

Corporate Plan

Infrastructure Australia
2017–18 to 2020–21



Contents

Introduction	2
Purposes	3
Environment	4
Performance	6
Relationship between guiding legislation and performance reporting.....	6
Activities and key performance indicators.....	7
Capability	12
Risk oversight and management	13



As Australia's population grows, selecting the projects and policies that deliver the best outcomes for our communities is more important than ever.

Introduction

I am pleased to present Infrastructure Australia's 2017–18 Corporate Plan, which covers the years 2017–18 to 2020–21, as required by paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

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

Access to high quality, world class infrastructure is one of the great advantages of living in Australia. Whether it be the roads we travel on each day, the trains, trams or buses we ride to work, essential services such as water and energy, or the telecommunications networks we rely on to connect with one another – access to high quality infrastructure has an enormous impact on our lives.

That is why as Australia's population grows, selecting the projects and policies that deliver the best outcomes for our communities is more important than ever.

Over the next four years, Infrastructure Australia will publicly advocate for reform on key infrastructure issues including the selection, funding, delivery and operation of infrastructure and how to better plan and utilise Australia's infrastructure networks.

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 how we work and how we will position ourselves to help ensure that Australia is well-placed to reap the many social and economic benefits that infrastructure can provide, and 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 Minister for Urban Infrastructure, The Hon Paul Fletcher MP; the Department of Infrastructure and Regional Development and the Department of Finance.



The Hon Mark Birrell
Chairman

Over the next four years, Infrastructure Australia will publicly advocate for reform on key infrastructure issues including the selection, funding, delivery and operation of infrastructure and how to better plan and utilise Australia's infrastructure networks.

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 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

Enable better infrastructure outcomes.

Mission

Provide leadership through independent advice and long-term infrastructure planning; and 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 responsibilities.

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

Environment

Australia has enjoyed 26 years of uninterrupted economic growth – the longest period of economic growth in the developed world.

This has been a blessing in terms of the economic and social progress of the community, and our prosperity.

But this extraordinary growth story has also made it harder to ‘break through’ on the changes that are now needed to fix infrastructure and sustain the real economy.

The reality is that it’s challenging for elected governments to prosecute hard reforms when the community may not even fully understand the problems, let alone the solutions.

Australia’s population growth now exceeds that of our peers, outstripping countries like the UK, Canada and the United States.

By 2031, more than 30 million people will call Australia home. Most of them will live in our four largest cities – Sydney, Melbourne, Brisbane and Perth.

If we don’t adequately plan for these shifts in demand, Australia could be faced with a real decline in the quality of our transport, telecommunications, energy and water infrastructure services.

If we don’t undertake reform now, we will find ourselves consigned to a future of congestion and constraint – a country of unparalleled opportunity competing in a global market at an unnecessary disadvantage.

Thankfully, Australia is starting from an excellent base. We have one of the most sophisticated infrastructure markets in the world and we have a well-considered, well researched public-policy consensus of what we need to do.

Australia will need leadership to meet the challenges of this environment by:

- improving our decision-making on matters relating to infrastructure
- better assessing our infrastructure needs and the prioritisation of infrastructure projects
- committing to best practice in infrastructure planning, financing, delivery and operation.

Infrastructure Australia will support these goals by providing independent research and advice to all levels of government as well as investors and owners of infrastructure on the projects and reforms Australia needs to fill the infrastructure gap.

As Infrastructure Australia does not provide funding for infrastructure or have regulatory powers to compel action we will focus primarily on influencing change through our relationships with key stakeholders.

We will work collaboratively with all relevant stakeholders, but particularly with Commonwealth, State and Territory governments who have responsibility for delivery of the reforms and projects necessary for Australia to continue its national success story.

We will also assert our independence and publicly advocate to the community on the key infrastructure reforms that are needed to sustain the economy and improve Australians quality of life. The necessary change will only happen if the community are informed and consulted on the problems facing Australia, as well as the solutions.

Australia’s population growth now exceeds that of our peers, outstripping countries like the UK, Canada and the United States.



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 2017–19.

Infrastructure Australia responds to the Statement of Expectations 2017–19 with a Statement of Intent 2017–19.

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 the activities we will undertake to achieve these outcomes and how we will be measured.

Every year we will report in 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	What we will do and how we will measure it	How we performed
<ul style="list-style-type: none"> ✓ <i>Infrastructure Australia Act 2008</i> 	<ul style="list-style-type: none">  Statement of Intent 	<ul style="list-style-type: none">  Annual Performance Statement in Annual Report
<ul style="list-style-type: none"> ✓ Portfolio Budget Statements 	<ul style="list-style-type: none">  Corporate Plan 	
<ul style="list-style-type: none"> ✓ Statement of Expectations as issued by Minister for Urban Infrastructure 		

Activities and key performance indicators

Infrastructure Australia’s vision is to ‘enable better infrastructure outcomes.’

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

The key performance indicators are set out in Infrastructure Australia’s 2017–18 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 PGPA Act, the performance outcomes contained in the Annual Performance Statement will be submitted to the Minister for Urban 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).¹
- Release of 4 policy papers each year, building on key reforms outlined in the Australian Infrastructure Plan.
- 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 2 years.
- Consult, and establish productive working relationships with, key infrastructure stakeholders, including all levels of Government (Commonwealth, state, territory and local governments) and other relevant bodies and organisations, including state infrastructure advisory bodies and industry.²
- Provide input into key infrastructure reform initiatives announced through the Australian Government’s response to the 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.³
- 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.⁴



Measure (2017–18 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 (2017–18 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 constructive media coverage and share of voice increases 10% each year.



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 proposals⁵ including a full update every 12 months.
- Evaluate project proposals on all infrastructure proposals, excluding defence projects, where funding of more than \$100 million is sought from the Commonwealth.⁶
- Publish all completed evaluations of project proposals on the Infrastructure Australia website.⁷
- Proactively identify infrastructure needs in Australia in collaboration with state and territory governments and the private sector.



Measure (2017–18 and forward years)

- Delivery of agreed activities.
- Stakeholder awareness and regard for the 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 (2017–18 and forward years)

- 100% of committed activities completed.
- In line with previous benchmarking, 75% of stakeholders surveyed are aware of the 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 1 or more independently identified infrastructure initiative to IPL each year.



Strategic Goal

Develop an evidence base to underpin national infrastructure decision-making



Activities

- Scope and deliver the 2019 Australian Infrastructure Audit by 30 June 2019.⁸
- Maintain the currency of the data and analysis of the current Australian Infrastructure Plan (the Plan).⁹
- Undertake appropriate research and policy development.
- Publish online any data and analysis relevant to national infrastructure decision making that is not commercial-in-confidence, confidential or to be used in future Policy work.



Measure (2017–18 and forward years)

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



Target (2017–18 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.
- 100% of relevant publishable data and analysis published to the Infrastructure Australia website.



Strategic Goal

Continuously improve the standard of business cases for infrastructure investment



Activities

- Assessment Framework reviewed and updated in compliance with legislative timeframes.¹⁰
- Run a program of national engagement on business case improvement.
- Creation and publication of key principles for infrastructure decision-making by end of 2018.
- Undertake appropriate research to improve business case development and advice.



Measure (2017–18 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 (2017–18 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 presentation.

¹⁰ Infrastructure Australia Act 2008, Statement of Expectations 2017–19



Strategic Goal

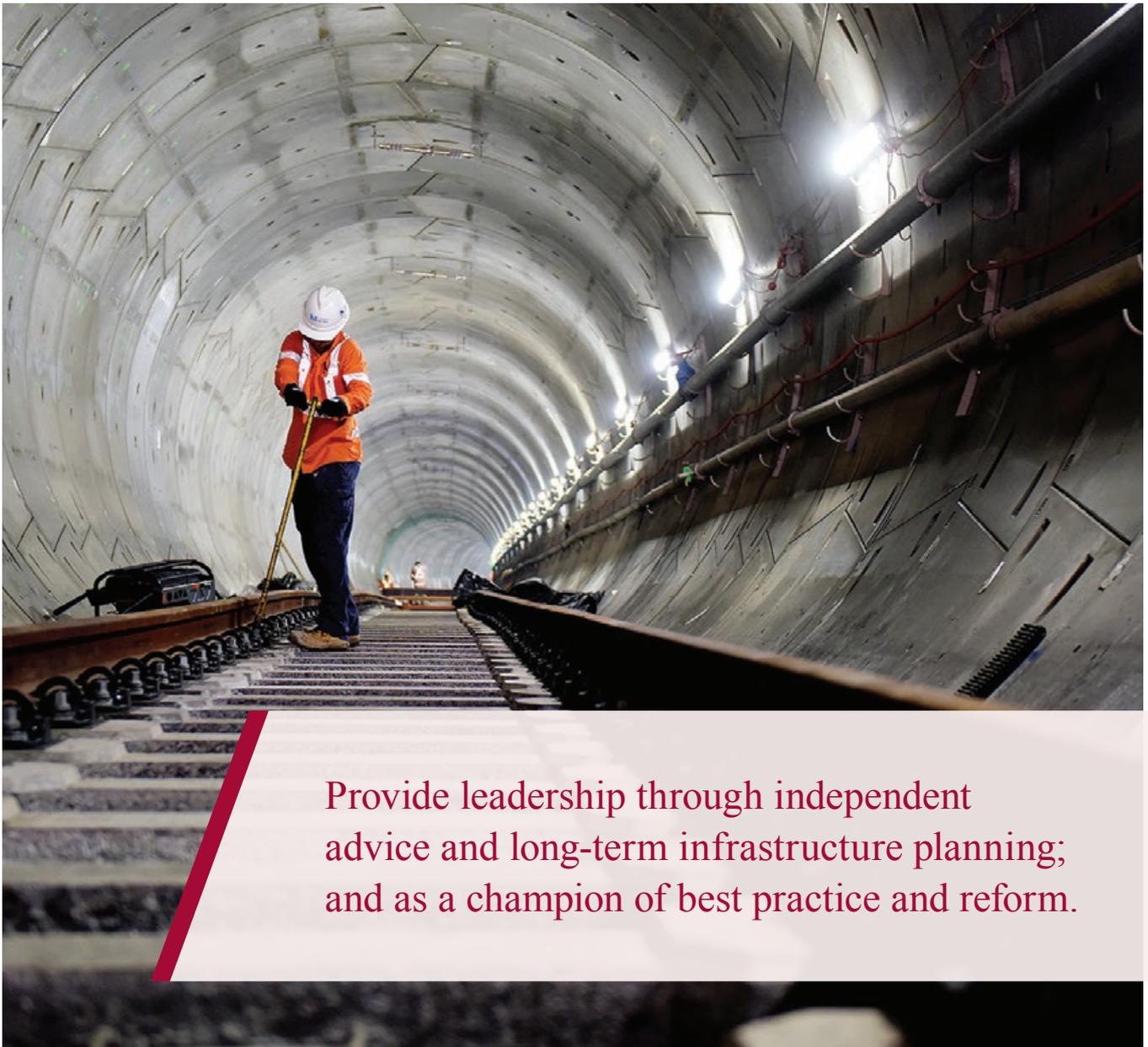
Develop the capability of Infrastructure Australia's systems and people and ensure Infrastructure Australia meets its legislative responsibilities



Activities

Our enabling services function provide the support required to ensure Infrastructure Australia has the personnel, training and equipment to achieve the best possible outcomes, and is compliant with its legislative and other obligations.

The KPIs associated with these functions are monitored internally.



Provide leadership through independent advice and long-term infrastructure planning; and 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 are delivered through four key business units:

- Policy & Research
- Project Advisory
- Communications & Stakeholder Engagement
- Corporate Services

Infrastructure Australia will focus 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. Develop 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 to deliver 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 will continue to develop its corporate capabilities in 2017–18 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 active risk management. 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.

Infrastructure Australia has adopted an enterprise risk management framework to support its 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. In addition, the risk management framework ensures that risks are regularly monitored, reviewed, and communicated to internal and external stakeholders in a timely and effective manner.

The risk management framework consists of six steps:

- ① Identify
- ② Analyse
- ③ Evaluate
- ④ Respond
- ⑤ Monitor and report
- ⑥ Review

Infrastructure Australia will review its risk management framework and the application of its risk management practices at least annually, and implement improvements arising out of such reviews, to ensure that the risk management framework remains current and relevant.



Infrastructure Australia Corporate Plan 2017–21

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