Australian Bureau of Statistics

CORPORATE PLAN

2018–19 TO 2021–22

Australian Bureau of Statistics

CORPORATE PLAN

2018–19 TO 2021–22

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The Corporate Plan 2018–19 to 2021–22 can be found at **www.abs.gov.au**

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AUSTRALIAN BUREAU
STATISTICS
AUSTRALIAN BUREAU OF

FOREWORD

For over 110 years, the Australian Bureau of Statistics (ABS) has contributed to the wellbeing of Australians by providing high quality statistical information. This great legacy and our determination to deliver as much public value as we can are driving us to transform our capabilities, statistical products, and the way we work. In the future, as now, our goal is to provide official statistics to inform key decisions in Australia, by governments, by business, by individuals and households.

While our priorities remain essentially unchanged for the medium term we are very conscious of the need to adjust to the evolving expectations of the community and our customers in industry and government. It is important that we remain a trusted and reliable provider of official statistics and it is equally important that we continuously re-examine our information products and services to remain relevant. We will continue to consult widely with our stakeholders to ensure our choices reflect a sound balance between continuity and change, but change itself is necessary.

The ABS is required to manage within the resources provided by Government and the Parliament, with user funding enabling us to deliver critical social statistics.

The environment in which we are operating is challenging. There are increasing demands for new statistics and improved access to data. Our stakeholders expect quality statistics, first time every time, and we are confronting new business risks that are amplified while we transform our statistical business systems.

When considering our corporate direction for 2018–19 and beyond, a number of key themes have been prominent: collaboration and partnering to build effectiveness and relevance; capital renewal to build systems resilience and stakeholder confidence; technical innovation to increase efficiency and enhance our capability to deliver in a more challenging environment; and workplace flexibility to maintain capacity.

Underneath all of this change, the purpose and role of the ABS remains constant. This Corporate Plan charts our way forward as we continue to ensure we deliver trusted, world-class statistics, and provide information required to drive innovation and to meet the evolving information needs of our economy and society.

As the Accountable Authority of the ABS, I am pleased to present the ABS Corporate Plan 2018–19 which covers the period 2018–19 to 2021–22, in accordance with the requirements of the *Public Governance, Performance and Accountability Act 2013*.

David W. Kalisch
Australian Statistician

THE PURPOSE OF THE ABS

To inform Australia's important decisions by partnering and innovating to deliver relevant, trusted and objective data, statistics and insights.

ABOUT THIS PLAN

The ABS Corporate Plan is the primary planning document in the organisation.

It provides direction for managers and staff with responsibilities for developing subordinate planning instruments and/or taking actions to progress the work of the ABS. It also serves to communicate to the Australian Parliament, our stakeholders, and the wider community, our intentions for the application of public resources in the coming year and beyond.

The *Public Governance, Performance and Accountability Act 2013* (the PGPA Act) requires the ABS to publish a corporate plan each year. Under the PGPA Act the ABS must include information on the purpose of the ABS, the broader environment within which the ABS works, the planned performance of the ABS, the capability of the ABS, including the plans and strategies it will implement to achieve its purpose and the ABS risk oversight and management systems.

The Corporate Planning Framework (Appendix A) illustrates the relationship between the Corporate Plan and other internal documents.

CORPORATE PLAN STRUCTURE

This Corporate Plan sets out what our purpose is, what we will do to achieve our purpose, and how we will know that we have achieved our purpose. The Corporate Plan is driven by the following three Strategic Priorities:

1. Providing high quality statistics
2. Transforming the ABS for the future
3. Delivering new statistical solutions to maximise the value of public data.

The chart opposite illustrates the relationship between the Strategic Priorities and the organisational transformational agenda in driving the objectives and activities of the Plan. These in turn align with relevant elements of the operational context – environment, capability and risk – and with the performance framework.

THE ABS CORPORATE PLAN

OUR PURPOSE – *why we are here*

To inform Australia's important decisions by partnering and innovating to deliver relevant, trusted and objective data, statistics and insights

OUR STRATEGIC PRIORITIES – *how we will achieve our purpose*

STRATEGIC PRIORITY 1
Providing high quality statistics

STRATEGIC PRIORITY 2
Transforming the ABS for the future

STRATEGIC PRIORITY 3
Delivering new statistical solutions to maximise the value of public data

TRANSFORMATIONAL AGENDA

– how we will transform to support the achievement of our objectives

OBJECTIVES

– what we are aiming to achieve

ACTIVITIES

– the key activities that we will undertake to achieve our success

OUR OPERATING ENVIRONMENT

– the context that shapes our journey

OUR CAPABILITY

– the skills and resources we will use to get the job done

OUR RISK OVERSIGHT AND MANAGEMENT

– the uncertainties we are endeavouring to manage

OUR PLANNED PERFORMANCE

– how we will know we are successful

THE PLAN AT A GLANCE

STRATEGIC PRIORITY 1: PROVIDING HIGH QUALITY STATISTICS

OBJECTIVES

- Provide the highest priority and quality information on the economy, population, society and environment to inform government policy and service delivery decisions, business and community decisions, public policy debate and democratic processes
- Deliver a contemporary and relevant statistical program that takes into account the changing economy and society, new technological opportunities, new data sources, new statistical techniques and methodologies, and best practice international experience
- Maintain quality statistical infrastructure including international statistical standards and classifications, and geo-coding and spatial frameworks
- Foster close collaboration with partners in the development of our statistical program
- Build and maintain strong relationships with data users and providers
- Maintain the trust of the Australian community in the official statistics we produce.

CAPABILITY

- Investing in our statistical expertise and drawing in domestic and international expertise as required
- Building internal collaboration and external partnerships as the means by which we are able to deliver quality, relevant and trusted statistics
- Focusing on building the future-focused statistical capability of our people and investing in leadership and management development to ensure our staff have the skills they need and are deployed and led well
- Enhancing our statistical risk management capability at a program level
- Improving our communication and marketing capability to ensure our customers are informed by our statistics, information and insights.

(See Section 5 – Our Capability)

"… our goal is to provide official statistics to inform key decisions in Australia, by governments, by business, by individuals and households."

David W. Kalisch, Australian Statistician

SP1

KEY ACTIVITIES

In 2018–19

- Maintain the delivery of quality main economic indicators, notably the national accounts and partial economic indicators, the Consumer Price Index (CPI) and the labour force survey
- Maintain the delivery of quality Estimated Resident Population (ERP) and other demography estimates that influence financial payments to states and electorate boundaries
- Continue the development of enhanced labour market information, including through the production of quarterly and annual labour accounts, and through our strategy to sustain a high quality labour force survey in the face of high stakeholder demand, rising costs and difficulty in sustaining high response rates
- Continue to develop the capacity to measure the non-market services sector (health and education) and enhanced capacity to measure productivity
- Continue enhancement to the CPI through the adoption of new techniques and methodologies, and maximising the use of transactions and web scraped data
- Deliver a significant household survey program, including the conduct of the National Torres Strait Islander Health Survey; the Survey of Disability, Ageing and Carers; the Longitudinal Study of Australia's Children; and the publication of the 2017–18 National Health Survey and 2017–18 Survey of Income and Housing results
- Implement a significant overhaul of finance statistical information provided by the financial sector, in collaboration with the Australian Prudential Regulation Authority and the Reserve Bank of Australia
- Develop new environmental and satellite accounts in collaboration with stakeholders including land and waste accounts, and a transport satellite account
- Inform Government decisions on the content of the 2021 Census based on the public consultation process.

2019–20 to 2021–22

- Successfully transition (without impacting the quality of our statistics) the majority of the statistical programs to the new statistical infrastructure developed as part of the Government's investment in modernising the ABS statistical systems and business processes
- Publish new information (e.g. transport satellite accounts) and more timely quarterly labour accounts
- Deliver a significant household survey program including the General Social Survey, the Survey of Income and Housing and the 2020 Personal Safety Survey
- Publish new measures of the contribution of the health sector to the economy
- Further prepare for the 2021 Census
- Continue delivery of high quality official statistics including national accounts, CPI, labour force and ERP.

PLANNED PERFORMANCE

- Decision making by governments, business and the community is informed by high quality statistics.

(See Section 7 – Our Performance Criteria and Measures in Detail)

THE PLAN AT A GLANCE

STRATEGIC PRIORITY 2: TRANSFORMING THE ABS FOR THE FUTURE

OBJECTIVES

- Continue focus on the six transformation goals set in 2015
- Employ new and enhanced statistical capabilities to support ABS Transformation, enable growth and reduce statistical risk by providing reliable business processes used consistently across the range of ABS statistical activities
- Enhance workforce capability (including leadership) through effective attraction and retention of core expertise, a high performing culture, improved diversity and a safe and healthy workplace
- Ensure security and accessibility of ABS data
- Achieve more efficient and less intrusive data capture
- Achieve more effective but still safe access to data
- Continue enhancement of enterprise risk management maturity.

CAPABILITY

- Investing in infrastructure to enhance our ability to deliver statistical solutions, enabling us to exploit new opportunities and better meet the evolving needs of users
- Implementing a five year strategic workforce plan to align our staff profile, operational arrangements, capabilities and culture to support a responsive work program and a transformed ABS
- Improving our technology to secure ABS data from inappropriate access
- Effectively using governance, accountability and organisation structure developments to manage the ABS
- Building partnership skills and using collaboration opportunities to ensure the ABS is a responsive partner to stakeholders, delivering quality statistical services and processes, and relevant agencies assist ABS when required.

(See Section 5 – Our Capability)

"Our stakeholders expect quality statistics, first time every time, and we are confronting new business risks that are amplified while we transform our statistical business systems."

David W. Kalisch, Australian Statistician

SP2

KEY ACTIVITIES

In 2018–19

- Complete the delivery of new and enhanced statistical capabilities and improved and standardised business processes through the Statistical Business Transformation Program
- Commence using new statistical capabilities
- Elevate the level of stakeholder engagement through the ABS Stakeholder Engagement Plan
- Increase use of online data collection to improve survey response rates
- Refine our internal governance and accountability framework
- Implement a new ABS job design framework to support new statistical production model
- Action *ABS: Our Culture (2018–2021).* See Appendix C.

2019–20 to 2021–22

- Deliver enhanced data dissemination capabilities
- Complete the migration to new business capabilities for the majority of statistical activities
- Apply 'User Centred Design' approach to the development of statistical collections (including Census)
- Establish a new approach to governing and maintaining our new statistical production systems and infrastructure to ensure planned benefits are realised
- Continue to increase our workforce capability, including our leadership, further enhancing our high performing culture.

PLANNED PERFORMANCE

- The Transformation Program is effectively implemented, to deliver contemporary systems that will better meet ABS' future needs
- Transform the workforce to drive improved performance.

(See Section 7 – Our Performance Criteria and Measures in Detail)

THE PLAN AT A GLANCE

STRATEGIC PRIORITY 3: DELIVERING NEW STATISTICAL SOLUTIONS TO MAXIMISE THE VALUE OF PUBLIC DATA

OBJECTIVES

- Achieve new statistical insights through data integration and/or modelling techniques and be accessible to users
- Reduce respondent burden through greater use of administrative and/or integrated data
- Ensure our key stakeholders have confidence in their partnerships with the ABS
- Continue investigating new data sources and developing our statistical techniques to make best use of government and other data options.

CAPABILITY

- Investing in new analytical and statistical staff expertise, alongside complementary professional skills across the ABS
- Improving our data integration capability and capacity to ensure the effective and safe use of existing data resources for statistical and research purposes
- Taking a customer-centric approach and focusing on improving our engagement capability and embedding relationship management as a core part of the ABS business
- Being aware of the community's expectations and enhancing our capability in identifying and managing privacy issues and data protection.

(See Section 5 – Our Capability)

"It is important that we remain a trusted and reliable provider of official statistics and it is equally important that we continuously re-examine our information products and services to remain relevant."

David W. Kalisch, Australian Statistician

SP3

KEY ACTIVITIES

In 2018–19

- Undertake data integration activities as a primary integrating authority for the Data Integration Partnership for Australia (DIPA)
- Improve the quality and range of environmental information to inform policy through the Development of the Location Integration Capability (Loc-I) in partnership with other Australian Government agencies
- Provide technical advice and assistance to the newly established National Data Commissioner to support the reform of the national data system
- Further develop work to scope the feasibility of producing a monthly CPI
- Develop new administrative and big data solutions, including estimation methods for combining big data and administrative data with survey data and harnessing DairyBase data
- Enhance and extend web-scraping methods for Prices, including quality assessment methods
- Utilise graph-based methods to develop solutions by using and combining complex data
- Work with Australian Bureau of Agricultural Resources Economics and Sciences (ABARES) to develop a confidentialised analytic dataset using 20 years of ABS agricultural data to explore changing patterns of agricultural production
- Support the work of COAG's National Plan to Reduce Violence Against Women and their Children by developing the family and domestic violence statistical evidence base for people coming into contact with the justice sector.

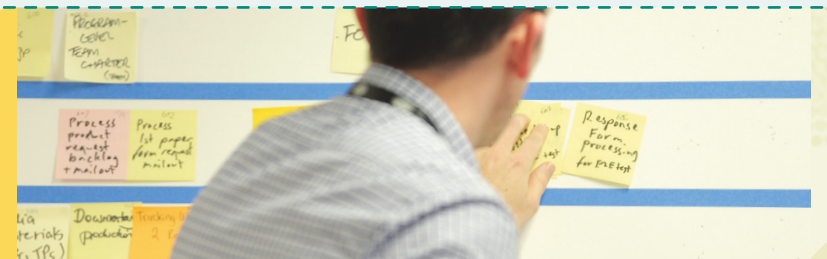
2019–20 to 2021–22

- Continue to develop the utility of integrated data assets with our key partners and ensure safe and secure access to integrated data assets for statistical and research purposes
- Improve the transparency of data integration activity
- Employ greater use of data integration approaches to supplement ABS surveys and reduce direct collection of information where appropriate
- Develop new solutions using Artificial Intelligence
- Apply new administrative and big data solutions to other ABS datasets
- Continue to measure statistical impacts of new, or changes to, data collection methods
- Collaborate with Deakin University, ABARES and industry Research and Development Corporations on design of a future Agriculture statistics system.

PLANNED PERFORMANCE

- The ABS collaborates with stakeholders to use administrative data and data integration to meet policy and research needs.

(See Section 7 – Our Performance Criteria and Measures in Detail)



1. ABOUT THE ABS

1.1 OUR PURPOSE

The ABS purpose is to inform Australia's important decisions by partnering and innovating to deliver relevant, trusted and objective data, statistics and insights.

1.2 OUR ROLE

The ABS is Australia's national statistical agency, providing trusted official statistics on a wide range of economic, social, population and environmental matters of importance to Australia.

The ABS also has an important leadership role, coordinating statistical activities and collaborating with official bodies in the collection, compilation, analysis and distribution of statistics. In addition, the ABS provides technical advice and assistance to the Australian and state and territory governments in relation to statistics and also develops standards for statistics.

As part of its legislated functions, the ABS has a role to play in maximising the use of public data for statistical purposes. For more information on the six functions of the ABS, as set out in the *Australian Bureau of Statistics Act 1975*, please see Appendix B which outlines the ABS' enabling legislation.

1.3 OUR VALUES

We uphold the Australian Public Service Values:

- **Impartial** — we are apolitical and provide the Australian Government with frank, honest and timely advice which is based on the best evidence available
- **Committed to service** — we are professional, objective, innovative and efficient. We work collaboratively to achieve the best results for the Australian community and Government
- **Accountable** — we are open and accountable to the Australian community under the law and within the framework of ministerial responsibility
- **Respectful** — we respect all people, including their rights and heritage
- **Ethical** — we demonstrate leadership, are trustworthy and act with integrity in all we do.

1.4 OUR CULTURE

The ABS is a trusted, highly respected and capable national statistical organisation. Its people rise to challenges, demonstrate high standards of professionalism and technical expertise, and build and maintain the organisation's reputation for excellence.

Central to this success has been the strength of our culture, which binds us together as an organisation and shapes the way we operate every day. The excerpt in Appendix C from *ABS: Our Culture (2018–2021)* sets out our cultural aspiration. Our intent incorporates the cultural dimensions of our ABS Transformation goals, and extends beyond them in light of the recent insights into our cultural challenges. It is also mindful of our anticipated future operating environment.

2. OUR STRATEGIC PRIORITIES

To achieve our purpose, the ABS is focusing on three strategic priorities to meet Australia's contemporary and emerging statistical needs over the coming years:

1. Providing high quality statistics
2. Transforming the ABS for the future
3. Delivering new statistical solutions to maximise the value of public data.

These priorities shape the work of the ABS and drive our business objectives and activities as outlined at the beginning of this Plan under 'The Plan at a glance' on page 8.

Strategic Priority 1 goes to our core function of delivering relevant, trusted, objective statistics that meet the diverse needs of the Australian community, governments and business.

Strategic Priority 2, considered in more detail in Section 3, is directed at transforming our capabilities to reduce the risk of system failure, increasing efficiency and improving access to data, enhancing our culture and building staff capability.

Strategic Priority 3 focuses on partnering with our stakeholders to develop new statistical solutions, with particular focus on data integration and modelling techniques, and exploring opportunities for improved statistics and/or reducing respondent burden through greater use of administrative data and integrated data.

> *"While our priorities remain essentially unchanged for the medium term we are very conscious of the need to adjust to the evolving expectations of the community and our customers in industry and government."*
>
> David W. Kalisch, Australian Statistician

3. OUR TRANSFORMATIONAL AGENDA

To achieve our objectives, the ABS is transforming the way we function through better governance, systems modernisation, cultural reform, and smarter deployment of a more capable workforce. Our transformation agenda is supporting how we are achieving our three strategic priorities which are: (SP1) Providing high quality statistics; (SP2) Transforming the ABS for the future; and (SP3) Delivering new statistical solutions to maximise the value of public data.

3.1 ABS TRANSFORMATION GOALS

Environment

- The revised ABS Relationship Management Plan has been implemented to continue to improve engagement and consultation with our data users and providers
- An annual stakeholder survey will be conducted to enable the ABS to monitor stakeholder satisfaction
- The new Chief Economist position will continue to build relationships with economists and commentators.

Strategy

- The ABS will continue to prioritise its activity in response to generally reduced resources, delivering as much public value as we can
- The ABS will make decisions that balance effective use of public data and uphold the secrecy and privacy of information provided to the ABS in trust, including through the new Statistics Determination
- We will implement the ABS Communication Strategy to further improve trust and confidence.

Governance

- We are extending our sources of independent advice through broader membership on the Australian Statistics Advisory Council, and through prominent external members advising on the Statistical Business Transformation Program Board and on the 2021 Census Executive Board
- Greater focus on cyber security, privacy and risk management.

People

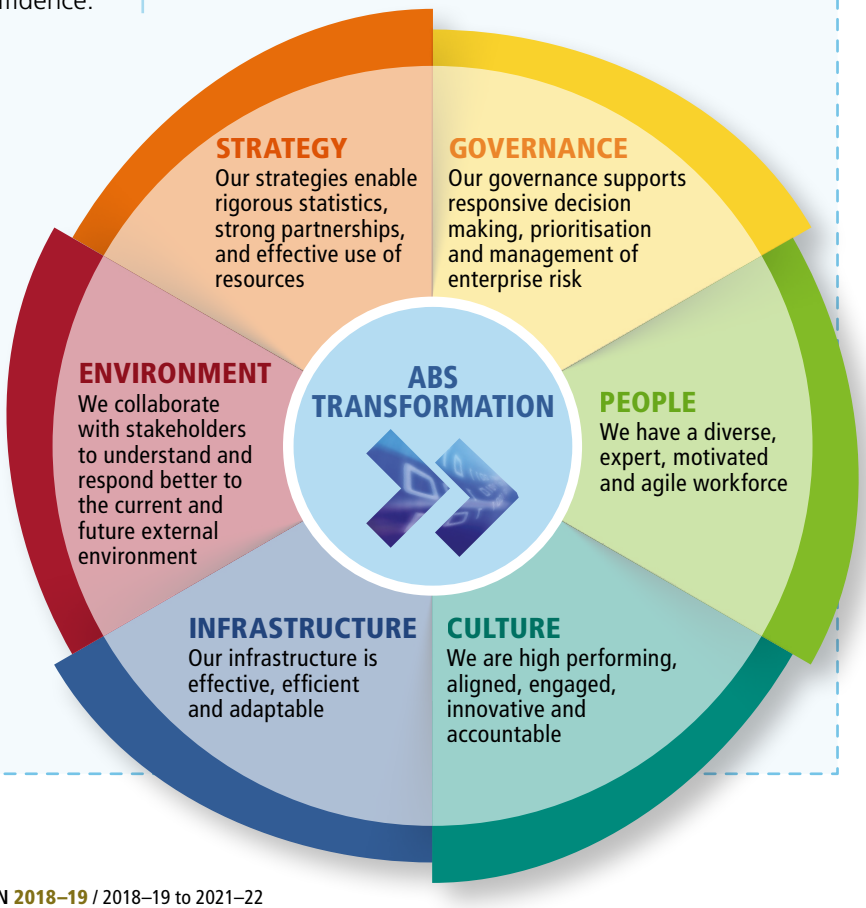
- A five year Strategic Workforce plan is supporting ABS transformation. The strategy focuses on building staff capacity, identifying skill gaps, bringing in fresh perspectives, and enabling flexible working arrangements
- A strong focus on increasing diversity in the workplace.

Culture

- A Cultural Transformation Strategy has been implemented to support cultural change and build an agreed target culture – high performing, aligned, engaged, innovative and accountable.

Infrastructure

- The ABS has embarked on a program of systems modernisation to bring in the capabilities required for a 21st Century national statistical office
- The Statistical Business Transformation Program invests in our statistical infrastructure from the start to the end of the statistical cycle to develop tools and systems such as online data collection, automated data processing, enhanced data analysis capabilities and improved dissemination
- The ABS has been enabling new computing technology to enhance security and substantially increase staff access to forms of flexible work arrangements such as teleworking.



3.2 CUSTOMER COLLABORATION AND TRUST

We engage with our stakeholders to understand their environment and their needs so we continue to produce high quality statistics that are relevant and required to inform decisions. At the same time we are working to reduce the burden on our data providers as much as possible. Strengthening our partnerships with entities that fund our activities is key to being able to sustain our operations in the future.

The trust of the Australian community is paramount to the ongoing success of the ABS in achieving its purpose. Maintaining the trust and support of our customers as users of our statistics or as data providers is fundamental to the operations of the ABS. Our customers in government, business and the community trust our data to inform them when making important decisions. Australians either in businesses or as private individuals place their trust in the ABS to keep the data they provide as survey respondents and data providers safe and secure, as required by the *Census and Statistics Act 1905* and the *Privacy Act 1988*.

BENEFITS

- Shared understanding of information needs
- Strong partnerships that deliver statistical solutions and capability
- Reduced duplication of effort
- Opportunities for innovation and improvement
- Improved management and use of public information
- Our work is valued by our partners

HOW DO WE DO IT?

We seek to understand the current and future policy landscape. We listen to our stakeholders to understand their pressures, priorities and pain points. We invite input into our work program to ensure we remain responsive.

OUTCOME:
SHARED VISION

We commit to ongoing open relationships. We care about our partners and seek to develop an environment ripe for innovation. We recognise that others play a significant role in Australia's statistical system.

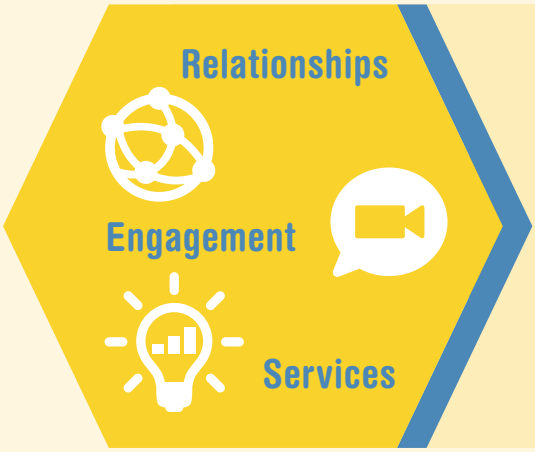
OUTCOME:
SHARED BENEFIT

We work together with partners on purposeful ways to inform understanding and action on complex issues and improve Australia's statistical system.

OUTCOME:
SHARED SOLUTIONS

4. OUR OPERATING ENVIRONMENT

- Increasing demand for ABS services by government, researchers and businesses
- Reduction of public trust in government and institutions
- Budget constraints on ABS and potential funders
- Supporting new Government initiatives such as the National Data Commissioner
- Continued Government focus on jobs, economic growth and digital services
- Increasing demand for local level data. Variations in state/territory needs are driving a search for new ways to measure change.



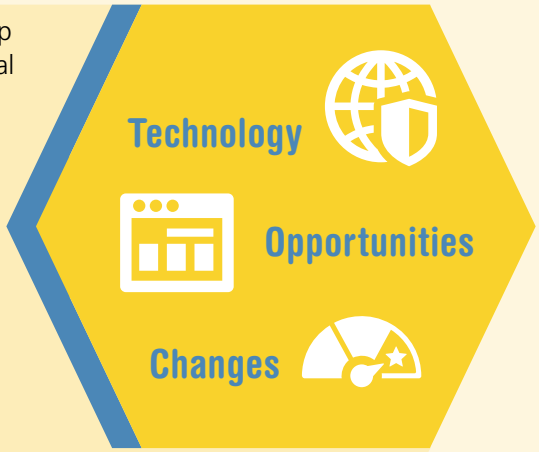
- A reliance on broadcast services and social media to help shape the public's view and understanding of the ABS and our value
- State Government data sharing legislation is changing governance and engagement arrangements
- Partner entities are under greater fiscal pressure and seeking more efficient and innovative statistical solutions.

- The Data Integration Partnerships Australia (DIPA) initiative is fostering collaboration with data custodians to produce enduring linked data assets
- Customers/users demanding further access to improved ABS data and products
- Some highly publicised privacy failures in public and private institutions are challenging public support for data use and potentially undermining support for expanded use of community and industry data
- Customers increasingly relying on other data custodians to supply data by trading cost for quality.

- Increasingly difficult to sustain high response rates to ABS household surveys
- Many more information alternatives – exponential growth in information and evidence sources available
- Difficulty in sustaining business participation
- Data collection methods are looking to reduce provider burden as much as possible
- ABS is increasingly reliant on other data custodians to continuously supply quality data to support ABS statistical products.

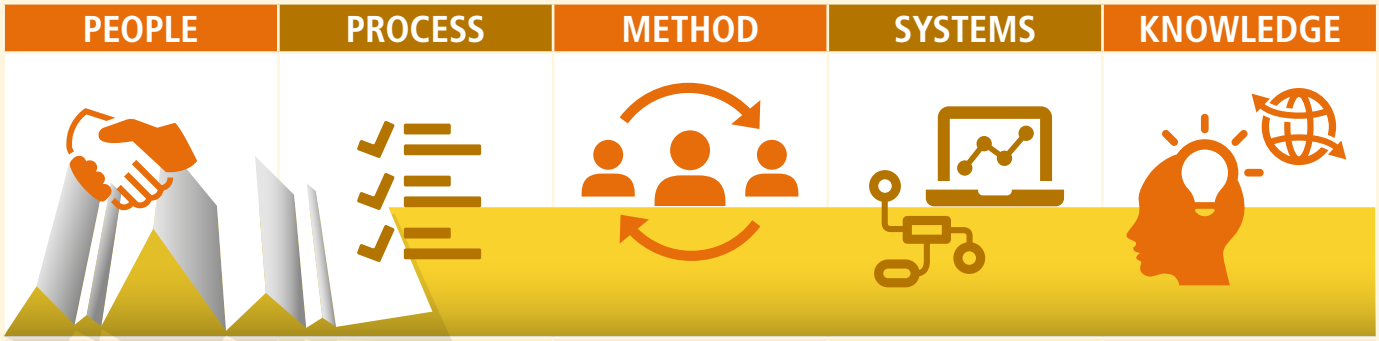
- Globalisation and sectoral shift from mining and manufacturing to services (including non-market services)
- Data has become an increasingly valuable commercial asset prompting debate on government access for statistical and research purposes
- Big data creating opportunities to enhance quality, but also new challenges in analytics, storage, sharing; and is perceived by some as intrusive.

- Government invested in the ABS over 5 years to develop statistical capabilities required for a 21st Century national statistical office
- The World Economic Forum 2018 Global Risks Report identified "cyber attacks" and "data theft or fraud" in its top 5 Global risks likely to occur
- New technologies (machine intelligence, cloud-based services) driving new capability needs and competition in data and statistical services
- Interagency data collaboration and sharing impacting infrastructure development intensity
- Speed of change – Greater complexity and rapid speed of change is increasing the technology turnover/refresh rate and is undermining the promise of efficiencies from IT improvements.



5. OUR CAPABILITY

To achieve our objectives for 2018–19 and into the period beyond, the ABS will build or maintain our capability as follows:



PEOPLE

- Embed an activity-based working model across all ABS workplaces
- Increase access to flexible working arrangements for employees
- A new job design solution to enable transformation of statistical and corporate functions
- Implement a new job design framework to support transformation of statistical and corporate functions
- Support teams to adopt and utilise the new statistical tools
- Invest in people management and leadership to maximise the benefits of Transformation
- Develop future-focused statistical and analytical skills, knowledge and behaviours.

PROCESS

- Further develop e-survey technologies to enable more efficient yet secure collection of data to support statistical functions
- Effective engagement with external partners (across the Australian Public Service, States and Territories, researchers and beyond) where required to support our work.

METHOD

Develop our skills in:

- Big data and advanced data analytics
- Statistical modelling in estimates projections and impact measurement
- Respondent management and responsive design for sampling error minimisation
- New approaches to integrating data from multiple sources.

SYSTEMS

- Invest in new ICT infrastructure and related solutions to support transformation of statistical functions
- Operationalise and leverage the investment in new ICT infrastructure and related solutions to support transformation of statistical functions
- Provide a contemporary and collaborative workplace that facilitates broader access to offsite working for ABS employees with attention to data security.

KNOWLEDGE

- Develop knowledge of current and emerging policy issues and debates to understand stakeholders needs
- Build data analysis, data integration and statistical knowledge and capability development
- Maintain expertise in domestic and international classifications and frameworks
- Ensure sufficient internal capability to partner with external experts.

6. OUR RISK OVERSIGHT AND MANAGEMENT

The ABS recognises that a major transformation of its statistical business brings with it an increased level of operational risk. Our operational environment is itself changing rapidly and exposes the ABS to a range of different challenges. It is critical to the success of the ABS to maintain the trust of the Australian community in both the official statistics we produce and how we maintain the privacy of the data we collect. The ABS needs to ensure innovative approaches to its delivery of statistics to meet the expectation of providing more data at a faster pace. This increases our reliance on data providers and exposes the ABS to risks in data quality. Managing the protection of our data is increasingly important in the face of continued global risk of cyber attacks.

The high demand for the skills of ABS staff requires the ABS to address risks associated with our workforce, to ensure there is sufficient capability and capacity to support the delivery of the work program alongside the delivery of our transformation program. In order to ensure that the ABS can deliver the statistical work program to which we are committed, and successfully achieve our transformation goals, our approach to risk management must be robust but also tailored to available resources.

Maturing our Risk Management Framework therefore continues to be critical to our ability to navigate the period ahead. For business as usual activities where resources are expected to be constrained, discipline in the application of risk management principles will be required. The challenge in 2018–19 is to embed risk more fully into daily operations.

Importantly, the ABS has completed a refresh of its register of enterprise risks which are listed below. These risks highlight the complex nature of our operations and interactions with external actors in an increasingly demanding operational and resource environment.

6.1 ABS ENTERPRISE RISKS

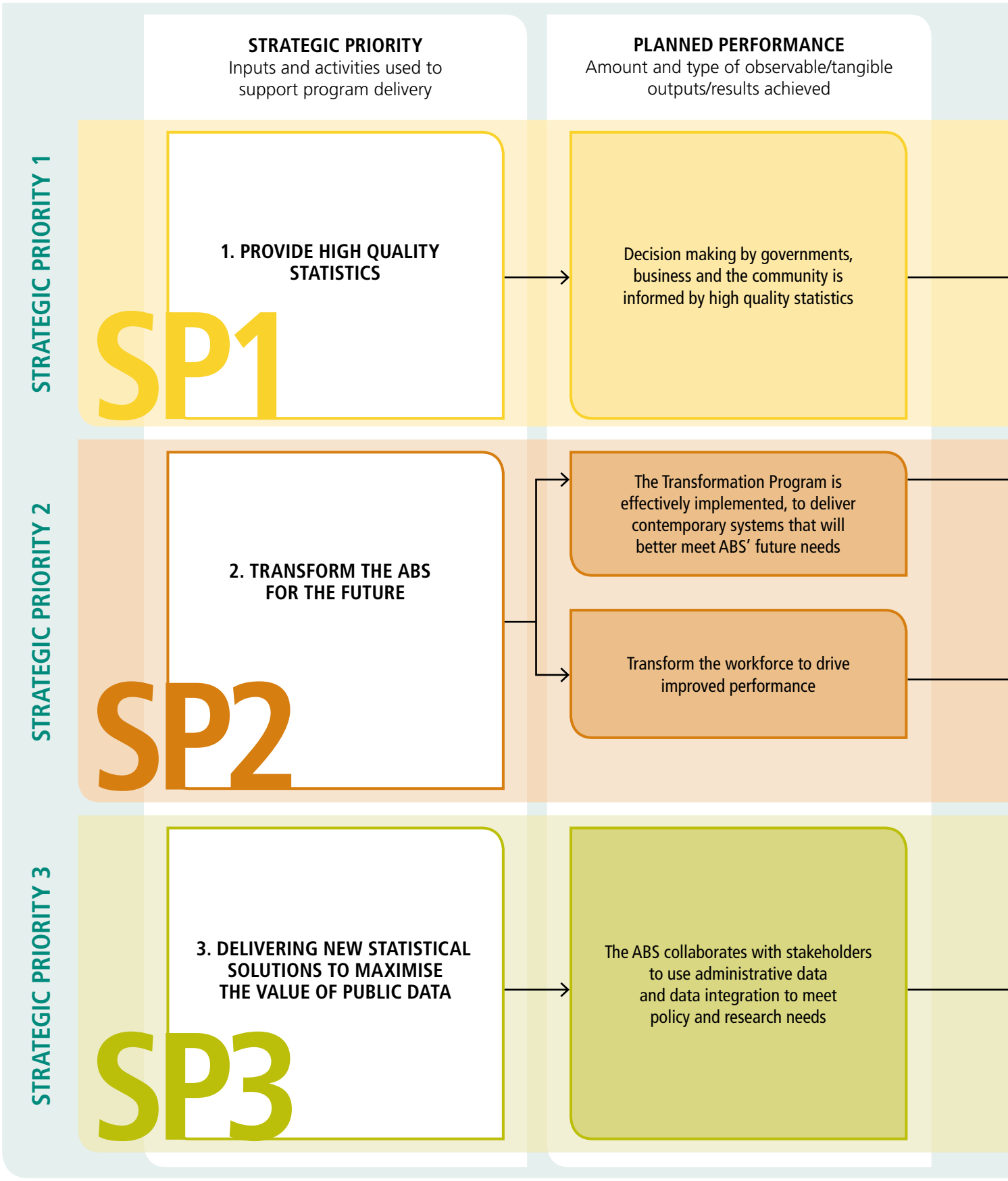
RISK	STRATEGIC PRIORITIES
The ABS repeatedly or significantly fails to deliver high quality statistical products and services	Strategic Priority 1
The ABS repeatedly or significantly fails to meet customer needs	Strategic Priorities 1, 3
The ABS is unable to access the data it needs and protect the data it holds	Strategic Priorities 2, 3
The ABS experiences a reduction in social licence and/or loses the confidence of Government, the Parliament, and other key authorising entities	Strategic Priorities 1, 3
The workforce quantity, capability and/or capacity is insufficient to deliver quality ABS products and services	Strategic Priorities 1, 2
Transformation fails to deliver capability to generate improvements in public value, meet customer needs, and more efficient operations	Strategic Priority 2

Risk Management Framework

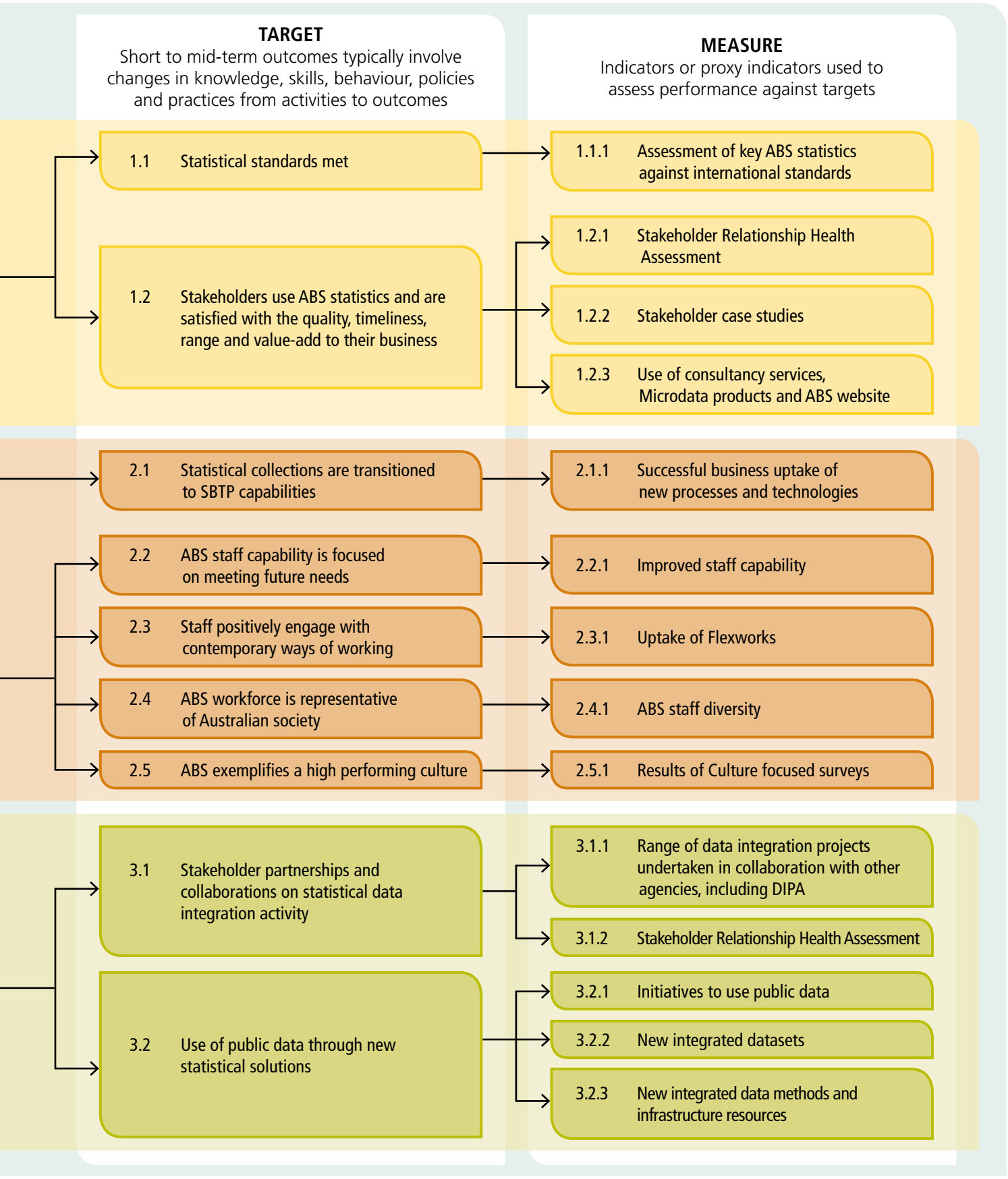
Work will continue in 2018–19 on the development of our Risk Management Framework. Risk policy and practice in the ABS is an expression of the need for balance between absolute rigour around critical and strategically important projects and programs, and cost effectiveness of routine business operations where any investment in time and effort must be justified by concrete benefits.

7. OUR PERFORMANCE CRITERIA AND MEASURES IN DETAIL

The ABS 2018–19 performance criteria demonstrate how we are achieving our purpose through delivering on our three strategic priorities. These measures will evolve over time, reflecting ongoing changes in our operating environment. We report against these measures in the Annual Performance Statement in our 2018–19 Annual Report.



See Appendix D for Methodology



APPENDIX A: ABS CORPORATE PLANNING FRAMEWORK

The relationship between the ABS Corporate Plan and other internal documents is illustrated below:

APPENDIX B: ENABLING LEGISLATION

The *Australian Bureau of Statistics Act 1975* and the *Census and Statistics Act 1905* are the principal pieces of legislation that set out the primary functions, duties and powers of the ABS.

The *Australian Bureau of Statistics Act 1975* establishes the ABS as an independent statutory authority, with Section 6(1) describing the six functions of the ABS as being to:

- constitute the central statistical authority for the Australian Government and provide services for the state and territory governments
- collect, compile, analyse and disseminate statistics and related information
- ensure coordination of the operations of official bodies in the collection, compilation and dissemination of statistics and related information
- develop standards for statistics and ensure compliance
- give advice and assistance to official bodies in relation to statistics
- provide liaison between Australia, other countries and international organisations on statistical issues.

The *Census and Statistics Act 1905*:

- empowers the Australian Statistician to collect statistical information on a broad range of demographic, economic, environmental and social topics
- enables the Australian Statistician to direct a person to provide statistical information, in which case they are legally obliged to do so
- requires the ABS to publish the results of these statistical collections
- places a life-long obligation on all ABS officers to maintain the secrecy of information collected under the Act, and provides harsh penalties for those who fail to do so.

Section 13 of the *Census and Statistics Act 1905* provides for the Minister to make determinations providing for the disclosure, with the approval in writing of the Statistician, of information included in a specified class of information furnished in pursuance of that Act. The *Census and Statistics (Information Release and Access) Determination 2018* is such a determination and provides for the release of a very restricted range of information under special circumstances. It replaces the *Statistics Determination 1983* and will better meet the needs of users by providing a more enabling framework for the safe and secure release of information: specifically, detailed statistical information pertaining to businesses and organisations. Commitments to the confidentiality of personal information have been retained.

The *Census and Statistics Act 1905* also provides for Regulations relating to the creation of a variety of matters to assist the Statistician in performing his functions. These are contained within the *Census and Statistics Regulation 2016*.

The ABS is governed by the *Public Service Act 1999*, the principal Act governing the establishment and operation of, and employment in, the Australian Public Service; and is subject to requirements of the *Public Governance, Performance and Accountability Act 2013*, the *Freedom of Information Act 1982*, the *Privacy Act 1988* and the *Public Interest Disclosure Act 2013*.

APPENDIX C: ABS: OUR CULTURE (2018–2021)

Our cultural intent: The ABS has an inclusive culture that brings out the best in all our people, enabling us to increase our impact through outstanding service delivery.

To achieve this cultural intent, we will all be consistently:

Customer-focused	We put our customers at the centre of what we do and strive to get the right outcomes for our range of customers and ABS as a whole (not just our own area). ABS has many customers who are respectively data users and data providers, including governments, business and the broader community. We engage with, listen to and seek to anticipate the needs of our customers. We partner with them to collectively respond to changing requirements and priorities and develop fit for purpose and tailored solutions and products within available resources.
Collaborative	We share information and knowledge across ABS teams and beyond. We listen to and challenge each other and adjust our behaviour accordingly. We identify opportunities to integrate data across teams and agencies, and build and maintain respectful and mutually beneficial personal and professional relationships, internally and externally.
Accountable	We understand expectations of ourselves and others, and ensure integrity and transparency of ABS data and products. As a professional workforce we are accountable, take pride in, and accept responsibility for our actions. We are risk-informed, own our failures and learn rather than seek to blame.
Agile	We quickly adapt to changing tempos and environments and make fast decisions. We have transferable skillsets, embrace change to take advantage of new opportunities, and rapidly adopt new technologies, tools and statistical solutions.
Innovative	We are curious and open to different ways of doing things. We think creatively, learn and explore new opportunities without prompting. We identify and share opportunities for improvement to support ABS performance and enable development of our staff, peers and leaders. We seek out, are open to and accept diverse views in the knowledge that inclusion will lead to better outcomes.
Self-Aware	We deliberately reflect on our behaviour and impact on others. We proactively seek and take on feedback, in order to understand our own strengths and weaknesses. We are open to adjusting our behaviour based on self-reflection and this feedback.

APPENDIX D: PERFORMANCE MEASURES METHODOLOGY

STRATEGIC PRIORITY 1: PROVIDE HIGH QUALITY STATISTICS

SP1

MEASURE	REPORTING FREQUENCY	EVIDENCE
1.1.1 Assessment of key ABS statistics against international standards	Bi-Annually (2018–2022)	IMF Special Data Dissemination Standard (SDDS) for national accounts, labour force, unemployment, consumer price index and estimates of resident population
1.2.1 Stakeholder Relationship Health Assessment	Biennially Bi-Annually (2018–2022)	- In depth interviews with key senior stakeholders conducted every two years - Online survey with a range of stakeholders (Annual) and Senior Executive Service (SES) feedback from stakeholders twice a year
1.2.2 Stakeholder case studies	Bi-Annually (2018–2022)	- Business areas to nominate case studies for Executive Board approval - Relevant General Manager to approve content of each case study
1.2.3 Use of consultancy services, Microdata products and ABS website	Bi-Annually (2018–2022)	- Google Analytics: Website usage - ABS Microdata Dashboard: TableBuilder, Microdata downloads, Datasets available and DataLab usage - Consultancy revenue from OneGov and consultancy effort from consultancies delivered under the auspice of corporate obligations - Media mentions if information is available

STRATEGIC PRIORITY 2: TRANSFORM THE ABS FOR THE FUTURE

SP2

MEASURE	REPORTING FREQUENCY	EVIDENCE
2.1.1 Successful business uptake of new processes and technologies	Bi-Annually (2018–2022)	Analysis of Statistical Business Transformation Plan performance reports
2.2.1 Improved staff capability	Bi-Annually (2018–2022)	- Transformation Survey, State of the Service capability questions, Capability Needs Analysis, count of delivery of capability products
2.3.1 Uptake of Flexworks	Bi-Annually (2018–2022)	- Flexworks measures: Proportion of employees working part-time, job sharing arrangements and teleworking agreements, APS Employee Census (Annual)
2.4.1 ABS staff diversity	Bi-Annually (2018–2022)	- Proportion of women in leadership roles from ABS Pay & Leave System - Membership and activity of Diversity networks - Diversity representation from Pay and Leave System/ABS working population data - APS Employee Census (Annual) results
2.5.1 Results of Culture focused surveys	Annual/Bi-Annually (2018–2022)	Analysis of Organisational Cultural Inventory (when next undertaken); Transformation Survey (Bi-Annual) and APS Employee Census results (Annual)

STRATEGIC PRIORITY 3: DEVELOP AND IMPLEMENT NEW STATISTICAL SOLUTIONS TO MAXIMISE THE VALUE OF PUBLIC DATA

SP3

MEASURE	REPORTING FREQUENCY	EVIDENCE
3.1.1 Range of data integration projects undertaken in collaboration with other agencies, including DIPA	Bi-Annually (2018–2022)	- Analysis of data integration projects undertaken during the year in collaboration with partners, through DIPA or user funding - Analysis of secondments during the year
3.1.2 Stakeholder Relationship Health Assessment	Biennially Bi-Annually (2018–2022)	- In depth interviews with key senior stakeholders conducted every two years - Online survey with a range of stakeholders (Annual) and SES feedback from stakeholders twice a year
3.2.1 Initiatives to use public data	Bi-Annually (2018–2022)	Case studies on: - collaboration initiatives to use public data to create new or enhanced integrated data outputs - new statistical solutions which use public data to improve ABS statistical collection processes (e.g. for frames, sample design, data substitution) to enhance the efficiency of ABS collections and outputs
3.2.2 New integrated datasets	Bi-Annually (2018–2022)	Analysis of new datasets added to existing integrated data assets and new integrated data assets created
3.2.3 New integrated data methods and infrastructure resources	Bi-Annually (2018–2022)	Case studies on new infrastructure and methodology

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