



Infrastructure
Australia

August 2025

Corporate Plan

Infrastructure Australia
2025-26 to 2028-29



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

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

Ownership of intellectual property rights in this publication

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

© Infrastructure Australia 2025

Disclaimer

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

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

Creative Commons licence

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

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

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

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

This publication should be attributed in the following way: © Infrastructure Australia 2025.

Contents

| | |
|--|-----------|
| Acknowledgement of Country | 1 |
| Chief Commissioner's Foreword | 4 |
| Our Purpose | 5 |
| Our Strategy | 6 |
| Our core values | 7 |
| Operating Context | 8 |
| Capability | 13 |
| Risk Oversight | 15 |
| Performance | 18 |
| Appendix A: Alignment of performance measures | 21 |

Acknowledgement of Country

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

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

We are entering a new phase of our Reconciliation Action Plan (RAP) journey, with the completion of our first Innovate RAP in 2025. We have made significant strides in developing collaborative relationships, building our understanding and respect for culture, and identifying opportunities to promote best practice across all areas of our work.

We have developed a strong internal culture of understanding, value and recognition of Aboriginal and Torres Strait Islander cultures and perspectives. This includes frequent opportunities for all staff to learn about, engage with and reflect on history, cultures, customs and inequalities, as well as formal training on engagement strategies with First Nations peoples.

We have established beneficial relationships with Aboriginal and Torres Strait Islander stakeholders. This includes gathering valuable insights on ways to improve outcomes for Aboriginal and Torres Strait Islander peoples in the planning and delivery of infrastructure and navigating cultural sensitivities within the infrastructure sector. We have also proactively sought opportunities to improve economic and social outcomes by procuring goods and services from a range of Aboriginal and Torres Strait Islander-owned advisory, education, design, construction and catering suppliers.

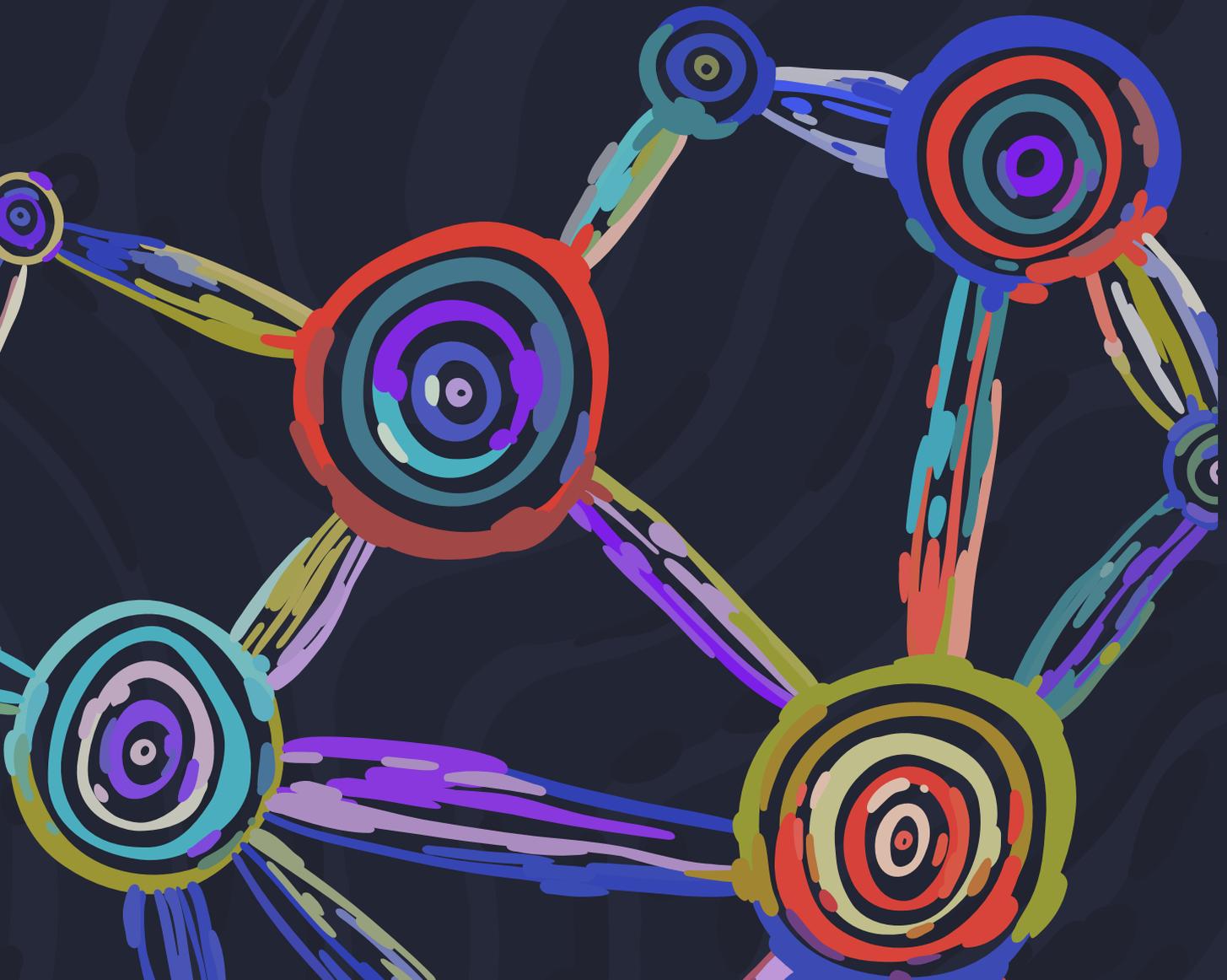
Infrastructure Australia remains committed to reconciliation. 2024 data from Reconciliation Australia shows that we out-perform most organisations on a wide range of reconciliation indicators, and we continue to review how we can further strengthen our cultural capabilities. We are currently developing our next action plan to build on progress so far and continue to support reconciliation outcomes.



A note from the artist:

“Through sharing culture, we can create a sense of belonging, by connecting to the land we stand on. This connection of people and our communities is shown through connecting campfires. These being places we sit, yarn, and share knowledge. The Infrastructure Australia values - expressed by the colours blue, green, orange, purple and teal - weave through the artwork to represent the opportunities and benefits for our communities. Under this sits our rivers, lakes, oceans, and waterways. Water being the giver and supporter of life and flows through us all. I see the reconciliation journey as the water along the path to benefiting our people. Around our waterways I’ve shown our traditional infrastructure. Our connections and songlines. The systems set up by the First Peoples of this place that we aim to weave into the modern landscape.”

Nani, by Kevin Wilson (Maduwongga, Wongutha).





Chief Commissioner's Foreword

As Australia's population grows and needs change, so too does the demand for infrastructure that is resilient, efficient and meets the needs of our long-term future. From expanding transport networks that boost productivity and better connect our communities, to projects that enhance communication and water security, support new housing, and ensure a stable and secure energy future, our infrastructure must evolve to support the prosperity of our nation.

To deliver this infrastructure there needs to be rigorous planning, strategic investment, and smart reform. This is where Infrastructure Australia (IA) provides its value to the Australian Government— independent, evidence-based advice that informs decision-making to prioritise the right investments and reforms at the right time.

The year ahead presents many opportunities and challenges. We will continue our rigorous evaluation of major projects, deliver a new Infrastructure Priority List, and produce nation-leading research and policy advice, such as our Infrastructure Market Capacity Report. As we deliver this work and advice, we will ensure it meets the needs of our nation and the priorities of the Australian Government, such as supporting the energy transition and housing growth through enabling infrastructure, and enabling modern, safe and resilient infrastructure networks.

Guiding all of this work requires a clear strategic vision—our 2025–28 Corporate Plan. This Plan outlines our goals for the coming year and defines how we will measure our performance. Behind this Plan are the dedicated and hardworking staff of IA. Each member is passionate about the role and duty IA has and they recognise the immense responsibility they have in supporting the continuous development of Australia's future.

Our work is enhanced by the strength of our relationships with our Minister, the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts, all levels of government and industry. Their support and collaboration allows us to realise our goals and objectives for the Australian Government.

On behalf of IA and my fellow Commissioners, I am proud to present the 2025–28 Corporate Plan, which covers the period 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 and the relevant provisions of the *Infrastructure Australia Act 2008*.



Tim Reardon
Chief Commissioner
Infrastructure Australia



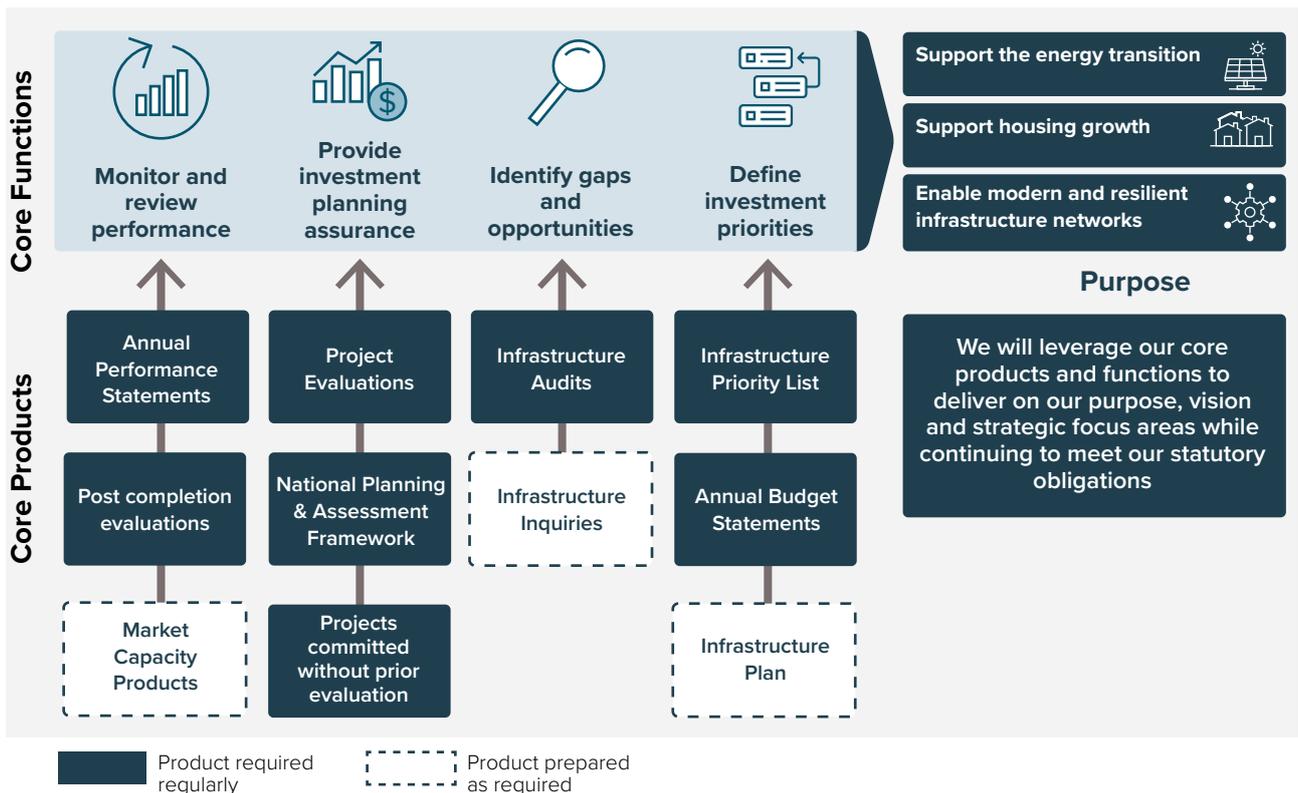
Our Purpose

Infrastructure Australia provides independent advice to the Australian Government on nationally significant infrastructure investment planning and project prioritisation.

Key Activities

We will achieve our purpose by delivering the functions and products (key activities) summarised in **Figure 1**. These activities, which are defined by the *Infrastructure Australia Act 2008* (Infrastructure Australia Act) and our Statement of Expectations (SOE), will be implemented with close regard for the advice needs of the Australian Government.

Figure 1. Core functions and products (key activities)



Our Strategy

We have reviewed and updated our strategy for the period 2025-26 to 2028-29 following updates to our legislation, revised mandate, and the appointment of the IA Commissioner structure in 2024.

We will use our products and functions to achieve our three new strategic focus areas, which are:

- Support the energy transition.
- Support housing growth.
- Enable modern and resilient infrastructure networks.

Our updated strategy re-focuses our work to reflect the latest major trends and critical issues impacting infrastructure planning and prioritisation for Australia (summarised in the ‘Operating context’ section) and key national issues and priorities of the Australian Government.

The key aspects of our strategy are summarised in **Figure 2**, including our redefined vision statement.

We will deliver this strategy and principles for ‘how’ we intend to meet our vision and mandate through efficient and focused products as detailed in our core functions and activities in **Figure 1**. Our strategic plan was reviewed and updated in consultation with our Commissioners and staff in early 2025, and we are now in the process of developing detailed business plans reflecting when and how key products will be developed and delivered.

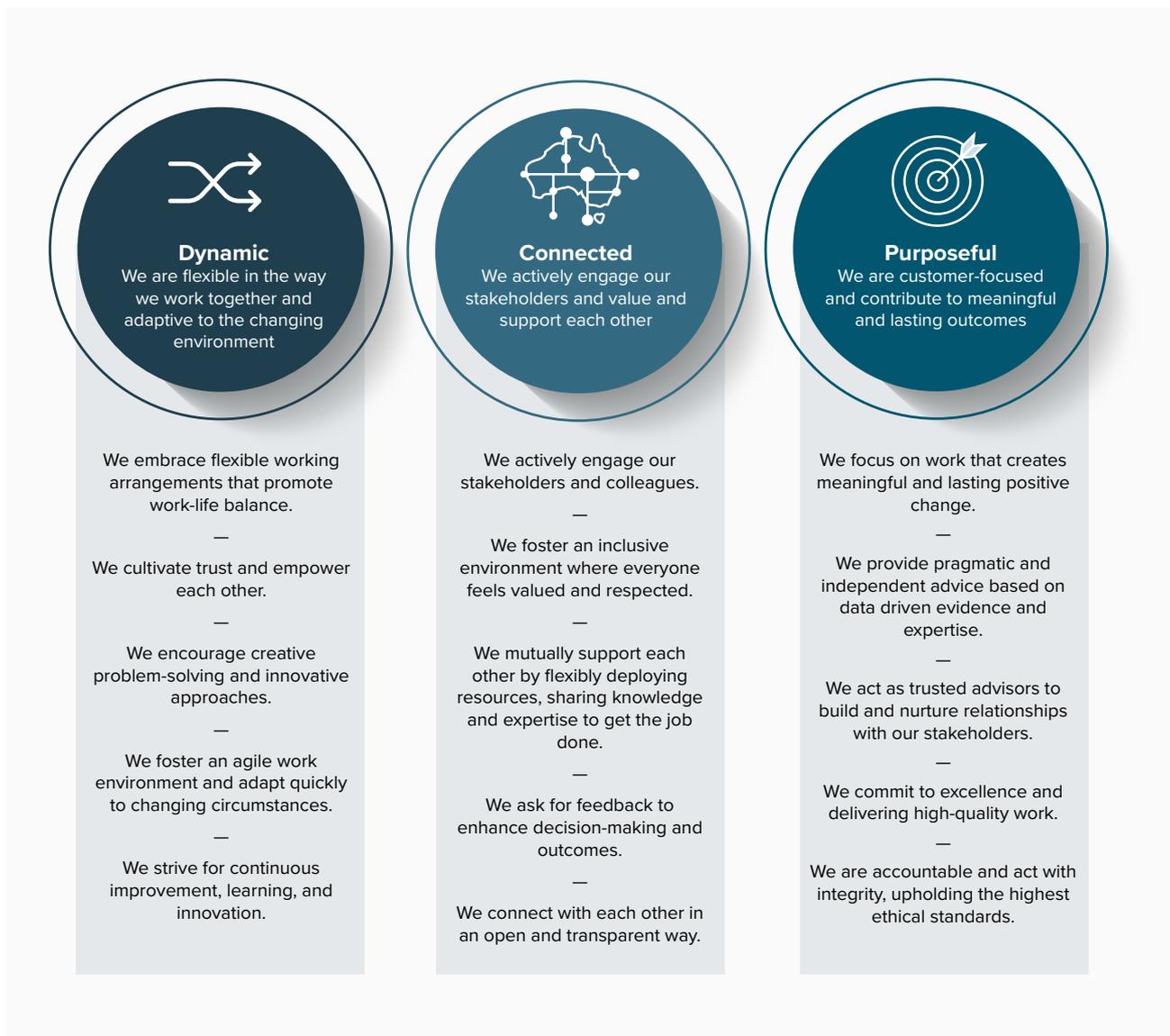
Figure 2. Strategic plan (2025-26 to 2028-29)



Our core values

Our values, illustrated in **Figure 3**, are fundamental to the way we work. Developed in consultation with our staff, our values are embedded throughout our policies, processes, products and programs of employee performance and recognition.

Figure 3: Our core values



Operating Context

Environment

Infrastructure investments are shaped by a complex and dynamic set of economic, political, social, technological and environmental factors. IA must continually understand and consider these factors and their impacts on the state of the market to effectively provide advice to the Australian Government on infrastructure planning and prioritisation.

Macroeconomic factors



The economy continues to grow, but below previous expectations and moderated by geopolitical tensions and heightened economic uncertainty. Inflation is easing gradually and interest rates are expected to continue to fall, though uncertainty means Australia could see either stronger or weaker economic activity and inflation in the near to medium term.^{1,2,3,4,5}

Australia's financial system continues to demonstrate a high level of resilience, but general financial conditions remain restrictive, and the labour market is still tight.² Public debt has grown for many jurisdictions and may constrain future public spending and present difficult choices for governments.⁷

Trade policy uncertainty is expected to lead to re-shaping and diversification of supply chains and fragmentation of trade, with higher costs for consumers and businesses leading to subdued household spending, investment and trade.^{1,2,3,5,8,9}

For construction, significant growth in infrastructure, energy and utilities investment is projected. However, productivity remains stagnant, the sector faces persistent skilled labour shortages, and higher prices and import costs may increase material costs – which together may lead to higher construction costs, project delays and inflationary risk.^{4,10}

IA will respond to these factors by continuing to provide a leading source of advice on:

- Infrastructure market conditions and capacity, and progress to mitigate identified constraints.
- Infrastructure investment planning and strategies for active demand management by Australian governments.
- The national construction industry reform agenda and opportunities to improve infrastructure industry productivity.

1. International Monetary Fund (2025) World Economic Outlook Update, January 2025
2. Reserve Bank of Australia (2025) Minutes of the Monetary Policy Board Meeting, 1 April 2025
3. World Economic Forum (2025) Chief Economists Outlook, Centre for the New Economy and Society, January 2025
4. GlobalData (2025) Overview of megatrends in the construction sector, February 2025 (supplied)
5. OECD (2025) Economic Outlook, Interim Report, March 2025
7. UK Ministry of Defence (2024) Global Strategic Trends: Out to 2055
8. World Trade Organisation (2025) Global Trade Outlook, April 2025
9. World Economic Forum (2025) Global Risks Report
10. Infrastructure Australia (2024) Infrastructure Market Capacity 2024 Report

Geopolitical factors



The world is experiencing heightened geopolitical tensions; armed conflicts have risen in the last decade, and a global race for dominance is elevating national security considerations among governments.^{9,11}

Australia's claimed land and maritime territories are contested by global power players seeking greater regional influence, alerting nations in Southeast Asia and Oceania to proactively balance their economic and security interests.^{7,12} In this context, Australia is developing its international partnerships in the Indo-Pacific to influence the region's balance of power, economic growth and development, trade, security and climate change efforts.¹³

Increased competition and risks of conflict in Indo-Pacific waters will likely increase Australia's focus on national defence, regional security, international government relations, and strategic application of resources - diplomatic, economic and defence - to influence global and regional affairs.^{7,9,12,13}

An intensification of protectionist policies and trade tensions may disrupt Australia's supply chains and promote increased trade regionalisation and onshoring.^{1,2,3,7,8} Increasing conflict and instability around the world may also affect energy price volatility, as seen with the impacts of the war in Ukraine on gas and oil prices.^{1,7}

IA will respond to these factors by continuing to provide a leading source of advice on:

- How the evolving international landscape may influence Australia's changing and future needs for modern and resilient infrastructure networks and supply chains.
- Shaping and influencing infrastructure best practice globally, through engagement with multilateral institutions and governments in the Indo-Pacific and other regions, in support of broader Australian Government objectives for international engagement.

1. International Monetary Fund (2025) World Economic Outlook Update, January 2025
 2. Reserve Bank of Australia (2025) Minutes of the Monetary Policy Board Meeting, 1 April 2025
 3. World Economic Forum (2025) Chief Economists Outlook, Centre for the New Economy and Society, January 2025
 7. UK Ministry of Defence (2024) Global Strategic Trends: Out to 2055
 8. World Trade Organisation (2025) Global Trade Outlook, April 2025
 9. World Economic Forum (2025) Global Risks Report
 11. Australian Institute of International Affairs (2025) A New Trend in Geopolitics? Great Power Coordination in the Expansion of Spheres of Influence, 10 February 2025
 12. Department of Defence (2024) National Defence Strategy
 13. Department of Foreign Affairs and Trade (2025) Australia in the World: 2025 Snapshot



Climate change is an increasing concern for governments, with rising greenhouse gases, natural hazards and extreme weather events expected to drive further action on decarbonisation, adaptation and resilience, and food and water security.^{7,9,14,15} Australia will continue to see increases in extreme heat, drought, bushfires, higher intensity rainfall, cyclones and rising sea levels, which raise the hazard level for lower risk zones and increase risk of infrastructure disruptions.^{14,25}

Energy demand is growing and the transition to clean energy and pursuit of related economic opportunities are a global priority, with increased investment driving a dramatic rise in clean energy jobs.^{6,7,16} Renewable energy sources now provide over 40% of Australia's electricity and a surge in renewable energy infrastructure construction is expected.^{16,18}

The energy infrastructure delivery task presents challenges including in planning, enabling infrastructure and global competition for investment, skills, materials and equipment.¹⁰

Metals and critical minerals key to the energy transition will present significant economic opportunity for Australia through global commodity trade.^{7,4,10,16} Efforts to decarbonise infrastructure are increasingly visible through uptake of greener building materials, construction waste reduction, and energy efficient buildings and construction methods.¹⁷

IA will respond to these factors by continuing to provide a leading source of advice on:

- The impacts of infrastructure proposals on Australia's net greenhouse gas emissions, the achievement of Australia's greenhouse gas emissions reduction targets, and any policy issues arising from climate change relevant to an infrastructure proposal.
- Determining national carbon values to align with Australian Government emissions reduction targets and providing guidance on their application for infrastructure assessment.
- National priorities for enabling infrastructure needed to support Australia's energy transition.
- National priorities for improving the resilience of Australia's infrastructure networks.
- National reforms to drive improvements in infrastructure sustainability and decarbonisation.

-
4. GlobalData (2025) Overview of megatrends in the construction sector, February 2025 (supplied)
 6. International Labour Organization (2025) World Employment and Social Outlook Trends 2025
 7. UK Ministry of Defence (2024) Global Strategic Trends: Out to 2055
 8. World Trade Organisation (2025) Global Trade Outlook, April 2025
 9. World Economic Forum (2025) Global Risks Report
 10. Infrastructure Australia (2024) Infrastructure Market Capacity 2024 Report
 14. Bureau of Meteorology and CSIRO (2024) State of the Climate 2024
 15. World Meteorological Organization (2024) State of the Climate 2024. Update for COP29
 16. Climate Change Authority (2024) Annual Progress Report
 17. Infrastructure Australia (2024) Embodied Carbon Projections for Australian Infrastructure and Buildings
 18. Infrastructure Net Zero (2025) A Solid Foundation: A Common Definition for Net Zero Infrastructure and How to Get There. Australian Sustainable Built Environment Council.
 25. Cyber and Infrastructure Security Centre (2024) Critical Infrastructure Annual Risk Review. Second edition, November 2024

Social factors



The population of Australia - now exceeding 27 million and still growing - is highly urbanised and ageing. 73% of people live in major cities and 17% in inner regional areas respectively, and population share of those 65 years and over has doubled since the 1980s.¹⁹ Increasing migration, urbanisation and a growing global middle-class population will influence global and regional demographics and put growing pressure on systems such as health, education and housing.⁷

Housing supply and affordability have become critical national issues. Demand for residential housing continues to outstrip availability, and household debt repayments consume the biggest share of household income since 2012.² This creates a continued risk of housing shortfall and pressure on supply and affordability in the coming years.²⁰

Ageing populations will heighten the risks of crises in state pension and care systems and challenge growth models for many advanced economies – including consequences of a declining working population for labour and talent shortages.^{7,9} Broader demographic and social trends may increase challenges in addressing construction labour and skills shortages and introduce risks to sector progress on gender diversity and equality.

IA will respond to these factors by continuing to provide a leading source of advice on:

- Priorities for enabling infrastructure needed to support Australia’s national housing targets.
- Major infrastructure proposals and their social, economic and environmental impacts in meeting the changing needs of a growing Australian population.
- Improving construction sector productivity, including taking forward work of the Construction Industry Culture Taskforce on diversity and inclusion.

2. Reserve Bank of Australia (2025) Minutes of the Monetary Policy Board Meeting, 1 April 2025

7. UK Ministry of Defence (2024) Global Strategic Trends: Out to 2055

9. World Economic Forum (2025) Global Risks Report

19. CFP – Centre for Population (2024) 2024 Population Statement

20. NHSAC - Lloyd-Hurwitz, S (2024) Launch of State of the Housing System Report 2024: Speech by the Chair of the National Housing Supply and Affordability Council, 3 May 2024, Sydney

Technological factors



Technology-driven transformation is advancing with exponential growth in data and underpinning technologies and infrastructure such as data centres and storage, sensors, computing power, digital connectivity, data analytics and automation.^{7,21}

Australia's internet use and data consumption continues to grow, while other traditional types of communication such as landline phones are decreasing. Significant investments are being made to expand and upgrade Australia's communications infrastructure including the NBN, mobile networks and submarine cable projects. 5G fixed wireless networks and low earth orbit satellite services are increasingly being deployed to reach people in outer urban, regional and remote areas of the country.²⁶

Digital technologies, Artificial intelligence (AI) and associated applications are burrowing more deeply into economies and societies, bringing many benefits but also challenging regulators and increasing risks.^{5,9,21,7,22,24,25} Cyberthreats to critical systems are growing, with disruption of Australian infrastructure and supply chains a major target, while a shortfall of 20,000 cybersecurity professionals is forecast by 2030.^{23,24,25}

Digital technology and automation will continue to expand and diversify, changing the nature of more jobs and skills, demanding the transition, education and upskilling of more employees, and increasing the value and scarcity of highly skilled workers.^{5,7} Technology presents opportunities to improve construction productivity – a key driver for the sector to invest in innovation. However, the industry remains slow to adopt and prioritise innovation and digital transformation, with potential missed opportunities to reduce project costs and delays, improve design and mitigate environmental impacts.^{4,10}

IA will respond to these factors by continuing to provide a leading source of advice on:

- The roles, opportunities and risks of technology in modern, safe and resilient infrastructure networks.
- Opportunities to leverage digital technology and innovation to enhance construction sector productivity.
- The evolving nature of construction jobs and skill requirements to underpin a modern, innovative and productive industry.

-
4. GlobalData (2025) Overview of megatrends in the construction sector, February 2025 (supplied)
 5. OECD (2025) Economic Outlook, Interim Report, March 2025
 7. UK Ministry of Defence (2024) Global Strategic Trends: Out to 2055
 9. World Economic Forum (2025) Global Risks Report
 10. Infrastructure Australia (2024) Infrastructure Market Capacity 2024 Report
 21. World Bank (2023) Digital Progress and Trends Report 2023
 22. OECD (2024) Digital Economy Outlook 2024 (Volume 1)
 23. Australian Computer Society (2024) ACS Digital Pulse 2024
 24. Australian Signals Directorate (2024) Annual Cyberthreat Report 2023-2024
 25. Cyber and Infrastructure Security Centre (2024) Critical Infrastructure Annual Risk Review. Second edition, November 2024
 26. ACMA (2024) Trends and developments in telecommunications 2023–24



Capability

The capability of our people, systems and data are intrinsic to our provision of high-quality, independent advice to the Australian Government.

Building People Capability

We are continuing to build a highly skilled and dynamic workforce to fulfill our purpose. This has never been more important for IA than now, with the recent increase to our remit following updates to our legislation.

As a small team it is important we can respond quickly to our changing environment and deliver high quality advice in often short time frames. We can achieve this through careful resource planning and allocation. We encourage cross team collaboration and working groups across our products to lift organisational capability and achieve the best outcomes for the Australian Government.

Our capabilities are further developed through a program of targeted and group training sessions, focused on filling knowledge gaps and developing our staff to deliver high quality advice and support their teams in fulfilling their roles.

Talent management

Attracting and retaining the right people is critical for IA. We offer many benefits to enable this, including a great work culture, flexible work arrangements, interesting work opportunities and a highly engaged and supportive management team. We will keep listening to our employees through our annual staff survey and action planning, to ensure we maintain a working environment that is attractive to both our current and future workforce.

A diverse workforce

We recognise the importance of a diverse workforce and will keep improving and promoting our ways of working to support a culture of inclusion, through:

- Flexible working for all staff
- Regular inclusion training
- Barriers built into policies and processes are actively sought out and removed
- Return to work support for all new parents
- Gender neutral parental leave policy
- Regular review of our gender make-up and pay gap analysis.
- Fair and clear promotions procedure
- Promotion of our RAP both internally and externally.

Employee Well being

Employee wellbeing will remain a focus of our people strategy at IA. We will continue to promote our wellbeing resources and prioritise a safe and healthy work environment. We will continue our individual employee wellbeing check-ins and all staff survey, responding to any areas of concern raised. Our all-staff wellbeing program will continue for all staff, with targeted training for managers to enable them to better support their teams.

ICT Capability

Our Information Communication Technology (ICT) is one of the key facilitators of our performance.

Our team is supported by our cloud technology capability, which enables our staff to work from any location and keep connected while in transit. It allows us to be agile, connected and secure in how we work and deliver our purpose.

Our key focus areas to ensure the success of this capability over the coming years are

- Continuing to uplift our cyber security maturity including raising awareness of cyber risk for all staff
- Refreshing our managed IT services arrangements in 2025-26, and achieving services provisions that are both better aligned to our needs and improved value for money
- Upgrading our conferencing facilities in line with the movement to a new office
- Maturing our disaster response capabilities through regular testing and review of our response plans and procedures.

Building Data and Analytics Capability

Data and analytics is at the heart of what we do – enabling efficient and trusted evidence which underpins the advice we provide to Government. IA is focused on building and continuously improving our in-house data and analytics capabilities.

As a key enabler of success over the coming years our focus areas for data and analytics are:

- Improved user experiences across our website and core data products – such as the Market Capacity Data Portal – by embedding design team capability in all projects.
- Enabling streamlined and advanced analytics, by establishing deliberate data connections that integrate information flows between our products.
- Delivering efficient and robust data by establishing single-source-of-truth definitions across products and harmonising data requirements across products.
- Refreshing our management and governance of data and analytics, including the development and continual updates to policies on the use of AI.
- Enabling transparent and productive analytics by automating data extraction and processing, through targeted custom AI enabled tools.
- Broadened access to Microsoft Copilot for the organisation, improving the search and consumption of information, and streamlining general workflows.

Furthermore, we will uplift the data skills and literacy across the organisation by providing staff with access to relevant training, tools and resources to improve their data knowledge and confidence and actively foster a culture of data curiosity, collaboration, and innovation. We will also continue to attract and retain data and analytics specialists to support our projects and initiatives and share their expertise and best practices.



Risk Oversight

Our Risk Management Framework is an organisation-wide approach to managing risk. It provides guidance to all levels of the business to enable them to identify, engage and manage risk in line with our risk appetite.

The Risk Management Framework clearly sets out desired behaviours, risk appetite and relevant accountabilities within IA. It embeds risk management into our strategic planning through to day-to-day activities and ensures that risk evaluation is linked to practical and cost-effective responses and controls that are appropriate to our organisations size and risk profile.

The Risk Management Framework is supported by an internal audit program which focuses on key areas of risk for IA.

Strategic risk review

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

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

Summary of key strategic risks

| Strategic risk | Risk mitigation strategies |
|--|---|
| <p>Financial</p> <ul style="list-style-type: none"> • Inability to deliver our increased remit following the Governments review into IA, over the next four years within our allocated resourcing • Poor budget management or financial mismanagement, adversely impacting our ability to deliver our strategic objectives. | <ul style="list-style-type: none"> • IA is undertaking a detailed business planning process to carefully allocated resource to products of the highest priority. • We will look for delivery efficiencies in our ongoing products and how we work. In 2025-26 we will further relocate our office to a smaller premises creating additional resource to develop and deliver our new products. • Our budget is developed in line with our strategic objectives, with performance against our budget regularly monitored by the Executive Leadership Team, Audit, Risk and Compliance Committee and Commissioners. • We have a strong control environment managed by an experienced finance team. It is regularly tested through a rigorous audit program and overseen by our Audit, Risk and Compliance Committee. |

| Strategic risk | Risk mitigation strategies |
|--|--|
| People | |
| <ul style="list-style-type: none"> • Inability to attract or retain the relevant skills and resources to deliver core activities & achieve strategic objectives. • Poor management of Work Health and Safety resulting in work related injury or illness. | <ul style="list-style-type: none"> • We provide competitive remuneration along with a range of non- financial benefits and development opportunities. • We maintain an up-to-date succession plan and all staff have performance and development plans with clear links to our strategy. • We promote a positive team culture measured through regular staff surveys, followed by action planning in collaboration with our staff. • We regularly consult with staff in relation to wellbeing through regular check ins, training and promotion of our employee assistance program. |
| Reputation | |
| <p>Adverse impact to our reputation impacting the perceived credibility of our advice, driven by factors including the</p> <ul style="list-style-type: none"> • provision of inaccurate or inconsistent advice • actual or perceived lack of independence • failure to engage with key stakeholders. | <ul style="list-style-type: none"> • Our advice goes through a rigorous review process including Executive and Commissioner approval before it is released to ensure accuracy, quality and consistency. • We actively manage conflicts of interests at both the Commissioner and Executive level, supported by clear policies and processes. • We engage often and authentically to ensure stakeholders have a clear understanding of our role, confidence when engaging with us and the opportunity to provide feedback. Our stakeholder engagement feeds into the quality of our products and advice to ensure that both are rigorous and thorough. • We conduct regular stakeholder surveys to ensure our advice remains responsive to the needs of our customer and stakeholders. |
| Operational | |
| <p>Inability to deliver core activities or achieve strategic objectives due to adverse impacts on operational functions, including:</p> <ul style="list-style-type: none"> • Non-compliance with legislative requirements • Information or privacy breach • Technology attack or breach • Business disruption event • Fraud or corruption event | <ul style="list-style-type: none"> • We have a governance framework and in-house capability which is overseen by our Commissioners. • Our governance and control environment is tested through oversight by our Audit, Risk and Compliance Committee and a robust internal audit program. • All employees are provided regular training on our suite of policy, legislative and compliance requirements. • We have a suite of security policies and procedures in place that are consistent with the Commonwealth Government's Protective Security Policy Framework • We have a business continuity policy and plan in place that has been communicated to staff and tested through simulation exercises. • Fraud policy in place offering clear guidance to employees on action to take if they become aware of a potential fraud, including access to a whistle-blower system. • Process in place for the capture of conflicts of interest at the Commissioner and executive employee level and in key processes within the organisation. |

Cooperation and Collaboration

While IA's advice is independent, we do not operate independently. IA's work is underpinned by the strong and collaborative working relationships we have with the public service of Australian, State, and Territory Governments. Each relationship IA has with departments, agencies, and infrastructure bodies (I-Bodies) of state and territory governments, is fundamental to our ability to provide accurate and expert advice to the Australian Government on infrastructure proposals and policy settings to improve the sector.

While working with these departments, agencies and I-Bodies directly, IA also takes a coordinating role in bringing these stakeholders together to collaborate on matters of infrastructure. One example is IA's Cross Jurisdictional Meeting - an intergovernmental forum that brings officials from transport and infrastructure departments, central agencies, and I-Bodies together monthly to share information and discuss infrastructure matters including projects, policies and challenges and opportunities.

Working across the Australian Government

IA's close and collaborative relationships with various Australian Government departments and agencies is critical to our ability to provide impactful and influential advice. Our primary relationship is with the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRDCA). As our portfolio department, IA works closely with DITRDCA daily and at various levels across both organisations with a focus on governance as well as the transport and communications sectors which form part of IA's remit.

IA also maintains a strong working relationship with the Department of Climate Change, Energy, the Environment and Water (DCCEEW), as well as the National Water Grid Authority, engaging closely not only on energy and water proposals which fall under IA's remit but collaborating closely on projects to support the Australian Government's decarbonization ambitions.

IA also maintains strong relationships with central agencies including the Department of Prime Minister and Cabinet (PM&C), Treasury and the Department of Finance, supporting the utilization of IA's advice right across the Australian Government, including direct input into the Budget and Mid-Year Economic and Fiscal Outlook processes, and ensuring IA's work program is aligned with whole-of-government approaches to national matters of infrastructure.

State and Territory Governments

Having a strong working relationship with the public service of each state and territory government is fundamental to our ability to provide independent advice to the Australian Government on nationally significant infrastructure planning and prioritisation. These relationships enable IA to receive all the information needed to evaluate state and territory proposals seeking Australian Government funding for nationally significant infrastructure. These relationships are also critical to support the sharing of data that informs IA's policy and research arm and its work, including the annual Infrastructure Market Capacity Report.

We also have a unique working relationship with each jurisdiction's I-Body. Following the creation of IA in 2008, many of the states and territories sought to establish their own infrastructure bodies to meet their needs. While the remit of these I-Bodies varies between jurisdictions, IA works closely with each of them and plays a coordinating role, facilitating a regular I-Bodies forum for Chairs and CEOs of these agencies to meet and discuss matters of infrastructure as well as best practice.

Local Governments

IA is working with local governments and Regional Development Australia committees (RDAs) to strengthen their capability to make submissions to state bodies on project proposals.

International infrastructure bodies

IA was the first independent infrastructure body of its kind in the world. Following the creation of IA, several governments around the world sought to establish their own similar bodies. Key examples include the New Zealand Infrastructure Commission, and Housing, Infrastructure and Communities Canada. IA actively seeks opportunities to share knowledge and learnings with these bodies, while also regularly engaging with nations around the world – from Latin America to Asia to the Pacific Islands – who are interested in establishing their own independent infrastructure adviser or seeking advice on how to implement rigorous independent advice into their infrastructure approval processes.



Performance

IA's performance is guided by the Infrastructure Australia Act, the Statement of Expectations from our responsible Minister and our outcome statement within our Portfolio Budget Statements.

This Corporate Plan summarises the directions, goals, and outcomes 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 |
|---|---|---|
|  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

We strive to improve the sustainability and productivity of infrastructure across sectors and jurisdictions. We do this by being a leading voice to Government on national infrastructure issues and opportunities that shape planning and investment decisions, underpinned by our trusted data and evidence-based insights.

In this Corporate Plan, we set out our Key Performance Indicators against our Strategic Goals and Measures. The performance measures of our 2025-26 to 2028-29 Corporate Strategy include a mix of output, effectiveness, and efficiency measures.

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

Figure 4. Key performance metrics and indicators

| Focus Area or Key Activity | Metrics & indicators | Reporting timeframe |
|--|---|---------------------------|
| Support the energy transition | <ul style="list-style-type: none"> Deliver advice on the role of enabling infrastructure, key challenges and priority opportunities for IA to add value at a national level – informed by engagement with 100% of state and territory governments. | Over the life of the plan |
| | <ul style="list-style-type: none"> Track and report on market capacity to deliver energy enabling infrastructure, including constraints and opportunities to build industry capacity, through an annual market capacity report and advice to government. | Annually |
| Support housing growth | <ul style="list-style-type: none"> Undertake a post completion evaluation on the historical impact of transport projects in supporting housing outcomes. | 2025-26 |
| | <ul style="list-style-type: none"> Identify in our evaluation of infrastructure business cases how proposals will facilitate housing outcomes. | Over the life of the plan |
| | <ul style="list-style-type: none"> Track and report on market capacity to deliver against national housing targets, including constraints and opportunities to build industry capacity, through an annual market capacity report and advice to government. | Annually |
| Enable modern and resilient infrastructure networks | <ul style="list-style-type: none"> Conduct audits to assess how national infrastructure networks are performing to inform development of IA's advice on priority areas for Australian Government infrastructure investment. | Over the life of the Plan |
| | <ul style="list-style-type: none"> Develop enhanced guidance on how proposals can better value resilience. | 2026-27 |
| | <ul style="list-style-type: none"> Undertake a post completion evaluation on the historical impact of infrastructure projects to improve the resilience of critical networks. | 2026-27 |
| | <ul style="list-style-type: none"> Identify and report opportunities to leverage emerging industry capabilities to strengthen infrastructure networks and identify strategies to remove any impediments identified, through an annual market capacity report and advice to government. | Annually |

| Focus Area or Key Activity | Metrics & indicators | Reporting timeframe |
|--|---|---------------------------|
| Deliver our mandate with efficient and focused products and systems | <ul style="list-style-type: none"> A Post Completion Evaluation Framework is published in consultation with DITRDCSA and jurisdictions to drive data sharing, lessons learned and potential enhancements to project selection, assessment methodologies and reporting. | 2025-26 |
| | <ul style="list-style-type: none"> The Infrastructure Priority List is targeted and updated regularly, with all proposals aligned to Australian Government priorities. | Over the life of the plan |
| | <ul style="list-style-type: none"> A National Planning and Assessment Framework is developed, with implementation demonstrating progress toward national consistency and reduced duplication. | Over the life of the plan |
| | <ul style="list-style-type: none"> Project evaluations leverage a ‘peer review’ model where appropriate state or territory assurance outputs exist, promoting greater efficiency in the project evaluation model. | Over the life of the plan |
| | <ul style="list-style-type: none"> Staff survey results show an alignment and engagement score in the top 10% of all other organisations surveyed. | Annually |
| | <ul style="list-style-type: none"> 75% of proponents surveyed are satisfied or highly satisfied with the level of engagement provided in the assessment of their proposal. | Annually |
| | <ul style="list-style-type: none"> IA delivers 100% of products required under the IA Act and Statement of Expectations within statutory timeframes | Over the life of the Plan |
| | <ul style="list-style-type: none"> 80% of Australian Government stakeholders surveyed are satisfied or highly satisfied with the quality and rigour of Infrastructure Australia’s advice. | Annually |

Appendix A: Alignment of performance measures

Throughout 2024-25, the organisation focused on implementing changes to its products, governance structure, and other matters in accordance with amendments to the Infrastructure Australia Act. These changes included the appointment of a new Commissioner model, replacing our Board structure and the development of a new strategy, with its vision and focus areas lead by the Commissioners as required under the new governance model.

This new strategic direction has resulted in significant modifications to the alignment and scope of performance metrics. While only a few existing metrics have been retained from the 2024-25 Corporate Plan, these changes ensure that the measures are directly linked to the new focus areas and key activities outlined in the 2025-26 to 2028-29 Corporate Strategy.

The following table outlines the changes to performance information over the 2024-25 Corporate Plan.

| Performance measure in 2024-25 Corporate Plan | Performance measure in 2025-26 Corporate Plan | Changes made | Rationale for changes |
|---|--|--------------|---|
| Not applicable | Support the energy transition - Deliver advice on the role of enabling infrastructure, key challenges and priority opportunities for IA to add value at a national level – informed by engagement with 100% of state and territory governments. | Added | Reflecting the new focus areas of the 2025-26 to 2028-29 Strategy |
| 75% of relevant stakeholders surveyed are satisfied or highly satisfied with the market capacity report. | Support the energy transition - Track and report on market capacity to deliver energy enabling infrastructure, including constraints and opportunities to build industry capacity, through an annual market capacity report and advice to government. | Amended | Reflecting the new focus areas of the 2025-26 to 2028-29 Strategy |
| Not applicable | Support housing growth - Undertake a post completion evaluation on the historical impact of transport projects in supporting housing outcomes. | Added | Reflecting the new focus areas of the 2025-26 to 2028-29 Strategy |
| Not applicable | Support housing growth - Identify in our evaluation of infrastructure business cases how proposals will facilitate housing outcomes. | Added | Reflecting the new focus areas of the 2025-26 to 2028-29 Strategy |
| Not applicable | Support housing growth - Track and report on market capacity to deliver against national housing targets, including constraints and opportunities to build industry capacity, through an annual market capacity report and advice to government. | Added | Reflecting the new focus areas of the 2025-26 to 2028-29 Strategy |

| Performance measure in 2024-25 Corporate Plan | Performance measure in 2025-26 Corporate Plan | Changes made | Rationale for changes |
|---|---|--------------|--|
| Not applicable | Enable modern and resilient infrastructure networks - Conduct audits to assess how national infrastructure networks are performing to inform development of IA's advice on priority areas for Australian Government infrastructure investment. | Added | Reflecting the new focus areas of the 2025-26 to 2028-29 Strategy |
| Not applicable | Enable modern and resilient infrastructure networks - Develop enhanced guidance on how proposals can better value resilience. | Added | Reflecting the new focus areas of the 2025-26 to 2028-29 Strategy |
| Not applicable | Enable modern and resilient infrastructure networks - Undertake a post completion evaluation on the historical impact of infrastructure projects to improve the resilience of critical networks. | Added | Reflecting the new focus areas of the 2025-26 to 2028-29 Strategy |
| Not applicable | Enable modern and resilient infrastructure networks - Identify and report opportunities to leverage emerging industry capabilities to strengthen infrastructure networks and identify strategies to remove any impediments identified, through an annual market capacity report and advice to government. | Added | Reflecting the new focus areas of the 2025-26 to 2028-29 Strategy |
| Not applicable | A Post Completion Evaluation Framework is published in consultation with DITRDCSA and jurisdictions to drive data sharing, lessons learned and potential enhancements to project selection, assessment methodologies and reporting. | Added | Reflecting the new vision of the 2025-26 to 2028-29 Strategy |
| 50% of Infrastructure Priority List proposals receive Commonwealth Government funding. | The Infrastructure Priority List is targeted and updated regularly, with all proposals aligned to Australian Government priorities. | Amended | Emphasis on the IPL re-aligned to Australian Government priorities |
| 100% of states & territories contribute to developing the National Planning and Assessment Framework (NPAF) and the ongoing plan to harmonise project development practices. | A National Planning and Assessment Framework is developed, with implementation demonstrating progress toward national consistency and reduced duplication. | Amended | Measure updated with emphasis on outcome |

| Performance measure in 2024-25 Corporate Plan | Performance measure in 2025-26 Corporate Plan | Changes made | Rationale for changes |
|---|--|--------------|--|
| At least 80% of eligible project evaluations leverage a ‘peer review’ model where appropriate state or territory assurance outputs exist | Project evaluations leverage a ‘peer review’ model where appropriate state or territory assurance outputs exist, promoting greater efficiency in the project evaluation model. | Amended | Measure updated with emphasis on outcome |
| 75% of proponents surveyed are satisfied or highly satisfied with the level of engagement and quality of advice provided in the assessment of their proposal. | 75% of proponents surveyed are satisfied or highly satisfied with the level of engagement provided in the assessment of their proposal. | Amended | Switched emphasis to level of engagement with proponents. |
| 75% of stakeholders surveyed are satisfied or highly satisfied with the quality and rigour of Infrastructure Australia’s advice. | 80% of Australian Government stakeholders surveyed are satisfied or highly satisfied with the quality and rigour of Infrastructure Australia’s advice. | Amended | Measure now reflects the Australian Government as IA’s customer. |
| 100% of Infrastructure Australia’s evaluations of business cases are tabled in parliament and published on our website within statutory timelines. New products under the revised IA Act are delivered within statutory timeframes | IA delivers 100% of products required under the IA Act within statutory timeframes | Amended | Measure broadened to capture legislation requirements of all our products |
| IA’s Corporate Plan and strategic goals are reviewed and (where appropriate) revised within 12 months following the appointment of permanent Commissioners | Not Applicable | Removed | Measure has been met in 2024-25 |
| Staff survey results show IT & systems scores in the top 10% of all other organisations surveyed | Not Applicable | Removed | Measure removed as considered too specific and not a key focus area of the new strategy. |
| Various measures linked to prior focus areas of <ul style="list-style-type: none"> • Help Australia achieve net zero emissions • Drive change for improved productivity, investment and livability | Not applicable | Removed | Removed reflecting the changed vision and focus areas of the 2025-26 to 2028-29 Strategy |

Infrastructure Australia provides independent advice to the Commonwealth Government on nationally significant infrastructure investment planning and project prioritisation.

www.infrastructureaustralia.gov.au

