



**Infrastructure  
Australia**

August 2019

# Corporate Plan

Infrastructure Australia  
2019–20 to 2022–23



Infrastructure Australia is an independent statutory body that is the key source of research and advice for governments, industry and the community on nationally significant infrastructure needs.

It leads reform on key issues including means of financing, delivering and operating infrastructure and how to better plan and utilise infrastructure networks.

Infrastructure Australia has responsibility to strategically audit Australia's nationally significant infrastructure, and develop 15 year rolling infrastructure plans that specify national and state level priorities.

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# Chair's Foreword

With a population that is growing, ageing and increasingly urbanising, Australia is in the midst of a major transformation. At the same time, we are grappling with economic, demographic, environmental, and technological shifts that are changing the way we live.

Limited public funds for infrastructure, changing and growing demand and a mounting maintenance backlog is putting pressure on existing services – all of which will impact how Australia plans, funds and delivers infrastructure in the future.

As we navigate our way through this period of change, Infrastructure Australia has an important role to play in providing independent, evidence-based advice on the most pressing opportunities for infrastructure investment and reform.

From identifying the long-term challenges and opportunities that require action from all levels of government, to assessing business cases for major projects to ensure public infrastructure funds are spent where they are needed most, we aim to support better infrastructure decision-making for the benefit of all Australians.

Charged with identifying the key national opportunities for infrastructure investment and reform, we take our responsibility to the Australian people seriously and are committed to driving greater transparency and accountability in infrastructure decision-making.

I am pleased to present Infrastructure Australia's 2019–20 Corporate Plan, which outlines our strategic agenda, key priorities and purpose between the years 2019–20 to 2022–23. It details the strategic context in which we work, and our plan to ensure all Australians share in the benefits of great infrastructure.

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, and the Department of Infrastructure, Transport, Cities and Regional Development.

A handwritten signature in black ink, appearing to read 'Julieanne Alroe'. The signature is fluid and cursive, with a large loop at the beginning and a long, sweeping tail.

**Julieanne Alroe**  
Chair, Infrastructure Australia

# Introduction

Infrastructure Australia is the nation's independent infrastructure advisor. We were established in 2008 to advise governments, industry and the community on the investments and reforms needed to deliver better infrastructure for all Australians.

We maintain the Infrastructure Priority List to ensure that public funds are directed towards projects that will deliver the best outcomes for our growing communities.

Our rigorous and independent analysis identifies infrastructure needs and opportunities, to ensure that our infrastructure funds are spent where they are needed most.

We also develop research and advice on the broader opportunities for infrastructure reform, and publish new and interactive data to support better infrastructure decision-making.

The Australian Infrastructure Audit is our strategic assessment of the most important challenges and opportunities facing infrastructure over the next 15 years and beyond. It provides a 'big picture' view of Australia's future infrastructure needs – across sectors and across jurisdictions.

Responding to the challenges and opportunities identified in the Audit is the Australian Infrastructure Plan, which provides a roadmap for infrastructure reform, and sets out our detailed recommendations to deliver better infrastructure for all Australians.

Additional data and research on how to best meet Australia's infrastructure needs is regularly released by Infrastructure Australia as part of the infrastructure Reform Series. This is a series of stand-alone advisory papers intended to strengthen the evidence base for the key recommendations in the Australian Infrastructure Plan and the Infrastructure Priority List.

We also report on the speed of change through Prioritising Reform, which provides an update on the progress of infrastructure reform against the recommendations in the Australian Infrastructure Plan.

This Corporate Plan is part of a suite of accountability and reporting documents designed to shed light on our strategic goals, key priorities and purpose, as required by paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013.

Working closely and collaboratively with stakeholders across government and the infrastructure sector, our focus is on raising the quality of infrastructure planning and delivery throughout Australia.



# Our role

Infrastructure Australia advises governments, industry and the community on the investments and reforms needed to deliver better infrastructure for all Australians.

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

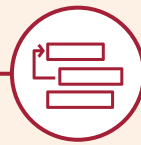
## Infrastructure Australia's advice aims to:



improve decision-making on infrastructure matters;



better identify and assess key drivers of infrastructure demand and use;



improve prioritisation of infrastructure projects; and



identify, implement and promote best practice infrastructure planning, financing, delivery and operation.

## These purposes align with our vision, mission, and strategic goals:

### Vision

Improving the quality of life of all Australians through better infrastructure and services

### Mission

Provide independent advice and long-term infrastructure planning as a valued and trusted partner on 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 Be a collaborative, trusted advisor to government and industry providing forward-thinking, relevant and practical advice.
- 4 Work collaboratively with proponents to continuously improve the quality of infrastructure investment decisions.
- 5 Develop the capability of Infrastructure Australia's systems and people and ensure Infrastructure Australia meets its legislative obligations.

# Environment

Australia facing significant change on the horizon that will impact how we plan our future infrastructure.

We are facing climatic and weather extremes, a re-ordering of the world economy, and a reshaping of global institutions and norms.

Closer to home, the structure of Australia's economy is shifting, our population is growing and changing and rapid technological advancements are reshaping our day-to-day lives.

We are seeing record levels of infrastructure investment from all levels of government in response to these challenges, and credible efforts to improve the quality of service deliver around the country.

There is good work being done to solve the problems in each of our infrastructure sectors – energy, transport, water, telecommunications and social infrastructure. However, there is an urgent need for a stronger cross-sector focus in infrastructure planning that takes into account the shifts occurring in the economy, technology and community expectations.

Similarly, many of the investments that Australia will need – in national freight and supply chains, national energy markets, integrated transport systems, electric vehicle infrastructure 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 have a mandate to strategically examine all infrastructure sectors and all levels of government, and provide a strategic view of how sectors and jurisdictions interact and impact one another.

As our population grows, and our economic activity urbanises, demand for Infrastructure Australia's advice on forward-thinking infrastructure investment and reform opportunities will only increase.

The speed and magnitude of the coming changes mean that now, more than ever, Australia needs a sophisticated and evidence-based approach to guide infrastructure investment in our cities and regions.

We seek to drive better outcomes in both project selection and service delivery, for the good of the Australian community. To do this, a key focus for Infrastructure Australia will be to improve collaboration and coordination with stakeholders across government, industry and the community.

This could include considering the sector's capacity and capability, as we seek to advance the investments and reforms that will address today's infrastructure gaps and help meet the challenges of the future.

As the volume and complexity of the business cases submitted to Infrastructure Australia increases, we are also working to improve state-based collaboration during the early planning stage of nationally significant infrastructure projects.

Our engagement with state and territory agencies seeks to ensure that business cases are of high quality before investment is committed.

Another way that Infrastructure Australia is seeking to support these changes is through the creation of a strong evidence base, in the form of the 2019 Australian Infrastructure Audit.

The 2019 Audit presents a comprehensive picture of Australia's infrastructure challenges to date.

It's the second Audit Infrastructure Australia has undertaken, after the first was published in 2015, and outlines a community-centred approach to infrastructure planning and delivery – focusing on the three key measures of access, quality and cost.

With the needs of the community at its heart, the Audit provides a clear picture of the problems we need to solve, and strengthen the evidence base for infrastructure decision-making across Australia.



# 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 in the Statement of Expectations 2017–2019.

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

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 what activities we will do 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
 Infrastructure Australia Act 2008	 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

Infrastructure Australia strives 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 infrastructure planning, and championing reform and best practice in the way we plan, fund and deliver key infrastructure services.

In this Corporate Plan, we set out our Key Performance Indicators against our Strategic Goals and 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 will be published in our Annual Report each year.



## Strategic Goal 1

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

#### Activities

- 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.
- Release two policy papers each year.
- Deliver the Australian Infrastructure Plan within statutory timeframes
- Collaborate with stakeholders and advocate for key reform activities to ensure that Infrastructure Australia is leading and informing debate.
- 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 industry and state infrastructure advisory bodies.<sup>3</sup>
- Provide input into key infrastructure reform initiatives announced through the Australian Government's response to the Australian Infrastructure Plan.
- 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.

#### Measure (2019–20 and forward years)

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

#### Target (2019–20 and forward years)

- 100% of committed activities completed.
- 75% of stakeholders surveyed agree that Infrastructure Australia is achieving its first strategic goal to 'lead and inform debate' in infrastructure policy and reform.

## Strategic Goal 2

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

#### Activities

- Develop and maintain the Infrastructure Priority List of nationally significant infrastructure projects and initiatives, and produce an annual update.
- Evaluate project proposals of all infrastructure proposals where funding of more than \$100 million is sought from the Commonwealth, excluding defence projects.
- Publish all completed evaluations of project proposals on the Infrastructure Australia website.
- Proactively identify future infrastructure needs in Australia in collaboration with state and territory governments and the private sector.

#### Measure (2019–20 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 (2019–20 and forward years)

- 100% of committed activities completed.
- 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.
- 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, with an aim to increase satisfaction year on year.
- Add one or more independently identified infrastructure initiatives to the Infrastructure Priority List each year.

### Strategic Goal 3

**Be a collaborative, trusted advisor to government and industry providing forward-thinking, relevant and practical advice**

#### Activities

- Undertake research and policy development in close collaboration with our stakeholders
- Develop a sophisticated advocacy and engagement model on issues that are important to our stakeholders and Infrastructure Australia
- Conduct a stakeholder perceptions Audit
- Conduct a national engagement program on the Australian Infrastructure Audit

#### Measure (2019–20 and forward years)

- Delivery of agreed activities.
- Stakeholder regard for the quality of Infrastructure Australia's advice
- Co-creation of Project Advisory and Policy & Research work with our stakeholders
- Stakeholder regard for the quality of IA's engagement

#### Target (2019–20 and forward years)

- 100% of committed activities completed.
- 75% of stakeholders surveyed are satisfied or highly satisfied with the quality and rigour of Infrastructure Australia's published policy work.
- 75% of stakeholders are satisfied or highly satisfied with the quality of Infrastructure Australia's stakeholder engagement

### Strategic Goal 4

**Work collaboratively with proponents to continuously improve the quality of infrastructure investment decisions.**

#### Activities

- Review the processes, procedures and guidelines for project assessment to ensure they are clear, efficient and fit-for-purpose in compliance with legislative timeframes.
- Run a national engagement and education program to improve infrastructure investment decision-making.
- Undertake appropriate research to improve business case development and advice.

#### Measure (2019–20 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 (2019–20 and forward years)

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

### Strategic Goal 5

**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.



# Capability

Infrastructure Australia strives to ensure that we have the necessary capability to provide high quality, independent advice to governments, industry and the community.

Our organisation is structured to deliver policy and project advice, provide leadership on long-term opportunities for reform and work collaboratively with our stakeholders to drive best practice in the Australian infrastructure sector.

Our internal structure is arranged around four key functions:

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

This structure aims to build our organisational capability across four key areas:

## 1. Outcomes

We take an outcome-driven approach to our activities. This ensures the appropriate selection of internal and external resources, which inform our advice to governments and stakeholders.

## 2. Stakeholder Engagement

We work to build long-term strategic relationships across all levels of government and industry. These relationships strengthen and inform Infrastructure Australia's work program, and enable us to drive best practice across the sector.

## 3. High Performance Culture

We attract, engage, enable, develop and retain talented resources in order to fulfil our objectives. We conduct staff surveys and develop response plans to support our employees in meeting the strategic goals of Infrastructure Australia.

## 4. Developing external capability.

We share expertise with, and develop guidance for government and their advisors on best-practice business case development. This delivers the best outcomes for users, and ensures business cases can be evaluated efficiently by Infrastructure Australia.

Infrastructure Australia will continue to develop its corporate capabilities in 2019–20, to ensure that our governance and corporate structures are operating efficiently.

This will include an ongoing review and implementation of the systems, structures and processes that inform our advice on infrastructure matters.





# Risk oversight and management

Effective risk management is essential to ensure Infrastructure Australia achieves our strategic objectives, and fulfils our legislative mandate within the Infrastructure Australia Act 2008.

As a corporate Commonwealth entity, we operate within the rules and regulations prescribed by the Public Governance, Performance and Accountability Act 2013 and associated rules.

The key categories of risk associated with Infrastructure Australia can be characterised by four broad categories: financial, people, reputational and operational.

We foster an organisational culture that embraces and promotes risk management activities, and this is embedded in our systems and processes.

## Risk Management Framework

Infrastructure Australia's Risk Management Framework is an enterprise-wide approach to managing risk. It supports our Corporate Plan, key objectives and the 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.

## Risk Register

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, with regard to the organisation's risk appetite. The Risk Register is monitored by management and reviewed regularly.

The Risk Management Framework (above) is a key tool to identify and manage operational risks. 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 us to manage. We manage this risk by 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

The Audit, Risk and Compliance Committee is a sub-committee of the Infrastructure Australia Board. It ensures that we have a current and sound enterprise risk management framework and associated internal controls in place, in order to identify and manage business and financial risks. The Committee oversees the review of our Risk Management Framework, Risk Management Policy, and Risk Register, and reports regularly to the Board in relation to risk.

We ensure that its approach to risk management remains current and relevant through continuous monitoring and review.





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