

# Corporate Plan

Infrastructure Australia  
2018–19 to 2021–22





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# Introduction

I am pleased to present Infrastructure Australia's 2018–19 Corporate Plan, which covers the years 2018–19 to 2021–22, as required by paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The Corporate Plan sets out Infrastructure Australia's strategic agenda, key priorities and activities to achieve our purposes over the next four years.

In the 10 years since Infrastructure Australia was founded, we have helped establish a longer-term view of Australia's infrastructure needs. A view that enables our political leaders to look beyond elections and budgetary cycles to make evidence-based decisions on the best use of our limited infrastructure funding.

We have worked with all levels of government to build a strong and prosperous economy by providing robust, independent and evidence-based advice on Australia's future infrastructure needs.

We rigorously assess business cases for some of the most complex infrastructure projects across the country and our policy work leads the national discussion on reform across the infrastructure sector.

Importantly, for the last 10 years we have enjoyed support from all sides of politics, with respect to our independent assessment process.

The success of the Infrastructure Australia model is shown by the development of comparable bodies in many Australian states and territories, and in other countries across the world.

We will continue to develop productive working relationships with our federal, state and territory counterparts, as well as business, peak bodies and the wider community.

The Corporate Plan outlines the strategic context in which we work, and how we will position ourselves to help ensure Australia is well placed to reap the many social and economic benefits that infrastructure can provide, to protect and enhance our quality of life.

In accordance with our responsibilities under section 39B of the *Infrastructure Australia Act 2008*, Infrastructure Australia has consulted on our Corporate Plan with the office of the Deputy Prime Minister, the Hon Michael McCormack MP, the office of the Minister for Urban Infrastructure, the Hon Paul Fletcher MP, the Department of Infrastructure, Regional Development and Cities, and the Department of Finance.



**Julieanne Alroe**  
Chair

The Corporate Plan outlines the strategic context in which we work, and how we will position ourselves to help ensure Australia is well placed to reap the many social and economic benefits that infrastructure can provide, to protect and enhance our quality of life.

# Purposes

Infrastructure Australia is an independent statutory body with a mandate to prioritise and advise on nationally significant infrastructure.

Infrastructure Australia’s strategy and operational functions are guided by our Portfolio Budget Statements, Statement of Expectations, the *Infrastructure Australia Act 2008*, and other Commonwealth guiding legislation including the *Public Governance, Performance and Accountability Act 2013*.

Infrastructure Australia’s strategic goals and decision-making are all guided by our vision to help drive infrastructure services that enhance Australians’ future quality of life.

Infrastructure Australia’s purpose is to:

- ① Improve decision-making on matters relating to infrastructure.
- ② Advise governments and others on infrastructure matters, including the better assessment of infrastructure needs and prioritisation of infrastructure projects.
- ③ Promote best practice in infrastructure planning, financing, delivery and operation.

We achieve these purposes through our vision, mission and strategic goals:

## Vision

Infrastructure services that enhance Australians’ future quality of life.

## Mission

Provide leadership through independent advice and long-term infrastructure planning as a champion of best practice and reform.

## Strategic goals

- ① Lead and inform debate about infrastructure policies and reforms across all infrastructure sectors.
- ② Establish a long-term pipeline of nationally significant, productivity-enhancing infrastructure priorities.
- ③ Develop an evidence base to underpin national infrastructure decision-making.
- ④ Continuously improve the standard of business cases for infrastructure investment.
- ⑤ Develop the capability of Infrastructure Australia’s systems and people and ensure Infrastructure Australia meets its legislative obligations.

By measuring our success against these key strategic goals, we demonstrate the achievement of our purposes and the fulfilment of our role.

# Environment

In the next 30 years, Australia will be home to 36 million people. This rate of growth is equivalent to adding a new city, the size of Canberra, each year for the next 30 years.

We know the vast majority of this growth, about 75%, will be centred in our largest cities – Sydney, Melbourne, Brisbane and Perth.

The speed and magnitude of the coming changes mean we now need a smarter and more sophisticated approach to the way we plan infrastructure in our cities and regions.

The challenges facing Australia – population growth, congestion in our cities, and the need to improve our regional connectivity – require sophisticated solutions and willingness from everyday Australians, politicians and planners to make some complex and hard choices.

While there is good work being done to solve the problems in each of our economic infrastructure sectors – energy, transport, water and telecommunications – we need policy makers to look at the relationships between sectors, and across the economy as a whole.

Similarly, many of the investments that Australia will need – in national freight and supply chains, national energy markets, integrated transport systems and international gateways – go beyond the resources of any one level of government.

Infrastructure Australia aims to provide the integrated longer-term view of infrastructure we need. We are unique in that our mandate looks across all infrastructure sectors and all levels of government, and can provide a strategic view of how sectors and jurisdictions interact and impact one another.

As our population grows, and our cities densify, there will be a need for an increasing level of infrastructure investment and more advanced advice on government investments in infrastructure, particularly in the areas of land use planning, demand forecasting, and cost analysis.

This will drive an increase in the volume and complexity of business cases that Infrastructure Australia will be required to assess and will require increased collaboration with state agency proponents during the early planning stage of projects of potential national significance.

Infrastructure Australia's engagement with state and territory agencies will ensure that business cases are of a higher quality before Commonwealth investment is committed and will reduce the resource impact at the final business case stage. However, this will have an upfront resource cost to Infrastructure Australia.

In 2018–19, Infrastructure Australia will develop the 2019 *Australian Infrastructure Audit*. The Audit will provide a nationally consistent evidence base across all infrastructure sectors to guide the next phase of Australia's infrastructure investment. The Audit will identify and measure gaps in Australia's infrastructure and identify opportunities to support economic growth.

The speed and magnitude of the coming changes mean we now need a smarter and more sophisticated approach to the way we plan infrastructure in our cities and regions.



# Performance

Infrastructure Australia’s performance is guided by the *Infrastructure Australia Act 2008*, the stated outcomes under the Portfolio Budget Statements, and the directions outlined by the Minister for Urban Infrastructure in the Statement of Expectations 2017–2019.

Infrastructure Australia responded to the Statement of Expectations 2017–2019 with a Statement of Intent 2017–2019.

The directions, goals and outcomes from these documents are summarised in the strategic goals and associated measures outlined in this Corporate Plan. Under each strategic goal, we outline what activities we will do to achieve these outcomes and how we will measure our success.

Every year we will report via the Annual Performance Statement in our Annual Report on our success against the measures that we have set in the Corporate Plan.

## Relationship between guiding legislation and performance reporting

What we are expected to do

- ✓ *Infrastructure Australia Act 2008*
- ✓ Portfolio Budget Statements
- ✓ Statement of Expectations as issued by Minister for Urban Infrastructure

What we will do and how we will measure it

-  Statement of Intent
-  Corporate Plan

How we performed

-  Annual Performance Statement in Annual Report

## Activities and key performance indicators

Infrastructure Australia’s vision is for ‘Infrastructure services that enhance Australians’ future quality of life’.

Our mission is to ‘Provide leadership through independent advice and long-term infrastructure planning, as a champion of best practice and reform’.

The key performance indicators are set out in this Corporate Plan against the organisation’s strategic goals. The measures

have been selected based on past performance and legislative and policy requirements.

Our performance will be evaluated using a variety of methodologies, including data analysis and external surveys. In line with the *Public Governance, Performance and Accountability Act 2013*, the performance outcomes contained in the Annual Performance Statement will be submitted to the Deputy Prime Minister and Minister for Infrastructure and published in the Annual Report each year.



### Strategic Goal

**Lead and inform debate about infrastructure policies and reforms across all infrastructure sectors.**



### Activities

- Continue to develop a strong capability to provide robust and independent advice to all levels of government across the transport, water, telecommunications and energy infrastructure sectors, including social infrastructure, with a focus on building productive cities and regions (excluding Defence).<sup>1</sup>
- Release two policy papers each year, building on key reforms outlined in the *Australian Infrastructure Plan*.<sup>2</sup>
- Engage actively with the media on key reform activities to ensure that Infrastructure Australia is leading and informing debate.
- Deliver a public update on progress of key recommendations from the *Australian Infrastructure Plan* every two years.
- Consult, and establish productive working relationships with, key infrastructure stakeholders, across all levels of government (Commonwealth, state, territory and local governments) and other relevant bodies and organisations, including state infrastructure advisory bodies and industry.<sup>3</sup>
- Provide input into key infrastructure reform initiatives announced through the Australian Government’s response to the *Australian Infrastructure Plan*, including a national freight and supply chain strategy, and a study into the potential benefits and impacts of road user charging for light vehicles.<sup>4</sup>
- Support the development of policy on funding and financing, including having regard for the work of the Infrastructure and Project Financing Agency and the Northern Australian Infrastructure Facility.<sup>5</sup>



### Measure (2018–19 and forward years)

- Delivery of agreed activities.
- Stakeholder opinion of Infrastructure Australia’s role driving the infrastructure debate.
- Publicly leading infrastructure debate in Australia.



### Target (2018–19 and forward years)

- 100% of committed activities completed.
- In line with previous benchmarking, 75% of stakeholders surveyed agree that Infrastructure Australia is achieving its first strategic goal to ‘lead and inform debate’ in infrastructure policy and reform.
- To show that we are publicly leading and informing debate, Infrastructure Australia’s amount of media coverage and proactive media coverage increases 10% each year.

1, 3–5 Source: Statement of Expectations 2017–2019.

2 Due to the resourcing impact of producing the 2019 *Australian Infrastructure Audit*, Infrastructure Australia will be putting out fewer policy papers in 2018–19. We will return to the long-term trend of at least four papers per year from 2019–20 onwards.



## Strategic Goal

**Establish a long-term pipeline of nationally significant, productivity-enhancing infrastructure priorities.**



### Activities

- Develop and maintain the top-down infrastructure priority list of nationally significant proposals,<sup>6</sup> including a full update every 12 months.
- Evaluate project proposals of all infrastructure proposals where funding of more than \$100 million is sought from the Commonwealth, excluding defence projects.<sup>7</sup>
- Publish all completed evaluations of project proposals on the Infrastructure Australia website.<sup>8</sup>
- Proactively identify infrastructure needs in Australia in collaboration with state and territory governments and the private sector.



### Measure (2018–19 and forward years)

- Delivery of agreed activities.
- Stakeholder awareness and regard for the *Infrastructure Priority List*.
- Timely and accurate assessment of business cases.
- Percentage of proponents who are satisfied or highly satisfied with the level of engagement and quality of advice provided in the assessment of their business case.
- Number of independently identified infrastructure initiatives added to *Infrastructure Priority List*.



### Target (2018–19 and forward years)

- 100% of committed activities completed.
- In line with previous benchmarking, 75% of stakeholders surveyed are aware of the *Infrastructure Priority List* and support its role in infrastructure decision-making.
- 100% of completed evaluations of project proposals are published on the Infrastructure Australia website within statutory timeframes.
- In line with previous benchmarking, clarifying questions are provided to the proponent within 30 working days of receipt of business case 90% of the time.
- Benchmark the percentage of proponents that are satisfied or highly satisfied with the level of engagement and quality of advice provided in the assessment of their business case. Increase satisfaction year on year.
- Add one or more independently identified infrastructure initiative to the *Infrastructure Priority List* each year.

6–8 Source: *Infrastructure Australia Act 2008*; Statement of Expectations 2017–2019.



## *Strategic Goal*

**Develop an evidence base to underpin national infrastructure decision-making.**



### *Activities*

- Scope and deliver the 2019 *Australian Infrastructure Audit* by 30 June 2019.<sup>9</sup>
- Maintain the currency of the data and analysis of the current *Australian Infrastructure Plan*.<sup>10</sup>
- Undertake appropriate research and policy development.



### *Measure (2018–19 and forward years)*

- Delivery of agreed activities.
- Stakeholder regard for the quality of Infrastructure Australia's advice.
- Proactive publication of relevant data to the Infrastructure Australia website.



### *Target (2018–19 and forward years)*

- 100% of committed activities completed.
- In line with previous benchmarking, 75% of stakeholders surveyed are satisfied or highly satisfied with the quality and rigour of Infrastructure Australia's published policy work.

<sup>9</sup> Source: *Infrastructure Australia Act 2008*; Statement of Expectations 2017–2019.

<sup>10</sup> Source: Statement of Expectations 2017–2019.



## *Strategic Goal*

**Continuously improve the standard of business cases for infrastructure investment.**



### *Activities*

- Review and update the Assessment Framework in compliance with legislative timeframes.<sup>11</sup>
- Run a program of national engagement on business case improvement.
- Create and publish key principles for infrastructure decision-making by end of 2018.
- Undertake appropriate research to improve business case development and advice.



### *Measure (2018–19 and forward years)*

- Delivery of agreed activities.
- Engage proponents on business case development and the expectations of Infrastructure Australia's assessment process.
- Business case development presentations meet needs of proponents.



### *Target (2018–19 and forward years)*

- 100% of committed activities completed.
- 100% of states and territories have at least one business case development workshop delivered to both proponents and their advisors each year.
- In line with previous benchmarking, 75% of attendees at business case development workshops are satisfied or highly satisfied with business case development presentations.

<sup>11</sup> Source: *Infrastructure Australia Act 2008*; Statement of Expectations 2017–2019.



## Strategic Goal

**Develop the capability of Infrastructure Australia’s systems and people and ensure Infrastructure Australia meets its legislative responsibilities.**



## Activities

Our Corporate functions have four main activities that ensure Infrastructure Australia has the resources and capability to deliver on its purposes and the Corporate Plan. These are:

1. Ensuring our business systems are fit for purpose.
2. Establishing rigorous and efficient processes.
3. Complying with relevant legislation.
4. Building organisational capability.

The Key Performance Indicators for these functions are monitored internally.



Provide leadership through independent advice and long-term infrastructure planning, as a champion of best practice and reform.

# Capability

Infrastructure Australia places a high priority on ensuring we have the necessary capability to provide high-quality advice to governments and the community.

Infrastructure Australia is currently set up to deliver infrastructure policy and project advice, lead reform publicly and continue to build capability in the organisation. These activities are delivered through four key functions:

- Policy & Research.
- Project Advisory.
- Public Affairs.
- Corporate Services & Governance.

Infrastructure Australia focuses on building capacity to deliver on our objectives across the following four areas:

1. **Being outcome-driven.** In order to provide high-quality advice to governments, Infrastructure Australia will utilise appropriate internal and external resources. A focus on outcomes will ensure appropriate selection of those resources and will provide an active management tool to ensure delivery of advice in an efficient manner.
2. **Building productive and trust-based stakeholder engagement.** Infrastructure Australia will build long-term strategic relationships across all levels of government and industry to contribute to and inform Infrastructure Australia's work program.
3. **Fostering a high performance culture.** Infrastructure Australia will attract, engage, enable, develop and retain talented resources in order to fulfil its purpose. This includes appropriate consideration of secondments from within and outside of the public service.

4. **Developing external capability.** Infrastructure Australia will share expertise with, and develop guidance for, proponents and their advisors on best-practice business case development. This will contribute to ensuring that projects are planned and implemented in a manner that delivers the best outcomes for users and taxpayers. It will also help to ensure that business cases can be evaluated quickly and efficiently by the Infrastructure Australia Board. Infrastructure Australia also intends, wherever possible, to partner early with proponents in the development of specific business cases.

We will work collaboratively with all relevant stakeholders, but particularly with the Australian Government and state, territory and local governments who have responsibility for delivery of the reforms and projects necessary for Australia to continue its national success story.

Our engagement with these stakeholders will be driven by ensuring that at all times we are working in the best interests of all Australians to enhance their quality of life.

Infrastructure Australia will continue to develop its corporate capabilities in 2018–19 to support efficient operation of its governance and corporate structures. This will include ongoing review and implementation of systems, structures and processes that will enable the organisation to fulfil its advice on infrastructure matters.



# Risk oversight and management

Effective risk management is essential to ensure Infrastructure Australia achieves its strategic objectives as well as fulfilling its legislative mandate within the *Infrastructure Australia Act 2008*.

As a corporate Commonwealth entity, Infrastructure Australia must operate within the relevant rules and regulations prescribed by the *Public Governance, Performance and Accountability Act 2013* and associated rules.

Infrastructure Australia's organisational culture will embrace and promote risk management activities. To facilitate this outcome, Infrastructure Australia has embedded risk management into its systems and business processes to develop a risk management culture throughout the organisation and to optimise our ability to meet our strategic objectives.

These processes are guided by Infrastructure Australia's Risk Management Framework, an enterprise-wide approach to managing risk that supports the Corporate Plan, key objectives and delivery of core business. The framework includes a tailored risk management process to ensure risks are identified and analysed consistently across all areas, and that risk evaluation is linked to practical and cost-effective risk response and controls that are appropriate to the business. 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.

Infrastructure Australia maintains a Risk Register, which identifies and evaluates top strategic and operational risks. The Register is a key tool for management to determine appropriate controls to mitigate and control any risks that are considered to be unacceptably high, having regard to the organisation's risk appetite. The Risk Register is monitored by management and reviewed regularly.

Operational risks are identified and managed through the integration of risk management into business systems and processes, including procurement practices and project management systems.

For example, maintaining the high quality of advice is a critical risk for Infrastructure Australia to manage. Infrastructure Australia management of this risk includes ensuring relevant policy papers and models are peer reviewed before publication, and having gateway processes for finalisation of project business case evaluations.

The Audit, Risk and Compliance Committee is a sub-committee of the Infrastructure Australia Board. Its functions include ensuring that Infrastructure Australia has in place a current and sound enterprise risk management framework and associated internal controls for effective identification and management of its business and financial risks. The Committee oversees the review of Infrastructure Australia's Risk Management Framework, Risk Management Policy, and Risk Register and reports regularly to the Board in relation to risk.

Through continuous monitoring and review, Infrastructure Australia ensures that its approach to risk management remains current and relevant.





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