

# Corporate Plan

Infrastructure Australia  
2021–22 to 2024–25



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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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Charged with identifying the key national opportunities for infrastructure investment and reform, we take our responsibility to the Australian people seriously. We continue to pursue activities that streamline processes, drive transparency and accountability, and aim to place communities at the centre of infrastructure decision-making.

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

I am pleased to present Infrastructure Australia's 2021–22 Corporate Plan, which outlines our strategic agenda, key priorities and purpose up to 2024–25. 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 (Cth)*, we have consulted on our Corporate Plan with the office of the Deputy Prime Minister, the Hon Barnaby Joyce MP, and the Department of Infrastructure, Transport, Regional Development and Communications.

**Julieanne Alroe**  
Chair, Infrastructure Australia

# Chair's foreword

The ongoing global pandemic, a changing climate and extreme weather events, partnered with economic and geopolitical instability, have wide-ranging impacts on how infrastructure is planned, delivered and used in Australia.

In this environment of risk, change and uncertainty, there is an urgent need to reconsider how Australian infrastructure is planned, delivered and operated.

In a world where the ways we work, move and live in our cities and regions will never be the same, Infrastructure Australia's role is more important than ever.

Infrastructure Australia provides independent, evidence-based advice on the best opportunities for infrastructure investment and reform for the benefit of all Australians.

As a collaborative advisor to all levels of government, industry and the community, we identify long-term challenges and opportunities that require action. We also assess business cases for major projects and ensure public infrastructure funds are spent where they are needed most.

Across our work program, we remain committed to better infrastructure decision-making for the benefit of all Australians.





# Introduction

Infrastructure Australia was established in 2008 to drive better infrastructure outcomes for all Australians.

As an independent statutory body established under the *Infrastructure Australia Act 2008 (Cth)*, we 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 gaps and opportunities, to ensure that funds are spent where they are needed most.

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

Working closely and collaboratively with stakeholders across the Australian, state and territory and local governments, as well as the infrastructure sector, we are committed to raising the quality of infrastructure planning and delivery throughout Australia.

Our strategy and operational functions are guided by the *Infrastructure Australia Act 2008 (Cth)*, together with Portfolio Budget Statements, Statement of Expectations, and other Commonwealth guiding legislation, including the Public Governance, *Performance and Accountability Act 2013 (Cth)*.

Infrastructure Australia's responsibilities over a five-year cycle are to:

- **strategically audit the nation's infrastructure** by developing the Australian Infrastructure Audit
- **develop a clear roadmap** for reform in the Australian Infrastructure Plan (the Plan)
- **maintain a credible pipeline** of nationally significant infrastructure investments via the Infrastructure Priority List
- **assess infrastructure business cases** that are requesting more than \$250 million of Commonwealth funding.

## Australian Infrastructure Audit

Released every five years, the Audit is the foundation of Infrastructure Australia's reform and investment recommendations. Looking 15 years into the future, the Audit assesses our nation's infrastructure needs and examines challenges and opportunities.

Developed in collaboration with Australia's governments, industry and communities, the Audit provides a rich evidence base that underpins Infrastructure Australia's advice. In turn, it informs our other key publications: the Australian Infrastructure Plan, the Infrastructure Priority List and our other advisory papers. The most recent Australian Infrastructure Audit was released in 2019.

## Australian Infrastructure Plan

The Plan sets out policy responses to the infrastructure needs, challenges and opportunities identified in the Audit. A roadmap for infrastructure reform, the Plan is intended to support the ambitions of Australia's governments, as well as industry and community. The next Plan will be released in September 2021.

## Infrastructure Priority List

This list of nationally significant infrastructure investment opportunities is published annually to provide decision-makers with a national, independently verified, evidence-based list of investments that will underpin Australia's continued prosperity. This consensus list draws on evidence from the Audit and proposals from proponents around Australia.

We rely on a robust assessment process to independently evaluate infrastructure proposals. This process, grounded in transparency, ensures proposals listed on the Priority List offer the best use of public infrastructure funds, supporting community confidence in future infrastructure investments.

## Assessing and improving infrastructure business cases

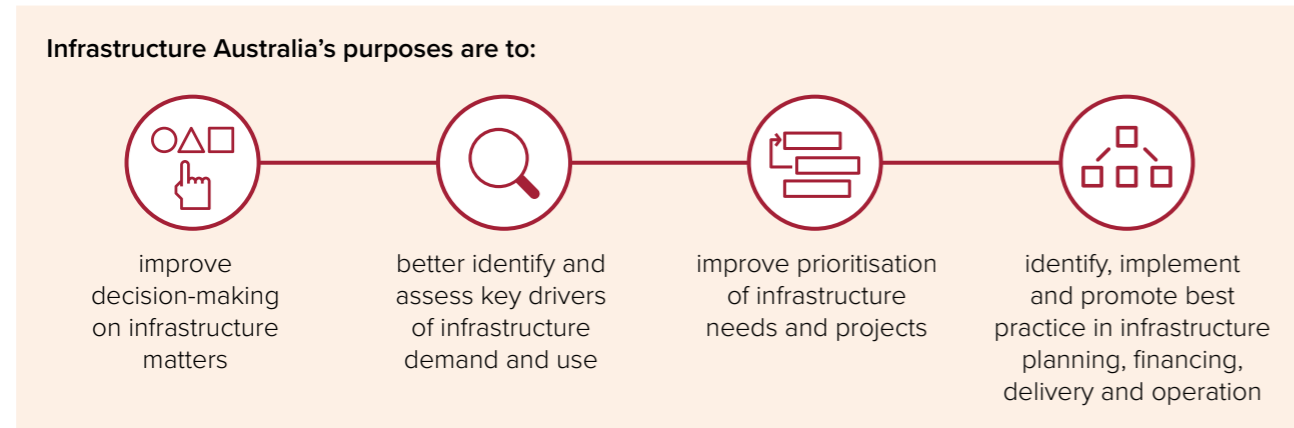
Our publicly available Assessment Framework sets out Infrastructure Australia's process for evaluating infrastructure business cases. Infrastructure Australia's Assessment Framework sets out the criteria for assessing proposals for inclusion on the Infrastructure Priority List.



# Our role

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

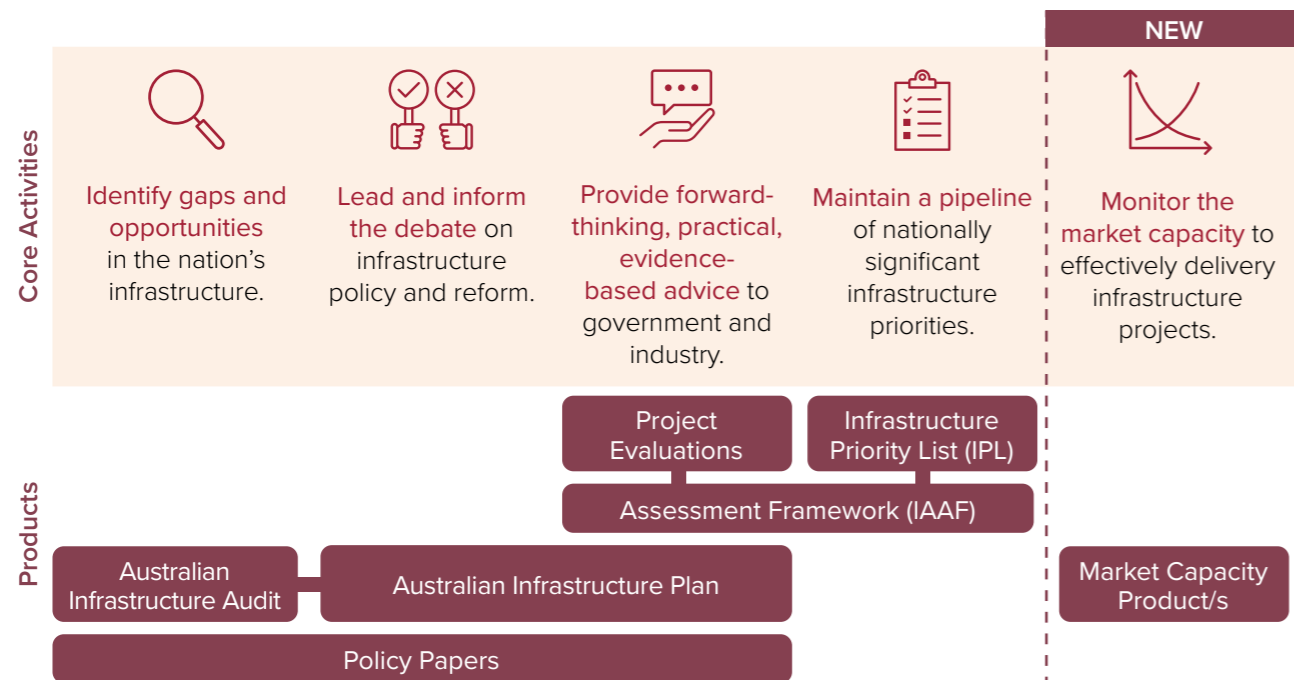
Our governing legislation, the *Infrastructure Australia Act 2008 (Cth)*, defines our role and responsibilities in guiding nationally significant infrastructure investment and reform.



## Core activities & products

Our core products and activities are defined by our Statement of Expectations and the *Infrastructure Australia Act 2008 (Cth)*. In 2020, National Cabinet tasked Infrastructure Australia to work with jurisdictions and relevant industry peak bodies to monitor the infrastructure market's capacity to deliver the infrastructure pipeline. This has provided an opportunity for Infrastructure Australia to play a role in advising on the total lifecycle of the national sector.

Our products are some of our key levers for change. We aim to design user-centric products and work to make these efficient in their production, effective in their impact and value-creating for our users.



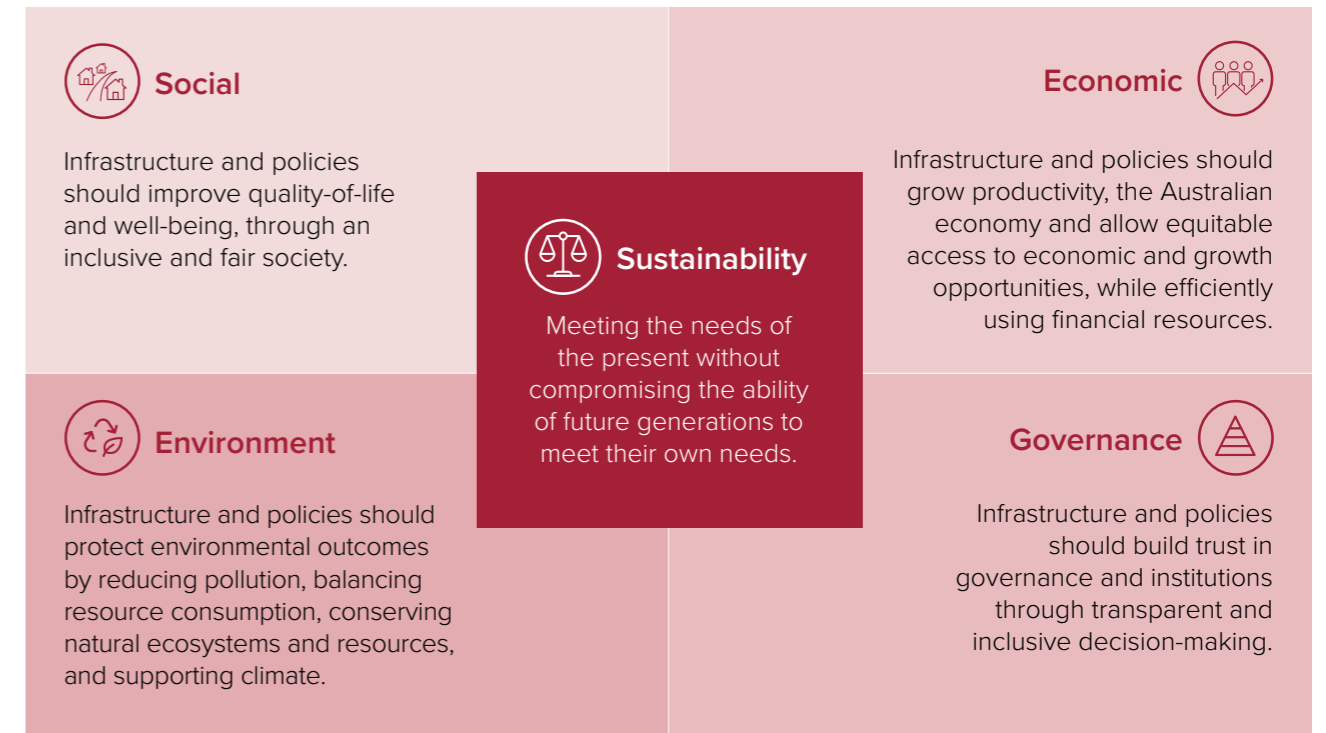
## Our values & principles

Our core values and sustainability principles are fundamental to the way we work and our strategy. Through our strategy, we will look to embed these across all our products, processes and ways of working.

### Core values



### Sustainability principles







# Environment

Infrastructure is fundamental to our economic productivity and quality of life. However, in recent years our infrastructure has been tested.

Throughout late 2019 and 2020, Australia faced a series of cascading and unprecedented shocks and stresses stemming from natural disasters, climate change and geopolitical shifts.

It started with drought, then bushfires, followed by COVID-19 and geopolitical trade impacts.

This all culminated in Australia experiencing its first economic slowdown in almost 30 years.

Infrastructure investment is a critical part of government's fiscal stimulus response to protect the economy and maintain Australia's quality of life.

It is clear that how we plan, use and deliver infrastructure services will need to deal with extraordinary circumstances.

As we recover from the pandemic, there are four key areas for focus by the sector:

1. Maintaining the existing project pipeline, while fast-tracking maintenance and other small-scale investments to deliver immediate stimulus
2. Streamlining project development to reduce time to market and accelerate delivery
3. Coordinating an infrastructure response across all three levels of government and
4. Building industry capacity and capability to support an infrastructure-led recovery.

Accelerating the delivery of major infrastructure as part of fiscal stimulus is critical, but not without risk. It reduces the opportunity to provide scrutiny of proposals prior to investment. Less scrutiny leaves the door open for cost escalation and risks leaving communities with infrastructure that does not meet their needs. Infrastructure Australia's Priority List directs Commonwealth investment towards infrastructure proposals with proven economic benefits. A high-quality pipeline of infrastructure gives confidence to industry, certainty to government, employs Australians, attracts investment and supports the national economy.

In 2020, National Cabinet agreed that Infrastructure Australia will now evaluate project proposals which require more than \$250 million in Commonwealth funding – an increase from the previous threshold of \$100 million.

This move is intended to focus Infrastructure Australia's business case evaluation process on the highest risk, most complex projects to help rebuild Australia's economy and support jobs into the future. Infrastructure Australia expects to see fewer, but more complex business cases in the future with higher expectations for speed of assessment, while maintaining accuracy and quality. With the 2020 changes to our Assessment Framework, Infrastructure Australia is well placed to respond to these changes in the environment.

COVID-19 has not only influenced the delivery of infrastructure assets but their use and demand. Changing patterns of work and leisure has impacted people's travel, demand for data, household waste consumption and home energy consumption.

We explored the emerging impacts of the pandemic on Australia through our report, *Infrastructure Beyond COVID-19: A national study on the impacts of the pandemic on Australia*, released in December 2020.

It found that, compared to other OECD countries, our infrastructure networks have been proven to be relatively resilient.

Service operators adjusted quickly, and where possible, they changed service patterns and capacity to respond to the shift of demand from our city centres to the suburbs. The pandemic also drove service innovation and digitisation.

Nine in 10 Australian firms adopted online collaboration tools – a shift which has for many of us changed the nature of work as we know it.

The pandemic has shown we need to evolve and strengthen how we plan and deliver our infrastructure to ensure it continues to play a central part in our economy and supports our high standard of living.



# Our strategy

During the course of 2020–21, Infrastructure Australia developed a new 2021–25 Strategic Plan. In developing this revised strategy, we engaged with all staff, the leadership team and the Board.

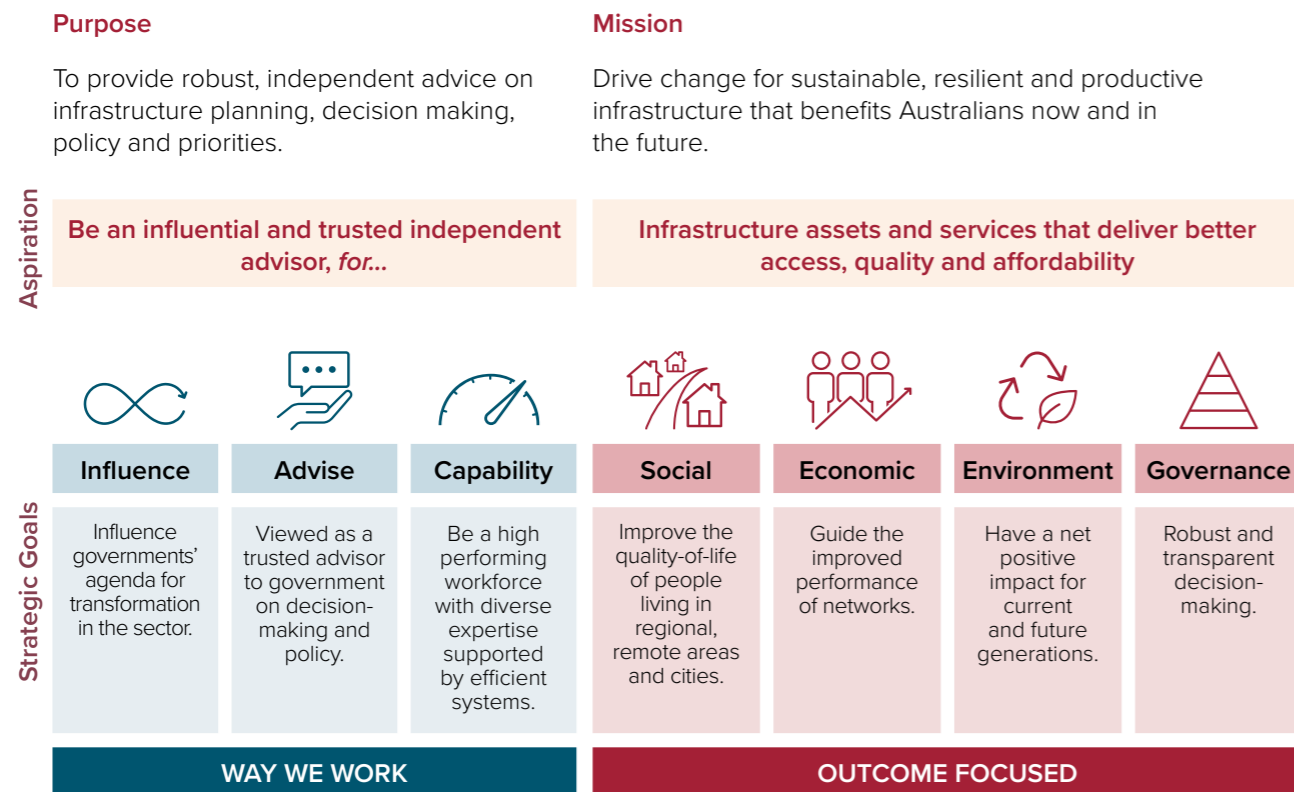
Our strategic focus is two-fold. Firstly, we are pursuing outcomes for the benefit of all Australians in line with our mission and aspiration. Secondly, we are focusing on improving the ways we work, to allow us to effectively and efficiently support the pursuit of these outcomes.

Consistent with our value of ‘Continuous Improvement’, we have enhanced our strategic thinking – moving to a five-year strategy which encompasses our major product cycles. This longer timeframe will simplify our annual processes and enables us to set year-on-year targets with a focus on long-term outcomes.

## 2021-25 Strategic Goals

Our strategic goals have been formulated to cover the two key components of the strategy – our ways of working and the outcomes we pursue.

These goals align with our strategic purpose, mission and aspiration.



## Strategic Pillars

To fulfil our mission and aspiration, our strategy focuses on four key pillars:



# 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 2021. We responded to the Statement of Expectations 2020 with a Statement of Intent 2021.

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

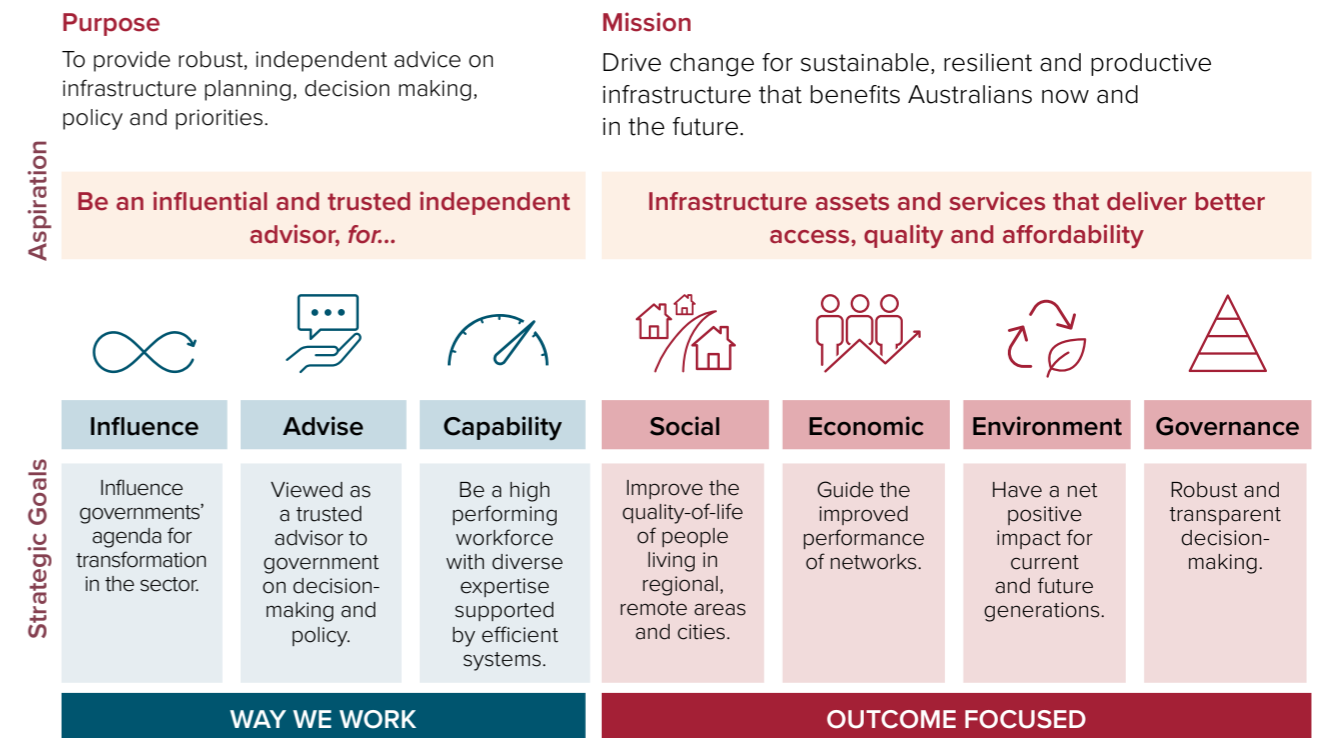
What we are expected to do	What we will do and how we will measure it	How we performed
<ul style="list-style-type: none"> <li>Infrastructure Australia Act 2008</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Plan</li> </ul>	<ul style="list-style-type: none"> <li>Annual Performance Statement in Annual Report</li> </ul>
<ul style="list-style-type: none"> <li>Statement of Expectations as issued by our Responsible Minister</li> </ul>	<ul style="list-style-type: none"> <li>Statement of Intent</li> </ul>	
<ul style="list-style-type: none"> <li>Portfolio Budget Statements</li> </ul>		

## 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 key infrastructure services. In this Corporate Plan, we set out our Key Performance Indicators against our Strategic Goals and Measures.

In order to measure the success of this 5-year strategy, metrics have been developed for each way-of-working goal.

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.



## Way we work measures

Category	Metrics & indicators
<b>Influence</b>	<ul style="list-style-type: none"> <li>75% of recommendations in the Australian Infrastructure Plan are endorsed or noted by the Commonwealth Government.</li> <li>Benchmarked percentage of proponents applying new guidance and tools from the IA Assessment Framework (2021 release) to submitted proposals.</li> <li>One or more independently identified infrastructure proposal(s) to the Infrastructure Priority List each year.</li> <li>Benchmarked percentage of proposals received that respond to IA-identified proposals.</li> <li>Benchmarked percentage of <i>relevant</i><sup>1</sup> Australian Government budget funding commitments that come from the Infrastructure Priority List.</li> </ul>
<b>Advise</b>	<ul style="list-style-type: none"> <li>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.</li> <li>75% of stakeholders are satisfied or highly satisfied with the quality of Infrastructure Australia’s stakeholder engagement.</li> <li>75% of stakeholders surveyed are satisfied or highly satisfied with the quality and rigour of Infrastructure Australia’s advice.                             <ul style="list-style-type: none"> <li>75% of stakeholders surveyed in 2021–22 are satisfied or highly satisfied with the Australian Infrastructure Plan and believe it is practical and pragmatic</li> <li>75% of relevant stakeholders are satisfied or highly satisfied with the market capacity report to National Cabinet</li> </ul> </li> </ul>
<b>Capability</b>	<ul style="list-style-type: none"> <li>Staff survey results show an Alignment and Engagement score in the top 25% of all other organisations surveyed.</li> </ul>

For the outcome-focused goals, we will establish a baseline measure for each goal over 2021-2022. These measures will be published in our 2022–2023 Corporate Plan.

<sup>1</sup>Relevant means Australian Government funding of more than \$250 million for transport, water, energy, or telecommunications infrastructure.



# Capability

Infrastructure Australia works to maintain the necessary internal 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:

- Infrastructure Assessment and Prioritisation
- Policy and Research
- Operations
- Office of the CEO

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

1. **People**
2. **Digital and Data**
3. **Engagement**
4. **Outcomes**

## 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

### Build in-house capability

Infrastructure Australia's annual budget year-on-year from the Australian Government is relatively stable. To reach our strategic objectives, our approach to resources needs to shift from the fiscal year to a strategic approach that supports us progressively building diverse in-house capability.

### Diversity of thought

Infrastructure Australia has a wide remit, required to address social, economic and environmental elements of nationally significant infrastructure across the transport, telecommunications, energy and water sectors. We also consider social and waste infrastructure. Historically we have taken a more segmented approach to tasks and team structure, skills and experience. Various studies have shown that increasing the range of experience, expertise, backgrounds and working methods leads to "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 will be an important contributor to underpin our products, decision-making and outputs.



## Digital and Data

This pillar centres around 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 work has set us on a path that requires data analytics to be able to predict future supply and demand constraints.

This will require on-going database management and data analytics capability support over the coming years. Infrastructure Australia has the opportunity to build on the momentum this creates, and 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 has the opportunity to automate and streamline lower order tasks to free up resources to focus on insightful and value-add activities. Digitising our processes and efficiently capturing data would enable us to have a richer dataset and perform analytics and trends.

## Engagement

This pillar centres on enhancing the way Infrastructure Australia interacts with stakeholders to drive for changes and improvements in line with our strategic

goals to deliver great value to end-users. As an independent advisory body, Infrastructure Australia is not a decision-maker on infrastructure investment. To create impact and become more outcome-focused, we must be trusted and influential. To do this, we need to enhance our relationships by engaging often, with purpose and strategically. 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 reform takes time. In order to achieve sustained momentum, Infrastructure Australia recognises the need for ongoing active engagement and advocacy to drive the adoption and implementation of the recommendations in the Australian Infrastructure Plan and other key reforms.

## Outcomes

This pillar centres 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 our operations to also be outcomes-focused. This would see us taking a more user-centric approach to infrastructure (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.



# 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 (Cth)*.

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. 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 risk management framework is implemented through the Risk Management Plan, Strategic Risk Register and Fraud Risk Register.

The Framework is supported by an internal audit program which focuses on risk management processes as well as 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 includes a risk management policy and process to ensure risks are identified and analysed consistently across all areas. It ensures risk evaluation is linked to practical and cost-effective responses 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 Registers

Infrastructure Australia maintains a Strategic Risk Register which reviews financial, people, reputational and operational risks. In addition to this we maintain a fraud risk register. These registers together identify and evaluate our top strategic and operational risks. The Registers are a key tool for the Infrastructure Australia Board and 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 Registers are regularly reviewed by the Board and management with each risk being reviewed at least annually or as required.





### Summary of key strategic risks

Strategic risk	Risk mitigation strategies
<p><b>Financial</b></p> <ul style="list-style-type: none"> <li>Inability to deliver core activities or achieve strategic objectives within allocated funding</li> <li>Financial mismanagement</li> </ul>	<p>IA's ability to deliver high quality advice on infrastructure is dependent on our ability to manage our financial affairs.</p> <p>Our financial policies, procedures and budget position are regularly reviewed by the Executive Leadership Team, Audit and Risk Committee (ARCC) and our independent Board.</p> <p>We conduct a rigorous 3-year rolling internal audit program, which is overseen by the ARCC and Board. We are externally audited every year by the Australian National Audit Office.</p>
<p><b>People</b></p> <ul style="list-style-type: none"> <li>Inability to recruit or retain required skills or resources</li> <li>Work related injury</li> </ul>	<p>IA's ability to deliver high quality advice on infrastructure is dependent on our people and culture.</p> <p>We invest in our people by providing a range of employee benefits, competitive salaries and professional development opportunities. All team members commit to a performance and development plan with a clear link back to business unit plans and the organisational strategy. Management conducts regular staff and pulse surveys and follow up with action planning in collaboration with staff.</p> <p>IA has a system of succession planning in place that is reviewed regularly throughout the year.</p> <p>Workplace Health and Safety is taken seriously, with policies and procedures approved by the Board and reviewed every 2 years, online training completed by all staff and Board members upon appointment and regularly thereafter, quarterly WHS reviews and reporting on WHS occurring at every Board meeting.</p>
<p><b>Reputational</b></p> <ul style="list-style-type: none"> <li>Provision of inaccurate or inconsistent project or policy advice</li> <li>Failure to deliver key statutory obligations on time</li> <li>Actual or perceived lack of independence from Commonwealth or other Government agencies</li> <li>Failure to develop and maintain a relevant and influential public profile</li> <li>Failure to engage with key stakeholders</li> </ul>	<p>IA's ability to deliver high quality advice on infrastructure is dependent on our reputation for delivery, independence and stakeholder engagement.</p> <p>We are focused on maintaining high quality relationships, whilst maintaining our independence and rigorous, high quality advice.</p> <p>We engage often 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 before they are considered by our independent Board.</p> <p>Our responsibilities and accountabilities are clearly defined in our governance documents, with robust internal processes and a focus on continuous improvement.</p> <p>We have a proactive media and communication strategy to ensure that our public profile allows influence over public debate.</p> <p>IA conducts regular stakeholder surveys to confirm our services and advice remains responsive to the needs of our stakeholders.</p>

### Summary of key strategic risks (continued)

Strategic risk	Risk mitigation strategies
<p><b>Operational</b></p> <ul style="list-style-type: none"> <li>Non-compliance with legislative requirements.</li> <li>Physical or technology security breaches</li> <li>Loss of critical business functions due to a business disruption event</li> <li>Loss of corporate experience and/or lack of documented knowledge</li> <li>Misuse or loss of information (confidential business information or personal information)</li> <li>Exposure to fraud or corruption</li> </ul>	<p>IA's ability to deliver high quality advice on infrastructure is dependent on our operational effectiveness.</p> <p>We have a governance framework in place and in-house governance capability.</p> <p>Our ARCC and independent Board oversees our governance arrangements and the appropriateness of IA's financial and performance reporting responsibilities, risk oversight and management, and systems of internal control.</p> <p>We manage and strengthen our corporate and governance arrangements through implementation and regular review of our Risk Management Framework and other legislative requirements. There is regular and structured discussion of corporate and governance requirements at internal leadership team meetings.</p> <p>All team members are briefed and provided regular training on policy, legislative and compliance requirements across IA's suite of governance policies.</p> <p>IA's has a suite of security policies and procedures in place that are consistent with the Australian Government's Protective Security Policy Framework and has a business continuity policy and plan in place.</p>

### 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, in order 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 that its approach to risk management remains current and relevant through continuous monitoring and review.

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