

Corporate Plan

Infrastructure Australia
2023-24 to 2026-27



Infrastructure Australia provides independent advice to the Australian Government on nationally significant infrastructure to deliver better infrastructure outcomes for all Australians.

Our governing legislation, the Infrastructure Australia Act 2008 (Cth), defines our role and responsibilities in guiding nationally significant infrastructure investment and prioritisation.

Ownership of intellectual property rights in this publication

Unless otherwise noted, copyright (and any other intellectual property rights, if any) in this publication is owned by the Commonwealth of Australia (referred to below as Infrastructure Australia).

© Infrastructure Australia 2023

Disclaimer

The material contained in this publication is made available on the understanding that the Commonwealth is not providing professional advice, and that users exercise their own skill and care with respect to its use, and seek independent advice if necessary.

The Commonwealth makes no representations or warranties as to the contents or accuracy of the information contained in this publication. To the extent permitted by law, the Commonwealth disclaims liability to any person or organisation in respect of anything done, or omitted to be done, in reliance upon information contained in this publication.

Creative Commons licence

With the exception of the Coat of Arms, the copyright in this publication is licensed under a Creative Commons Attribution 3.0 Australia Licence.

Creative Commons Attribution 3.0 Australia Licence is a standard form licence agreement that allows you to copy, communicate and adapt this publication provided that you attribute the work to the Commonwealth and abide by the other licence terms.

A summary of the licence terms is available from <http://creativecommons.org/licenses/by/3.0/au/deed.en>

The full licence terms are available from <http://creativecommons.org/licenses/by/3.0/au/legalcode>

This publication should be attributed in the following way: © Infrastructure Australia 2023.

Contents

Acknowledgment of Country	1
Chair's Foreword	2
Our Role	3
Operating Environment	6
Our Strategy	12
Capability	13
Performance	15
Risk oversight and management	19
Appendix A: Alignment of performance measures	22
Endnotes	24

Acknowledgment of Country

Infrastructure Australia proudly acknowledges the Traditional Owners and Custodians of Australia, and their continuing connections to the land, waters and communities. We pay our respects to them and to their Elders past and present. In preparing for the future of our infrastructure, we acknowledge the importance of looking beyond the immediate past to learn from Aboriginal and Torres Strait Islander peoples' unique history of land management and settlement, art, culture and society that began over 65,000 years ago.

As part of Infrastructure Australia's commitment to reconciliation, we will continue to develop strong, mutually beneficial relationships with Aboriginal and Torres Strait Islander partners, recognising their expertise to help us innovate and deliver better outcomes for Aboriginal and Torres Strait Islander communities.

Now in the second phase of our Reconciliation Action Plan (RAP) journey the focus of our **Innovate RAP** is to: Develop and pilot strategies for reconciliation initiatives; set aspirational deliverables and publicly report on these initiatives.

"My artwork explores the ideas that meaningful collaboration benefits our communities and Country.

Through sharing culture, we can create a sense of belonging, by connecting the land we stand on. This connection of people and our communities is shown through connecting campfires. These being places we sit, yarn and share knowledge.

The Infrastructure Australia values, expressed by the colours blue, green, orange, purple and teal weave through the artwork to represent the opportunities and benefits for our communities.

Under this sits our rivers, lakes, oceans and waterways. Water being the giver and supporter of life and flows through us all. I see the reconciliation journey as the water along the path to benefiting our people.

Around our waterways I've shown our traditional infrastructure. Our connections and songlines. The systems set up by the first peoples of this place that we aim to weave into the modern landscape."

Kevin Wilson
(Maduwongga, Wongutha)



Chair's Foreword

On behalf of the Infrastructure Australia Board as the accountable authority, I am pleased to present Infrastructure Australia's 2023-24 Corporate Plan, which covers the period 2023-24 to 2026-27.

This Corporate Plan has been prepared consistent with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)* and the relevant provisions of the *Infrastructure Australia Act 2008*. The Corporate Plan is consistent with the Minister's [Statement of Expectation](#) dated 5 September 2022 and the Addendum dated 1 June 2023, issued in accordance with section 6 of the *Infrastructure Australia Act*. We have also consulted with the office of the Minister for Infrastructure, Transport, Regional Development and Local Government in preparing our 2023-24 Corporate Plan.

Beginning in July 2022, the Australian Government announced and commissioned an Independent Review of Infrastructure Australia (the Review) to consider Infrastructure Australia's role as an independent adviser to the Government and to advise on what changes may be needed to Infrastructure Australia's focus and priorities.

The Government released the [Review report](#) and [its response](#) on 8 December 2022. The Government has also introduced legislation into Parliament to give effect to its response to the Review by proposing that Infrastructure Australia's principal purpose be refined, by establishing its primary objective as the Government's independent adviser on nationally significant infrastructure investment, planning and project prioritisation.

Our core functions and products are being redefined to include conducting audits or assessments of nationally significant infrastructure to determine adequacy and needs; conducting evaluations

of infrastructure projects; developing targeted infrastructure priority lists and plans; and providing advice on nationally significant infrastructure matters.

A further key recommendation from the Review, which is also included in the legislative amendments, is to shift Infrastructure Australia's governance and oversight from a Board to three Commissioners who will ensure the performance of Infrastructure Australia's functions. The Commissioners will be supported by an expert advisory council.

The [Government response](#) sets out an ambitious and exciting program of evolution for Infrastructure Australia. We are currently working closely with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, and the Minister's Office, on implementing the Government's vision for Infrastructure Australia to ensure we position ourselves to support the Government with rigorous, expert and independent advice.



Gabrielle Trainor AO

Acting Chair, Infrastructure Australia

Our Role

Infrastructure Australia provides independent advice to the Australian Government on nationally significant infrastructure to deliver better infrastructure outcomes for all Australians. Our governing legislation, the *Infrastructure Australia Act 2008 (Cth)*, defines our role and responsibilities in guiding nationally significant infrastructure investment and prioritisation.

Infrastructure Australia's purposes are to:



Improve decision-making on infrastructure matters



Better identify and assess key drivers of infrastructure demand and use



Improve prioritisation of infrastructure needs and projects



Identify, implement and promote best practice in infrastructure planning, financing, delivery and operation



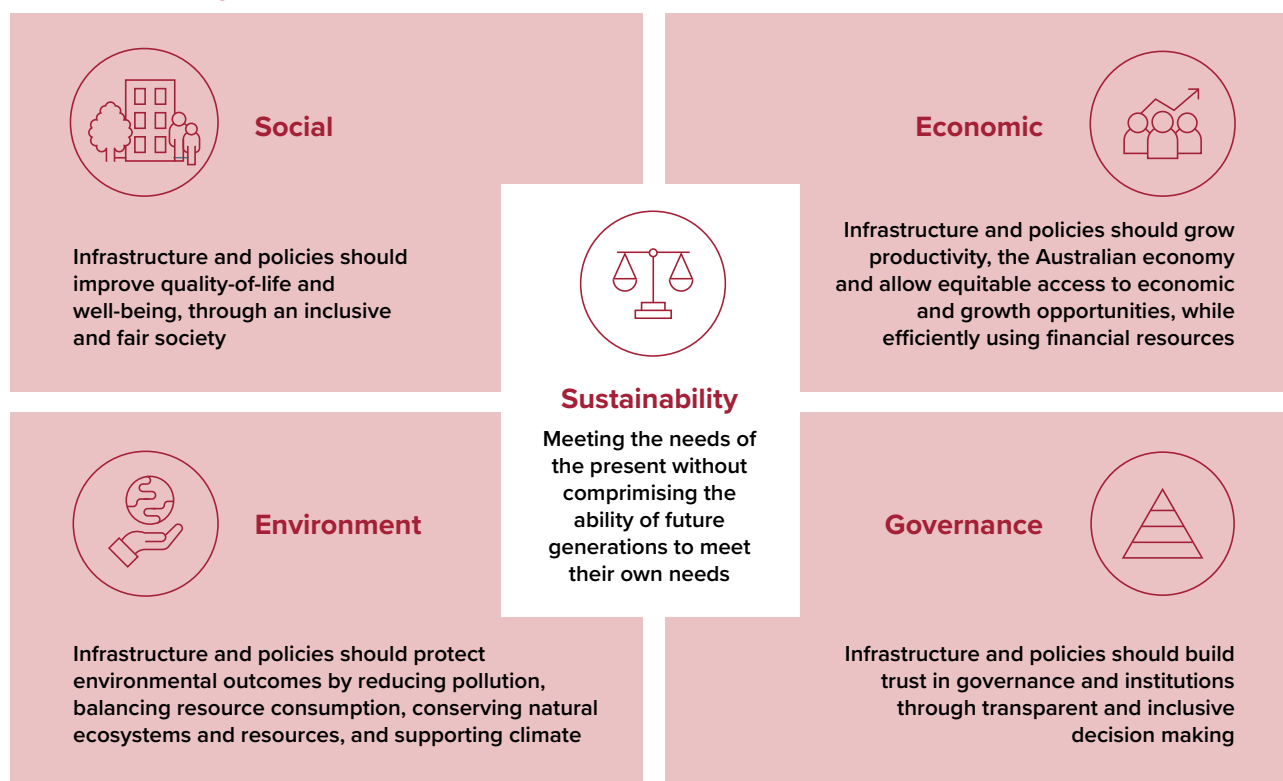
Our values & principles

Our core values and sustainability principles are fundamental to the way we work and our strategy. They are embedded across all our products, policies and processes.

Core values



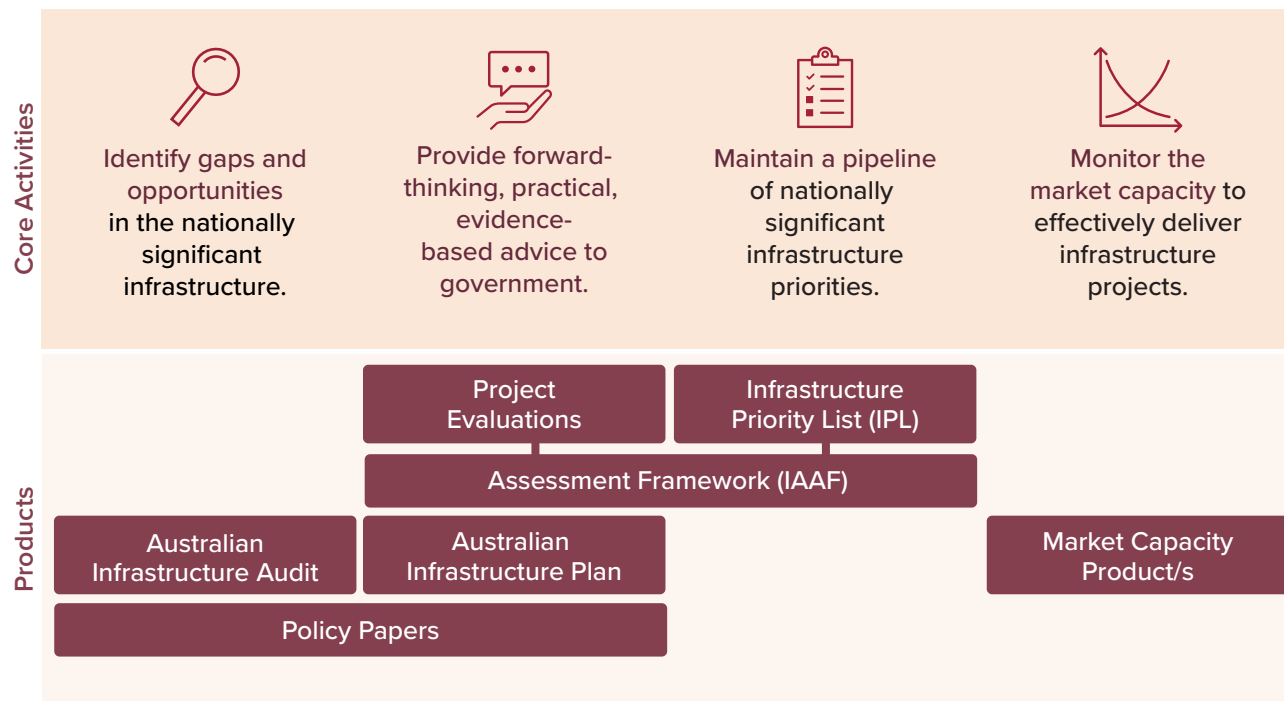
Sustainability principles



Key Activities

Our core products and activities are defined by our Statement of Expectations and the *Infrastructure Australia Act 2008 (Cth)*.

We aim to design user-centric products and work to make these efficient in their production, effective in their impact and value-creating for decision-makers.



Independent Review of Infrastructure Australia

[The Government's response to the independent review of Infrastructure Australia](#) supported fully, in-part or in-principle all 16 of the recommendations made by the Independent Reviewers. The Infrastructure Australia Amendment (Independent Review) Bill 2023 was introduced to parliament on 22 March 2023. This Bill proposes a number of changes, including to Infrastructure Australia's functions and governance structure.

Over the course of 2023-24 and beyond, a key focus of the organisation will be the implementation of changes to our products, governance structure and other matters in accordance with any changes to the *Infrastructure Australia Act 2008 (Cth)* and any revised Statement of Expectations (SOE).

A program of work has been created to deliver the anticipated changes. This will ensure any changes are appropriately managed and appropriate stakeholder consultations are undertaken.

Operating Environment

Review of Infrastructure Australia

As referenced, the Australian Government's response to the Review of Infrastructure Australia endorses changes to our mandate, operating model and delivery of products. The outcome of the proposed legislation before Parliament, which would give effect to any changes, will likely impact elements of this plan.

Environment

Infrastructure investment is driven by delivering economic, social, governance and environmental outcomes to enable people and places to flourish and prosper.

Australia's current and future attractiveness as a place to live, and for businesses to invest in, is underpinned by the quality, accessibility and performance of our infrastructure ecosystem. Success in achieving this aim is determined by the careful balancing of resources, sequencing of infrastructure investment and scope.

Economic factors




Global	Australian, State and Territory governments	Industry
<p>The uncertainty in the global economy over the past year was driven by the ongoing COVID-19 pandemic, geopolitical tensions and the war in Ukraine. While these factors continue, the focus has been overtaken by rising inflation and how central banks go about taming price pressures. Close regard is being given to how quickly consumer and business activity reduces in response to higher interest rates and other cost-of-living pressures.</p> <p>In April 2023, the RBA Board noted that global economic 'inflation remains high and well above central banks' targets. Inflation in many economies had declined from earlier peaks but progress in returning inflation to target had slowed. Recent monthly core inflation data had been higher than expected in a range of advanced economies. Nevertheless, inflation in advanced economies was still expected to decline over coming quarters as economic activity slowed and input price pressures continued to dissipate¹.</p>	<p>Sustaining strong growth while managing inflation.</p> <p>The Australian Government, alongside state and territory governments, is reviewing, reprofiling and sequencing infrastructure pipelines to proactively manage public investment and resource demand in the construction market.</p> <p>The Government's proactive management of the \$120 billion infrastructure investment pipeline is intended to lead to projects that can be built, that have a lasting benefit for Australia, and enhance Australia's economic and social productivity and prosperity.</p> <p>"Easing the pressure on the construction sector will help drive inflation lower and deliver more predictable investment and delivery outcomes from governments.²</p> <p>"Communities will benefit from nationally significant infrastructure with shorter and safer travel, more livable cities, suburbs and regions, while the economy benefits from the certainty brought by a smoother delivery of investment matched to project timelines³</p>	<p>Increasing project costs and complexities, plus truncated risk allocation and planning practices are driving insolvencies and consolidation, thus threatening capacity.</p> <p>Exposure to fast-rising costs and dangerous levels of risk have proven too much for some businesses.</p> <p>Construction insolvencies rose sharply in 2022, leaving fewer companies – many of which are operating at 90% capacity and above - to deliver the pipeline of work.</p>



Infrastructure Australia proposes to respond to the changes in Australia's macroeconomic outlook by continuing to advise the government on how to prioritise its infrastructure investment program with the highest quality investments that can be delivered within existing market capacity constraints, as detailed in our market capacity program of work.

Regulatory landscape

Global	Australian, State and Territory governments	Industry
Net zero		
<p>Widespread scientific consensus exists that human activity, particularly the production of greenhouse gases, has caused atmospheric changes that in turn have led to significant, ongoing disruption to the world's climate.</p> <p>Under the Paris Agreement, the overarching goal is to limit global temperature increase to well below 2 degrees by 2050 and pursue efforts to limit it to 1.5 degrees.</p> <p>Signatories to the Paris Agreement are tasked with developing and maintaining short and long-term emissions reduction targets, how they intend to achieve those targets, and how they will monitor and verify their progress.</p>	<p>In June 2022, the Australian Government updated Australia's nationally determined contribution, committing to reduce emissions by 43 per cent below 2005 levels by 2030, and achieve net zero emissions by 2050.</p> <p>These targets have been embedded in the objectives and functions of Infrastructure Australia through the Climate Change (Consequential Amendments) Act 2022.</p> <p>The Government is also seeking to provide increased certainty to business while reducing carbon emissions in line with the 2030 target through a reformed safeguard mechanism.</p> <p>Environmental impact assessments and biodiversity protection are other key environmental considerations in infrastructure development.</p>	<p>Many Australian companies have established their own emissions reduction targets. Twenty-three of Australia's largest companies, representing 23 per cent of Australia's direct greenhouse gas emissions, are participating in a voluntary pilot initiative to report their climate commitments and progress to the Clean Energy Regulator⁴.</p> <p>The Safeguard Mechanism applies to industrial facilities emitting more than 100,000 tonnes of carbon dioxide equivalent per year, including in:</p> <ul style="list-style-type: none"> • electricity • mining, oil, and gas production • manufacturing • transport • waste facilities.
Managing the workforce		
<p>The societal, economic, and political turbulence of the last few years is manifesting as decreased productivity and performance, no-notice quitting and workplace conflict.</p>	<p>Working with industry, unions and other stakeholders at the Jobs and Skills Summit, the Australian Government has agreed to 36 immediate initiatives to help build a stronger Australian economy.</p>	<p>Industry and Governments proactively sequencing the major infrastructure pipeline will be key to managing the impacts of an overheated construction market, escalating input costs, labour shortages and productivity challenges.</p>

Global	Australian, State and Territory governments	Industry
Geopolitical		
Global uncertainty and volatility, requires policy responses and decision-making to occur in a dynamic and rapidly changing environment.	Governments work to, address energy security, environmental, social and governance (ESG) goals, inflation and critical resources supplies in the context of global and domestic uncertainty and volatility.	Interrupted supply chains, project delays, growing demand for construction materials whose cost has risen 24% in the last 12 months, labour scarcity in an environment of growing labour demand.
<div>    </div> <p>In addition to the implementation of the Government Response to the Review, Infrastructure Australia will continue to give effect to the changes to our legislation requiring us to consider net zero and the 2030 target by:</p> <ol style="list-style-type: none"> 1. Facilitating the national coordination of the net zero work program of independent infrastructure bodies 2. Participating in a range of industry working groups 3. Actively collaborating with the federal Department of Infrastructure, Transport, Regional Development, Communications and the Arts net zero unit on the portfolio work program and submissions to Infrastructure & Transport Ministers Meeting 4. Requiring all proponents to account for greenhouse gas emissions in their infrastructure proposals submitted to us 5. Developing bespoke work around measuring and valuing carbon. <p>We have responded actively to the Review and are currently working closely with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts and the broader Australian Government on implementing the government's vision to ensure we position ourselves appropriately to support the Australian Government with rigorous, expert and independent advice.</p>		

Social Factors

Global	Australian, State and Territory governments	Industry
<p>On the face of it, Australia’s short-term outlook is good but the Institute for Management Development World Competitiveness Centre highlights that the critical pillars of competitiveness in a turbulent global environment are the institutional framework, infrastructure, and education – areas where Australia must now make very deliberate policy choices to underwrite future success.⁵</p>	<p>Turning around lacklustre productivity growth.</p> <p>Every state and territory is experiencing a shortage in their public infrastructure workforce. Addressing skills shortages, particularly in high value-added technology-driven sectors.</p> <p>The 2022 Jobs and Skills Summit delivered action in this space with the Australian Government and states and territories agreeing to a \$1 billion one-year National Skills Agreement to provide additional funding for fee-free TAFE in 2023, while a longer-term agreement to drive sector reform and support women’s workforce participation is negotiated.</p> <p>The Australian Government also committed to strengthen existing reporting standards to require employers with 500 or more employees to commit to measurable targets to improve gender equality in their workplaces. An industry with a healthier culture and improved diversity will also be a more productive industry.</p> <p>The migration system is being reviewed to deliver structural reform to ensure Australia is well placed to deal with an ageing population, waning productivity growth and a deeply complex geostrategic environment.</p>	<p>As of October 2022, public infrastructure projects, including small capital projects, faced a shortage of 214,000 skilled workers.</p> <p>In 2023, labour demand is projected to grow by 42,000 to a peak of 442,000. This is more than double the projected available supply.</p> <p>The construction industry is comprised of 12% women and 88% men (compared to an all-industry average of 47% women and 53% men).</p> <p>An industry which has less than 1 in 8 positions held by women (less in private firms) has significant opportunity to increase female labour participation.</p> <p>Lifting female workforce participation has clear economic benefits, and also represents an opportunity to drive cultural change within an industry plagued by poor mental health, high rates of family breakdown and lack of diversity. There is evidence that employing more women can bring a diversity of skills and thought, and cultural benefits such as a reduction in bullying, improved attention to detail and improved communication.</p>



In response to these social factors, **Infrastructure Australia** will provide advice to the Australian Government on improving construction sector productivity over coming years and will participate in national forums for action such as the Construction Industry Culture Taskforce.

Technological factors

Global	Australian, State and Territory governments	Industry
<p>Australian companies are far less digitally advanced than their global competitors and information technology continues to be a much smaller contributor to Australia's economy than other advanced economies⁶</p> <p>The rapid uptake in generative artificial intelligence and adoption of cloud computing platforms has a corresponding concern for cybersecurity.</p>	<p>Governments are shifting towards more digital infrastructure and are exploring how to better use digital and data across all facets of their business.</p> <p>With such a shift, there is increasing concern about cyber risk and data security.</p>	<p>Construction sector multifactor productivity has stagnated for 30 years: Compared to other related industries such as transport and logistics, and manufacturing, the construction industry has a poor track record in achieving sustainable, strong productivity growth over time.</p> <p>The industry's flagging productivity, its drivers and the opportunities this presents are well documented. Low levels of productivity have been linked to levels of capital investment, such as plant and machinery and likely exacerbated by high rates of workforce turnover, low workforce morale, low levels of investment in training and education, and other cultural factors. Construction is also currently one of the least digitised industries in Australia⁷. Despite the adoption of labour-saving technologies, investment in technology and innovation has been comparatively low⁸.</p>



Infrastructure Australia will continue to advise the Australian Government on using technology as a key tool to make change, improve productivity and attract and retain men and women to work in the construction sector.

Infrastructure Australia's continual improvement approach is reflected in the way we evolve our products to leverage automation and drive digital solutions to streamline and enhance engagement with stakeholders and to deliver more accessible information.

Cooperation

Department of Infrastructure, Transport Regional Development, Communications and the Arts

Infrastructure Australia is an independent agency within the portfolio of Infrastructure, Transport Regional Development, Communications and the Arts. It is therefore critical that we maintain an open, collaborative and transparent relationship with multiple levels of the portfolio department in order to achieve our purposes.

State and territory governments

As an independent adviser to the Australian government on infrastructure, we have a critical relationship with the state and territory public service who plan and manage the delivery of the majority of the infrastructure that the Government invests in. We must maintain relationships of trust and mutual respect with state and territory governments to ensure that we receive the data and evidence we need in order to provide high quality advice. We also work collaboratively with state and territory governments to provide advice on their work program and infrastructure proposals.

We regularly host cross-jurisdictional meetings with relevant government stakeholders to share best practice and provide an opportunity to connect jurisdictions with each other.

Other Infrastructure Bodies

Infrastructure Australia was the first independent infrastructure body (i-body) of its kind. There are now a wide range of similar bodies in Australia and around the world. We now play a key coordinating role amongst these bodies nationally, hosting regular meetings at the Chair, CEO and staff level to develop a shared work program. In 2023-24, the national i-bodies are collaborating on a net zero work program with future areas for collaboration currently under development.

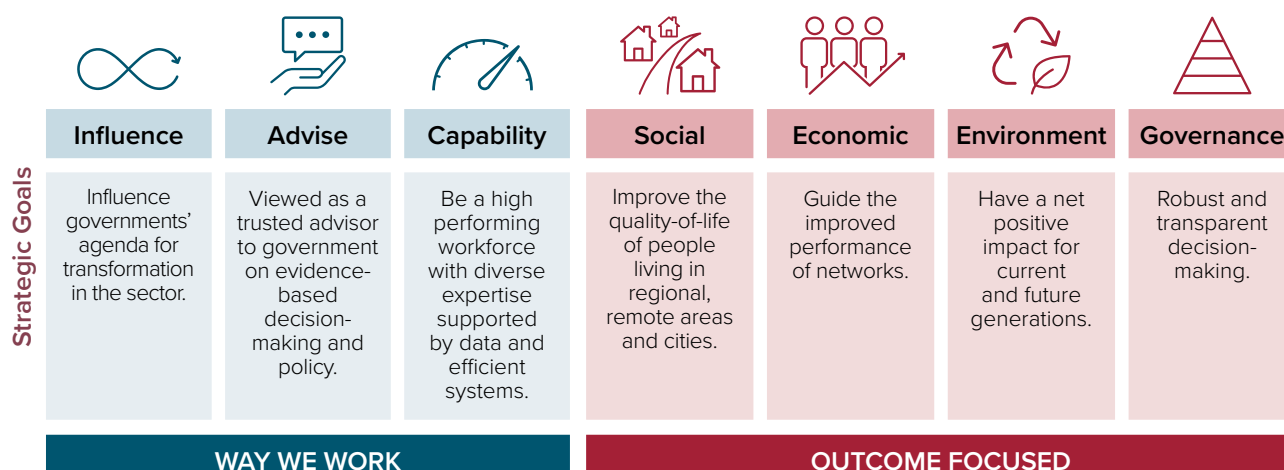
We are also in regular contact with international i-bodies to discuss issues of common interest and share best practice.

Our Strategy

In 2021, Infrastructure Australia launched a 2021-25, 5-Year Strategic Plan, developed in consultation with all staff, the Executive Leadership Team and the Board. This longer timeframe has simplified our annual processes and enables us to set year-on-year targets with a focus on long-term outcomes.

Our strategic focus is two-fold. Firstly, we are pursuing outcomes for the benefit of all Australians in line with our mission and aspiration. Secondly, we are focusing on improving the ways we work, to allow us to effectively and efficiently support the pursuit of these outcomes.

2021-25 Strategic Goals



Capability

Infrastructure Australia maintains the necessary internal capability to provide high-quality, independent advice to the Australian Government.

We are structured to deliver policy and project advice, support the government's investment objectives and work collaboratively with our stakeholders to drive best practice in the Australian infrastructure sector.

Our internal structure is arranged around five key functions:

- Project Advisory & Evaluation
- Policy & Research
- Operations
- Digital & Data
- Office of the CEO

In addition to our structure, our five-year strategy rests on four pillars:

- People
- Digital and Data
- Engagement
- Outcomes



1. People

This pillar centres around two main objectives:

1. Building our in-house capability
2. Increasing diversity of thought and user-centricity across the organisation and our products

Building in-house capability

Infrastructure Australia has a highly engaged, high performing team. In recent years we have reduced our use of external consultants, to developing our in-house capability through tailored learning and development opportunities for all staff. This enables us to retain knowledge, build skills in-house and develop strong succession plans within Infrastructure Australia.

Diversity of thought

Infrastructure Australia has a wide remit, advising on current and future nationally significant infrastructure. We continue to take a progressive approach to the range of experience, expertise, backgrounds and working methods to encourage “diversity of thought”, which in turn creates innovation, improves problem-solving and leads to greater productivity. The complex nature of our work means that improvements in diversity of thought are an important contributor to underpin our products and advice to Government.

2. Digital and Data

This pillar focuses on building the capability to use data as a powerful resource to create value and support decision-making for stakeholders, and technology as an enabler to maximise efficiency.

Infrastructure Australia has a unique position with national oversight of infrastructure networks and services, creating an opportunity to use this data for insights to inform decision-making and policy development. The market capacity analysis, which analyses demand for infrastructure resources and the market’s ability to deliver, has set us on a path that requires data analytics to be able to predict future supply and demand constraints.

This requires on-going database management and data analytics capability support over the coming years. Infrastructure Australia is using the opportunity to build on the momentum this creates to transform and interconnect other core products to make them more efficient and value-creating.

By delivering some of our core products and processes online, Infrastructure Australia is working towards automating and streamlining lower order tasks to free up resources to focus on insightful and value-add activities. Digitising our processes and efficiently capturing data will enable us to have a richer dataset and perform analytics and trends.

3. Engagement

This pillar focuses on enhancing the way Infrastructure Australia interacts with stakeholders to drive changes and improvements in line with our strategic goals to deliver great value to end-users.

To create impact and become more outcome-focused, we must be trusted and influential. To do this, we continue to enhance our relationships by strategically engaging often and with purpose.

The achievement of our strategic goals relies on Infrastructure Australia’s capability to engage and build trusted relationships over a long term, recognising that implementing change takes time.

4. Outcomes

This pillar focuses on changing our approach to delivering core products and our ways of working. To achieve our outcomes-focused strategic goals, we will continue to shift our decision-making and operations to also be outcomes-focused. This will see us taking a more user-centric approach (understanding the users who will benefit from infrastructure development and the impacts of projects at the local level) with greater emphasis on a project’s value contribution to sustainable social and environmental outcomes, which may be unquantifiable against traditional methods.

Performance

Infrastructure Australia's performance is guided by the *Infrastructure Australia Act 2008 (Cth)*, the stated outcomes under the Portfolio Budget Statements, and the directions outlined by the Minister in the Statement of Expectations.

We responded to the *Statement of Expectations 5 September 2022* with a *Statement of Intent 16 September 2022*.

This Corporate Plan summarises the directions, goals and outcomes from these statements by outlining our strategic goals, associated activities and measures. Under each strategic goal, we outline the activities we will undertake to achieve these outcomes and how we will measure our success. Every year we give a detailed report on our success against the measures set in the *Corporate Plan* via the Annual Performance Statement in our *Annual Report*.

Relationship between guiding legislation and performance reporting

What we are expected to do	What we will do and how we will measure it	How we performed
 <i>Infrastructure Australia Act 2008</i>	 Corporate Plan	 Annual Performance Statement in Annual Report
 Statement of Expectations as issued by our Responsible Minister	 Statement of Intent	
 Portfolio Budget Statements		

Activities and key performance indicators

We strive to ensure that Australia is investing in projects and services that enhance Australians' future quality of life. We do this by providing independent advice, and championing reform and best practice in the way Australia plans, funds and delivers infrastructure. In this Corporate Plan, we set out our Key Performance Indicators against our Strategic Goals and Measures.

To measure the success of our 5-year *2021-25 Corporate Strategy*, metrics have been developed for each goal. These performance measures include a mix of output, effectiveness and efficiency measures.

We evaluate our performance with a variety of methodologies, including data analysis and external surveys. We measure our performance against legislative and policy requirements and past performance as benchmarks. In line with the *Public Governance, Performance and Accountability Act 2013*, the performance outcomes contained in the Annual Performance Statement is published in our Annual Report.



Purpose

To provide robust, independent advice on infrastructure planning, decision making, policy and priorities.

Mission

Drive change for sustainable, resilient and productive infrastructure that benefits Australians now and in the future.

Aspiration

Be an influential and trusted independent advisor, for...

Infrastructure assets and services that deliver better access, quality and affordability

Strategic Goals

Influence	Advise	Capability	Social	Economic	Environment	Governance
Influence governments' agenda for transformation in the sector.	Viewed as a trusted advisor to government on evidence-based decision-making and policy.	Be a high performing workforce with diverse expertise supported by data and efficient systems	Improve the quality-of-life of people living in regional, remote areas and cities.	Guide the improved performance of networks.	Have a net positive impact for current and future generations.	Robust and transparent decision-making.
WAY WE WORK			OUTCOME FOCUSED			

‘Way we work’ measures

Category	Metrics & indicators
Influence	75% of proponents applying new guidance and tools from the Infrastructure Australia Assessment Framework (2021 release) to submitted proposals
	75% of relevant ⁹ Australian Government budget funding commitments that come from the Infrastructure Priority List.
Advise	75% of proponents that are satisfied or highly satisfied with the level of engagement and quality of advice provided in the assessment of their proposal.
	75% of stakeholders are satisfied or highly satisfied with the quality of Infrastructure Australia’s stakeholder engagement.
	75% of stakeholders surveyed are satisfied or highly satisfied with the quality and rigour of Infrastructure Australia’s advice.
	75% of relevant stakeholders are satisfied or highly satisfied with the market capacity report
Capability	Staff survey results show an alignment and engagement score in the top 25% of all other organisations surveyed.

‘Outcome focused’ measures

Infrastructure Australia measures its outcomes through two key types of measures:

Attribution Measures

Attribution measures are directly linked to Infrastructure Australia’s activities and can be measured by our outputs.

Contribution Measures

The nature of Infrastructure Australia’s role means that other Commonwealth agencies, jurisdictions and other parties often contribute collectively to the achievement of outcome goals pursued by Infrastructure Australia. These outcomes are viewed as common outcomes where Infrastructure Australia is a contributing entity toward the achievement of a common goal.

Social	Attribution	Assess the impacts of 100% of business cases against quality of life, productivity, environment, sustainability, and resilience. Baseline and increase the percentage of proponents who complete this work over time.
	Contribution	Australia ranks in top 5 OECD countries in the next 10 years in terms of quality-of-life, as measured by OECD Better Life Index.
Economic	Attribution	Assess the network and system integration of 100% of business case proposals. Baseline and increase the percentage of proponents who complete this work over time.
	Contribution	Cost of living index remains stable or decreases over 10 years as measured by Australian Bureau of Statistics
Environment	Attribution	100% of proponents consider IA’s Greenhouse Gas Emissions Guidance in business case proposals.
	Contribution	The infrastructure sector’s emissions are net-zero no later than 2050, as measured by Department of Climate Change, Energy, the Environment and Water in the annual National Greenhouse Gas Inventory.
Governance	Attribution	100% of Infrastructure Australia’s evaluations of business cases are published on our website within statutory timelines.
	Contribution	100% of jurisdictions have consolidated 10-year pipelines for projects and concessions over \$20 million as measured by an audit conducted by Infrastructure Australia on publicly available information.

Risk oversight and management

Effective risk management is essential to ensure Infrastructure Australia achieves its strategic objectives and fulfils its legislative mandate within the *Infrastructure Australia Act 2008 (Cth)*.

We foster an organisational culture that embraces and promotes enterprise-wide risk management which is embedded in our systems and processes.

Risk Management Framework

Infrastructure Australia's Risk Management Framework is an organisation-wide approach to managing risk. It consists of our Risk Management Policy and Risk Management Plan, which supports our Corporate Plan, key objectives, and the delivery of our core business.

The Framework clearly sets out desired behaviours, the organisation's risk appetite and relevant accountabilities. It further embeds risk management into our strategic planning through to day-to-day activities.

The Framework is supported by an internal audit program which focuses on key areas of risk for Infrastructure Australia.

Risk Management Plan

The Risk Management Plan aims to establish our approach to effective risk management, and to strengthen management practices and decision making. It does this by:

- Providing an overview of our risk management processes;
- Defining the key attributes and objectives of our risk culture;
- Describing roles and responsibilities for managing risk; and
- Outlining the process for reporting on risk and ongoing monitoring and review.

The Plan ensures risk evaluation is linked to practical and cost-effective responses and controls that are appropriate to the organisation. This includes engaging appropriately with risk and recognising that while some risks present a threat to the achievement of organisational outcomes, other risks present opportunities.

Risk Registers

Infrastructure Australia maintains a Strategic Risk Register which reviews our key risks associated with financial, people, reputation, and operation. We also maintain a fraud risk register. These registers together identify and evaluate our top strategic and operational risks. They form a key tool for our Audit, Risk and Compliance Committee, and Management, to determine appropriate controls to mitigate any risks that are considered too high, with regard to our risk appetite.

The following table outlines our key strategic risks and the strategies we use to manage them.

Summary of key strategic risks

Strategic risk	Risk mitigation strategies
Financial	
Inability to deliver core activities or achieve strategic objectives within allocated funding or due to financial mismanagement.	<ul style="list-style-type: none"> • Our budget is developed in line with our strategic objectives. Our performance against our budget is regularly reviewed by the Executive Leadership Team, Audit, Risk and Compliance Committee and Board. • We have a strong control environment managed by an experienced and qualified finance team. We have a rigorous 3-year rolling internal audit program, and external audit program implemented by the Australian National Audit Office. These are overseen by our Audit, Risk and Compliance Committee and Board.
People	
Inability to deliver core activities or achieve strategic objectives within set time frames due to insufficient or loss of key staff and skills.	<ul style="list-style-type: none"> • We provide competitive remuneration along with a range of non-financial benefits and development opportunities. • We maintain an up-to-date succession plan and all staff have performance and development plans with clear links to the organisation's strategy. • We promote a positive team culture and offer a flexible work environment. We measure this through regular staff surveys, followed by action planning in collaboration with our staff. • We regularly consult with staff in relation to wellbeing through regular check ins, training and promotion of our employee assistance program.
Reputation	
<p>As a key advisor to government, we must maintain a strong reputation for our advice to be considered in decision making processes. This could be impacted by factors including the:</p> <ul style="list-style-type: none"> • provision of relevant advice • actual or perceived lack of independence • failure to engage with key stakeholders. 	<ul style="list-style-type: none"> • Our advice goes through both an internal and Board review before it is released to ensure accuracy, quality and consistency. • We actively manage conflicts of interests at both the Board and Executive level, supported by clear policies and processes. • We engage often and authentically to ensure stakeholders have a clear understanding of our role, confidence when engaging with us and the opportunity to provide feedback. Our stakeholder engagement feeds into the quality of our products and advice to ensure that both are rigorous and thorough. • We conduct regular stakeholder surveys to confirm our services and advice remains responsive to the needs of our stakeholders.

Operational

Inability to deliver core activities or achieve strategic objectives can be impacted by the success of our operational functions, including:

- Non-compliance with legislative requirements
- Physical or technology security breaches
- Business disruption events
- Loss of corporate experience and lack of documented knowledge
- Exposure to fraud or corruption.
- We have a governance framework and in-house capability which is overseen by our Board. Our governance and control environment is tested through regular review of our risk registers and a robust internal audit program.
- All employees are provided regular training on our suite of policy, legislative and compliance requirements.
- We have a suite of security policies and procedures in place that are consistent with the Australian Government's Protective Security Policy Framework, and we have a business continuity policy and plan in place.
- Succession planning is reviewed on a regular basis by the Executive Leadership Team and offboarding processes are in place to ensure the capture of corporate knowledge.
- Policies and procedures are well communicated to all staff in relation to fraud and corruption and there is a whistle-blower system in place. We have a procedure to ensure the capture of any conflicts at both the Board and executive employee level and in key processes within the organisation.

The Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee is a sub-committee of the Infrastructure Australia Board. It ensures that we have a current and sound risk management framework and associated internal controls in place, to identify and manage all risks. The Committee oversee the review of our Risk Management Framework and reports regularly to the Board in relation to risk. We ensure the Framework remains current and relevant through continuous monitoring and review.

Appendix A: Alignment of performance measures

The following table outlines the changes to performance information over the 2022-23 Corporate Plan.

Performance measure in 2022-23 Corporate Plan	Performance measure in 2023-24 Corporate Plan	Changes made	Rationale for changes
<i>Influence:</i> 75% of recommendations in the 2021 Australian Infrastructure Plan are endorsed or noted by the Commonwealth Government.	Not applicable.	Removed	Reported on in 2022-23 Annual Report. Time-sensitive measure relating to the release of the 2021 Australian Infrastructure Plan.
<i>Influence:</i> Benchmarked percentage of proponents applying new guidance and tools from the <i>Infrastructure Australia Assessment Framework</i> (2021 release) to submitted proposals.	<i>Influence:</i> 75% of proponents applying new guidance and tools from the <i>Infrastructure Australia Assessment Framework</i> (2021 release) to submitted proposals	75% Target added	Benchmarking activity undertaken to determine target metric
<i>Influence:</i> One or more independently identified infrastructure proposal(s) to the Infrastructure Priority List each year.	Not applicable.	Removed	Reported on in 2022-23 Annual Report. Anticipated revised approach to Infrastructure Priority List in future years.
<i>Influence:</i> Benchmarked percentage of proposals received that respond to IA-identified proposals.	Not applicable.	Removed	Reported on in 2022-23 Annual Report. Anticipated revised approach to Infrastructure Priority List in future years.
<i>Influence:</i> Benchmarked percentage of relevant Australian Government budget funding commitments that come from the Infrastructure Priority List.	<i>Influence:</i> 50% of relevant Australian Government budget funding commitments that come from the Infrastructure Priority List.	50% Target added	Benchmarking activity undertaken to determine target metric
<i>Advise:</i> Benchmarked percentage of proponents that are satisfied or highly satisfied with the level of engagement and quality of advice provided in the assessment of their proposal.	<i>Advise:</i> 75% of proponents that are satisfied or highly satisfied with the level of engagement and quality of advice provided in the assessment of their proposal.	75% Target added	Benchmarking activity undertaken to determine target metric

Performance measure in 2022-23 Corporate Plan	Performance measure in 2023-24 Corporate Plan	Changes made	Rationale for changes
Advise: 75% of stakeholders surveyed in 2021–22 are satisfied or highly satisfied with the <i>2021 Australian Infrastructure Plan</i> and believe it is practical and pragmatic	Not applicable.	Removed	Reported on in <i>2022-23 Annual Report</i> . Time-sensitive measure relating to the release of the <i>2021 Australian Infrastructure Plan</i> .
<i>Environment-Attribution:</i> Baseline and increase the percentage of projects involving infrastructure assets that will achieve net-zero emissions over their asset life.	<i>Environment-Attribution:</i> 100% of proponents consider IA's Greenhouse Gas Emissions Guidance in business case proposals.	100% Target added, wording adjusted.	Accounting for amendments to the <i>Infrastructure Australia Act 2008</i> in relation to Australian Government greenhouse gas emissions targets.

Endnotes

- 1 Minutes of the Monetary Policy Meeting of the Reserve Bank Board 4 April 2023
- 2 Minister for Infrastructure, Transport, Regional Development and Local Government, Catherine King dated 1 May 2023
- 3 Minister for Infrastructure, Transport, Regional Development and Local Government, Catherine King dated 1 May 2023
- 4 Clean Energy Regulator, 'Corporate Emissions Reduction Transparency Report 2022', 7 July 2022
- 5 CEDA - IMD World Competitiveness Yearbook 2022
- 6 CEDA - IMD World Competitiveness Yearbook 2022
- 7 Infrastructure Australia, 2019, The Australian Infrastructure Audit - An assessment of Australia's future infrastructure needs, Infrastructure Australia, Sydney, p 235, available via www.infrastructureaustralia.gov.au/
- 8 McKinsey Global Institute, 2017, Reinventing construction: A route to higher productivity, McKinsey & Company, p 114, Available via [www.mckinsey.com/~media/McKinsey/Business%20Functions/Operations/Our%20Insights/Reinventing%20 construction%20 through%20a%20productivity%20revolution/MGI-Reinventing-construction-A-route-to-higher-productivity-Full\[1\]report.pdf](http://www.mckinsey.com/~media/McKinsey/Business%20Functions/Operations/Our%20Insights/Reinventing%20construction%20through%20a%20productivity%20revolution/MGI-Reinventing-construction-A-route-to-higher-productivity-Full[1]report.pdf)
- 9 Relevant means total Australian Government funding of more than \$250 million (or funding for business case development where the Australian Government contribution is expected to be more than \$250 million) for transport, water, energy, or telecommunications infrastructure.

Infrastructure Australia provides independent advice to the Australian Government on nationally significant infrastructure to deliver better infrastructure outcomes for all Australians.

www.infrastructureaustralia.gov.au

The bottom of the page features a decorative graphic consisting of three overlapping geometric shapes: a large teal triangle on the left, a dark blue triangle at the bottom center, and a red triangle on the right.