled Landsat-8 and Landsat-9 pass matches the expected checksum (commonly referred to as ACK [good]).
1.6 Percentage of time Geoscience Australia services are available to enable better accuracy of positioning technologies	Availability data is recorded on each of the following 7 services: • SouthPAN L1 Open Service broadcast by Satellite • SouthPAN DFMC Open Service broadcast by Satellite • SouthPAN PVS Open Service broadcast by Satellite • SouthPAN L1 Open Service broadcast by Internet • SouthPAN DFMC Open Service broadcast by Internet • SouthPAN PVS Open Service broadcast by Internet • Ginan SSR broadcast by Internet	The reported value is calculated as the minimum average availability for the reporting period across the 7 services. Geoscience Australia services enable improved accuracy of the GPS and Galileo global navigation satellite systems. Available means ability for an external stakeholder to access the service over a period of time. NB: 100% availability means 24 hours per day, 7 days per week, 52 weeks per year. Availability has reliance on input from external infrastructure and systems, including satellites, that may at times be limited by system components affected by issues beyond Geoscience Australia’s control, such as maintenance, defects and outages, and events such as space weather. Accuracy means the degree to which the positioning technology output conforms to the correct position. Positioning Technologies means technologies that help determine our location on the Earth. The most common positioning technology used is GPS (Global Positioning System).
1.7 Number of active users to the Digital Atlas of Australia public interface	Digital Atlas of Australia	We use internal reporting systems to provide the number of users for each reporting period. Active users are those that are deemed to be actual humans rather than bots and accidental users (people who accidentally clicked away) who have accessed the platform.
1.8 Number of returning users of the Digital Atlas of Australia government interface	Digital Atlas of Australia	We use internal reporting systems to provide the number of users for each reporting period. Returning users means a verified government employee who has logged in to the DAA government platform, more than once during a quarterly reporting period, with a username and password.

1.9 Number of onsite visits to the Education Centre by students and educators	Booking System – 'Book Canberra Excursions' (BCE)	Analysis of entity reporting acquired from generated reports from a third-party database. Onsite visits mean planned visits to Geoscience Australia where Education and Outreach staff deliver the visit/experience. Students means person enrolled in a primary or secondary school. Educators means teacher or equivalent accompanying students on planned visits.
1.10 Percentage of educators satisfied with the content delivered by Geoscience Australia	Survey Monkey	We use consistency in survey questions across reporting periods to ensure continuity of analysis of responses. Educators means teacher or equivalent accompanying students on planned visits. Educator satisfaction is measured through a survey questionnaire. All educators who rated their satisfaction with the content as being 7 (or higher) out of 10 will be measured as 'satisfied'. Content delivered mean Geoscience Australia Education and Outreach staff deliver the visit/experience to students at planned visits to Geoscience Australia Education Centre.
1.11 Number of downloads from the critical minerals portal	Critical Minerals Portal and google analytics	We use internal reporting systems to provide the number of downloads for each reporting period. Downloads include publications, reports, abstracts, data, tools, news and events, that refer to the Critical Minerals Research and Development Hub labelled metadata attached. Critical Minerals Portal – Refer to Department of Industry, Science and Resources for Australia's Critical Minerals List at: https://www.industry.gov.au/publications/australias-critical-minerals-list-and-strategic-materials-list.

Appendix B - List of Requirements

The Corporate Plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* and
- the Public Governance, Performance and Accountability Rule 2014.

This table details the requirements met by Geoscience Australia's 2024-25 Corporate Plan and the section references for each requirement.

Topic	Requirements	Sections
Introduction	• A statement that the plan is prepared for paragraph 35(1)(b) of the Act. • The reporting period for which the plan is prepared. • The reporting periods covered by the plan.	CEO's Foreword
Purpose	The purpose of the entity.	About us / Our Purpose
Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purpose.	About us / Key activities & Performance
Operating context	• The environment in which the entity will operate.	CEO's Forward Our Operating Context - Environment
	• The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.	Capability Workforce Capability Work Health Safety ICT Capability
	• A summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.	Risk management and oversight
	• Details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes.	Cooperation Engagement with industry and community Australian Government partnerships International partnerships
	• How the entity will achieve its purpose.	Capability – Workforce capability Our Performance Outcome 1
Performance	• Specified performance measures for the entity that meet the requirements of section 16EA. • Specified targets for each of those performance measures for which it is reasonably practicable to set a target.	Our Performance Outcome 1