Australian Government | Infrastructure Australia

August 2026

Corporate Plan

Infrastructure Australia
2026-27 to 2029-30

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.

Contents

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 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.

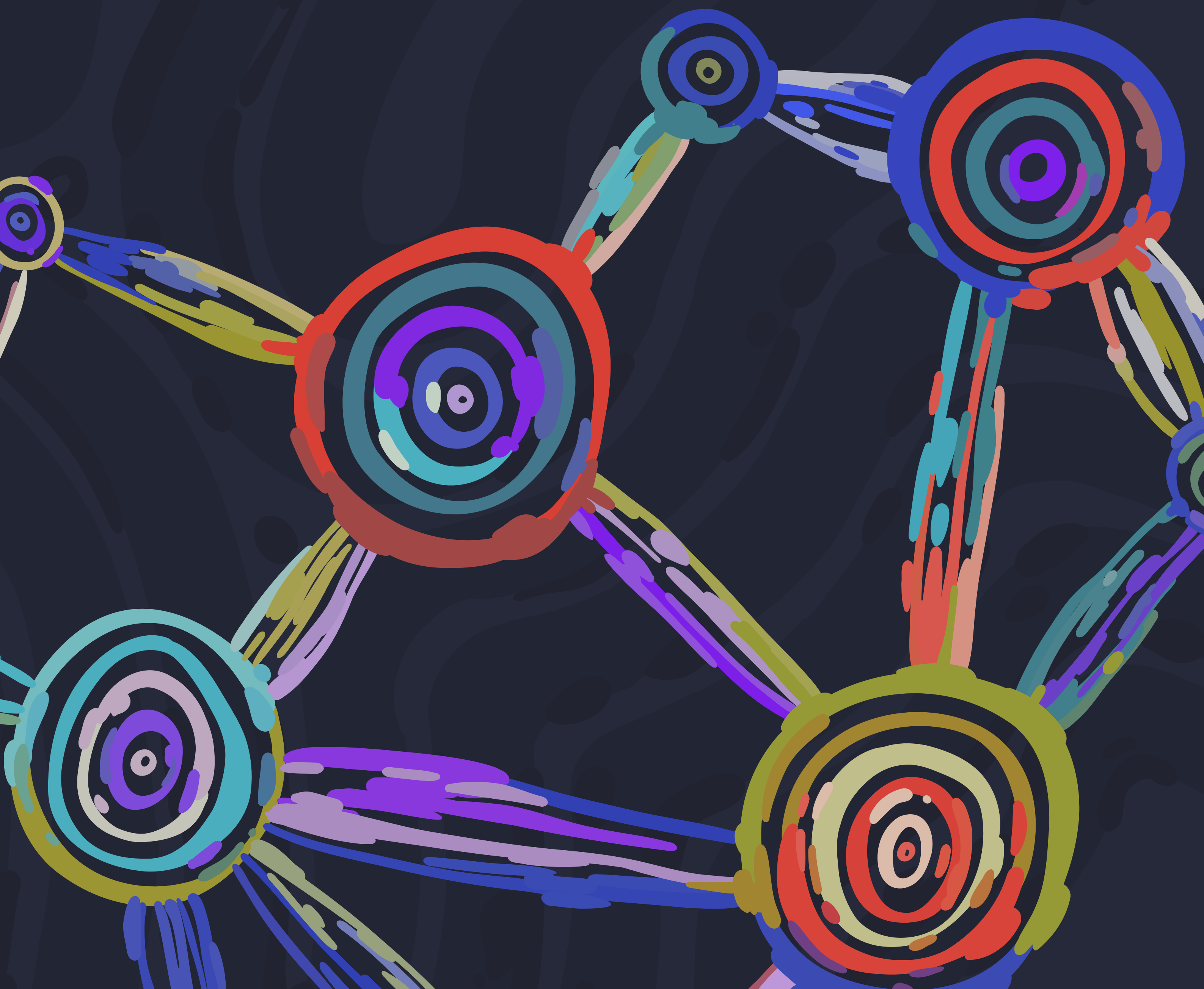
This includes gathering valuable insights on ways to improve outcomes for Aboriginal and Torres Strait Islander peoples in the planning and delivery of infrastructure and navigating cultural sensitivities within the infrastructure sector. We have also proactively sought opportunities to improve economic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

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

Australia's infrastructure system continues to face significant and evolving pressures. Population growth, housing demand, the energy transition and increasing expectations on the performance and resilience of existing networks are all contributing to a more complex operating environment. These challenges are being further shaped by global conditions, including geopolitical uncertainty, supply chain disruption and competition for labour and materials.

In this context, careful planning, prioritisation and investment in infrastructure is critical.

Infrastructure Australia supports this task by providing independent, evidence-based advice to the Australian Government on nationally significant infrastructure.

Our role is to inform decisions on investment and reform, drawing on a national perspective and a strong analytical foundation.

Over the past year, we have continued to deliver against our strategy, releasing the 2026 Infrastructure Priority List in March and the Infrastructure Market Capacity Report in November 2025. These publications provide an evidence-based view of current system pressures, infrastructure needs and the constraints affecting delivery.

The Infrastructure Priority List identifies five national priority areas requiring coordinated focus, highlighting key opportunities and the importance of filling gaps across the system:

- High Productivity Freight Networks
- Ports Capacity and Connectivity
- High Capacity Transport for Growing Cities
- Secure, Sustainable Water for Growth
- Delivering Net Zero and a Clean Energy Economy

These priorities reflect areas where infrastructure investment and reform can support productivity, liveability and long-term sustainability and resilience.

This work has been informed by extensive engagement across jurisdictions. Over the past two years, Infrastructure Australia has worked closely with stakeholders across all levels of government and industry, including engagement with Ministers and senior officials across infrastructure and central agencies. This has been complemented by site visits across ports, intermodal precincts, airports and major development areas right across the nation – from Darwin to Hobart, Perth to Cairns.

This approach ensures our advice reflects a genuinely national perspective and is grounded in the realities of infrastructure planning and delivery.

Our Market Capacity work highlights workforce constraints, supply chain pressures and cost escalation, which, alongside broader global uncertainty, will continue to influence infrastructure delivery over the medium term.

In light of this, this Corporate Plan continues our existing strategic direction and extends it through to June 2030, aligning with the Australian Government's broader planning horizon.

I, along with my fellow Commissioners Clare Gardiner-Barnes and Gillian Miles, are pleased to present this 2026–27 Corporate Plan, which covers the period 2026–27 to 2029–30 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*, section 16E of the Public Governance, Performance and Accountability Rule and section 39B of the *Infrastructure Australia Act 2008*.

Tim Reardon
Chief Commissioner
Infrastructure Australia

Our Purpose

Infrastructure Australia is the independent advisor to the Australian Government on nationally significant infrastructure investment planning and project prioritisation, consistant with section 2A of the *Infrastructure Australia Act 2008*.

This aligns with our outcome statement as defined in the Portfolio Budget Statement 2026–27, which is to improve decision–making on matters relating to infrastructure; advise governments and others on matters relating to infrastructure, including better assessment of infrastructure needs and prioritisation of infrastructure projects; and promote best practice infrastructure planning, financing, delivery and operation.

Our Vision and Strategy

Infrastructure Australia's vision is to be the trusted leader on national infrastructure issues, shaping planning and investment decisions for a resilient national infrastructure system that drives economic growth and enhances wellbeing for Australians.

To achieve our vision and purpose and deliver impact, Infrastructure Australia focuses on three strategic outcomes and focus areas that reflect national priorities and require coordinated, system-wide responses across sectors, the Australian Government and states and territories.

These three strategic focus areas are:

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

Our strategy focuses our products and functions to deliver advice, to the Australian Government, across strategic focus areas aligned to national priorities, major trends and critical issues impacting infrastructure planning and prioritisation for Australia.

The key aspects of our strategy are summarised in **Figure 1.**

Figure 1. Strategic plan (2026–27 to 2029–30)

Purpose

Be the Australian Government's independent advisor on nationally significant infrastructure investment planning and project prioritisation

Vision

To be the trusted leader on national infrastructure issues, shaping planning and investment decisions for a resilient national infrastructure system that drives economic growth and enhances wellbeing for Australians

Strategic focus areas

To achieve our vision and purpose, we focus on three strategic outcomes that reflect national priorities and require coordinated, system-wide responses across sectors and jurisdictions.

Support the energy transition

Guide the planning and delivery of enabling infrastructure to accelerate Australia's energy transition by identifying system gaps, shaping investment decisions, and supporting coordinated planning.

Support housing growth

Guide the planning and delivery of enabling infrastructure that unlocks housing growth, improves liveability, and aligns with long-term national priorities.

Enable modern and resilient infrastructure networks

Advance the performance and resilience of national infrastructure systems by identifying strategic needs, reviewing system performance, and informing future investment.

How

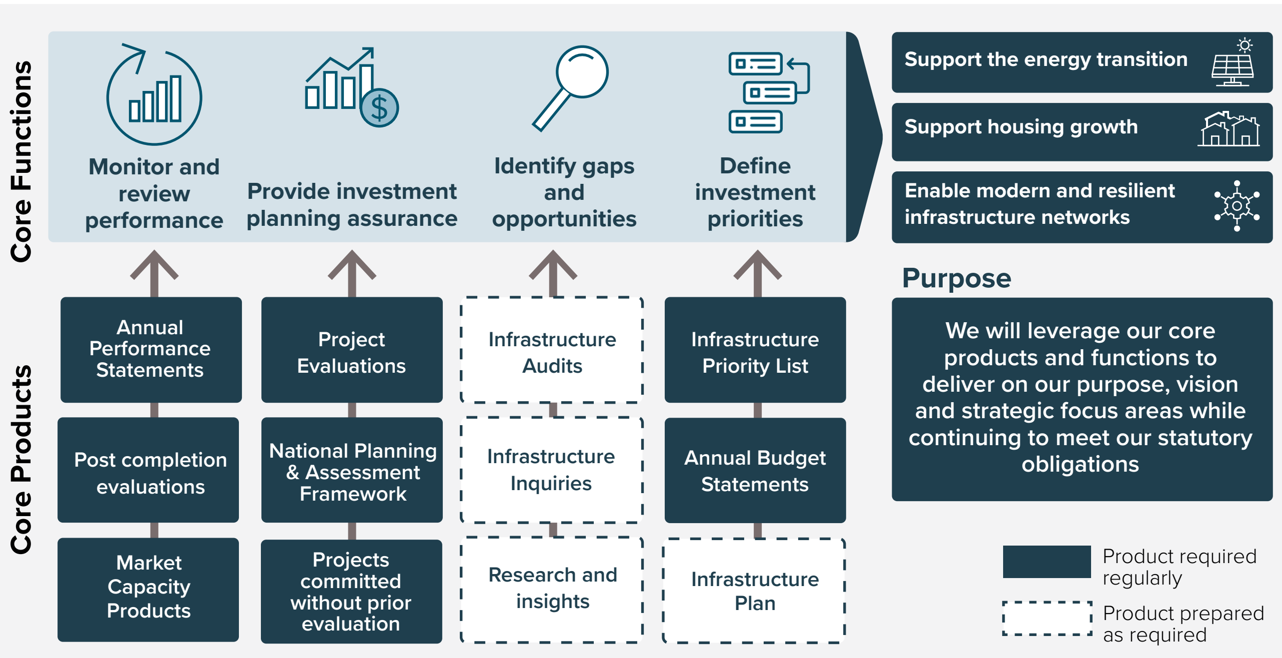
We will leverage our core products and functions to deliver on our purpose, vision, and strategic focus areas while continuing to meet our statutory obligations.

Key Activities

Infrastructure Australia achieves our purpose by delivering the core functions and products (key activities) summarised in **Figure 2**. These activities are defined by the *Infrastructure Australia Act 2008* (Infrastructure Australia Act) and our Statement of Expectations (SOE).

In delivering our key activities Infrastructure Australia keeps close regard to the advice needs of the Australian Government, as our primary customer.

Figure 2. Core functions and products (key activities)



Case Study: Delivery of the targeted Infrastructure Priority List

What is the Infrastructure Priority List and why is it a key product?

In March 2026, Infrastructure Australia released its first targeted Infrastructure Priority List (IPL), developed following updates to the Infrastructure Australia Act in 2023. The targeted list specifies priorities for Commonwealth investment in nationally significant infrastructure across Australia.

The targeted IPL is Infrastructure Australia's independent, evidence-based advice to the Australian Government on the highest-priority proposals that should be considered for investment over the next 10 years. Each proposal on the IPL aligns with one of five investment priorities, identified in Infrastructure Australia's 2025 Annual Budget Statement, that represent areas where Australian Government investment would deliver national benefit. These areas are:

- High productivity freight networks
- Ports capacity and connectivity
- High-capacity transport for growing cities
- Secure, sustainable water for growth; and
- Delivering net zero and a clean energy economy

The IPL represents Infrastructure Australia's top-down view, based on its assessment of the infrastructure gaps and opportunities across the nation, of the proposals that can best strengthen the nation's productivity, liveability and sustainability now and for the future.

The IPL narrows the field of potential infrastructure investments to identify the highest-priority proposals across the country. This targeting reflects both proposal readiness and strategic timing across the nationally significant pipeline, recognising proposals that are:

- ready for Australian Government investment in the near term, for either planning or delivery
- in the pipeline for investment in the next 2-4 years
- in the pipeline for investment in the next 5-10 years.

How effective was the first targeted Infrastructure Priority List?

The 2026 IPL identified 68 proposals across all states and territories in Australia. Of these proposals, 17 were recognised as investment ready in the near term.

The IPL is one of several inputs the Australian Government considers when making investment decisions. During the 2026–27 budget round, the Australian Government committed investment to 9 of the 17 projects identified as investment ready, showing a clear link between Infrastructure Australia's advice and decisions of government.

What is next for the Infrastructure Priority List?

The IPL will be updated on an annual basis to ensure areas of national priority remain relevant in both the infrastructure themes and proposals featured on the IPL.

The 2026–27 IPL will include a new theme focusing on communications and digital infrastructure, recognising the growing role of technology in increasing the performance, resilience and productivity of infrastructure systems. As well as delivering insights on this theme, the IPL will consider relevant proposals for Australian Government investment.

Operating Context

Environment

Infrastructure investments are shaped by a complex and dynamic set of economic, political, social, technological and environmental factors. Infrastructure Australia 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. This requires Infrastructure Australia to remain agile and responsive to the many emerging trends and policy challenges, within a limited organisational resourcing model.

Macroeconomic factors

While the global economy continues to grow, the outlook has deteriorated amid increasing risks from trade policy fragmentation and geopolitical tensions.[1] Household spending remains constrained as cost-of-living pressures persist.[2,3]

Financial conditions in Australia have tightened with interest rates rising in response to renewed inflationary pressures, which are partially driven by higher energy costs rising from conflict in the Middle East.[4] As at March 2026, business confidence has weakened with a more cautious outlook, however overall conditions are broadly holding up.[5]

Compared to last year, governments are in a weaker budget position, with deficits and debt making up a larger share of the economy.[6] Rising net public debt across most jurisdictions is reducing fiscal flexibility and will require governments to make more careful choices about future infrastructure investment priorities.

In the construction sector, continued strong growth in infrastructure, energy and utilities investment is projected. However, productivity remains stagnant and the sector faces persistent skilled labour shortages. Higher import costs driven by trade disruptions may increase material costs, potentially compounding project costs and schedule pressures.[7]

Examples of how Infrastructure Australia will respond to these factors in our work

- Monitoring infrastructure market conditions and capacity, and progress to mitigate identified constraints, through our Market Capacity Program.
- Advising the Australian Government on infrastructure investment planning and strategies to manage demand through our Infrastructure Priority List, advice into the budget process and investment planning assurance.
- Supporting the national construction industry reform agenda and opportunities to improve infrastructure industry productivity, including monitoring and reporting on the uptake of the Construction Industry Culture Taskforce's (CICT) Culture Standard on infrastructure projects.

1 International Monetary Fund (2026) World Economic Outlook Update, April 2026
2 World Trade Organisation (2026) Global Trade Outlook and Statistics, March 2026
3 World Economic Forum (2026) Global Risks Report
4 Reserve Bank of Australia (2026) Minutes of the Monetary Policy Board Meeting, March 2026
5 National Australia Bank (2026) Quarterly Business Survey Q1 2026.
6 Parliamentary Budget Office (2025) 2025-26 National Fiscal Outlook
7 Infrastructure Australia (2025) Infrastructure Market Capacity 2025 Report. November 2026

Geopolitical factors

The world is experiencing heightened geopolitical tensions with armed conflicts, intensifying strategic competition, sovereign risk and protectionist trade polices reshaping international economic relationships and norms.[8,9]

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.[10,11] 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.[12]

An intensification of protectionist policies and trade fragmentation, combined with the current conflict in the Middle East may increase Australia's supply chains risks. These factors will affect the availability and cost of key construction materials and equipment.[13]

To manage increased economic and sovereign risk, Australia will maintain a strong focus on diplomatic, economic and defence to shape outcomes in regional and global affairs. Under the 2026 National Defence Strategy, the Australian Government plans to increase its defence investment to 3% of Gross Domestic Product by 2033. [14,15,16]

Examples of how Infrastructure Australia will respond to these factors in our work

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

8 World Trade Organisation (2026) Global Trade Outlook and Statistics, March 2026
9 World Economic Forum (2026) Global Risks Report
10 UK Ministry of Defence (2026) Global Strategic Trends: Out to 2056 (Seventh Edition)
11 Department of Defence (2024) National Defence Strategy
12 Department of Foreign Affairs and Trade (2025) Australia in the World: 2025 Snapshot
13 World Trade Organisation (2026) Global Trade Outlook and Statistics, March 2026
14 World Economic Forum (2026) Global Risks Report
15 Department of Defence (2024) National Defence Strategy
16 Australian Government (2026) 2026 National Defence Strategy and Integrated Investment Program, media release, April 2026.

Environmental factors

Climate change will continue to intensify the frequency and severity of extreme weather events in Australia. Increased instances of 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.[17,18,19]

Energy demand is growing and the transition to clean energy and pursuit of related economic opportunities remains a global and national priority. Renewable energy sources now provide over 36% of Australia's electricity and a surge in renewable energy infrastructure construction is expected.[20]

The Australian Government's 2035 emissions target of 62–70% reduction below 2005 is achievable but would require committed and coordinated efforts of governments, companies and households.[21] However, the energy infrastructure delivery task presents challenges including in planning, enabling infrastructure and global competition for investment, skills, materials and equipment.[22]

Metals and critical minerals that are key to the energy transition will present significant economic opportunity for Australia through global commodity trade.[23] Pathways to decarbonise infrastructure are becoming clearer through greater use of greener building materials, construction waste reduction, and energy efficient buildings and construction methods, although uptake remains slow.[24,25]

Governments are expected to drive further action on decarbonisation, adaptation and resilience, as well as food and water security, to manage rising climate risks and reduce longterm economic and infrastructure disruption.

Examples of how Infrastructure Australia will respond to these factors in our work

- Assessing 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.
- Developing enhanced guidance on how infrastructure proposals can better value resilience.
- Identifying national priorities for enabling infrastructure needed to support Australia's energy transition, through our program of research and insights, and the Infrastructure Priority List.
- Identifying national priorities for improving the resilience of Australia's infrastructure networks, through our program of research and insights, and the Infrastructure Priority List.
- Supporting national reforms to drive improvements in infrastructure sustainability and decarbonisation.
- Determining national carbon values to align with Australian Government emissions reduction targets and providing guidance on their application for infrastructure assessment.

17 Bureau of Meteorology and CSIRO (2024) State of the Climate 2024
18 World Meteorological Organization (2024) State of the Climate 2024. Update for COP29
19 Climate Change Authority (2025) Annual Progress Report
20 Australian Trade and Investment Commission (2026): Australian Critical Minerals Prospectus
21 Climate Change Authority (2025) 2025 Targets Advice
22 Infrastructure Australia (2025) Infrastructure Market Capacity 2025 Report
23 Australian Trade and Investment Commission (2026): Australian Critical Minerals Prospectus
24 Infrastructure Australia (2024) Embodied Carbon Projections for Australian Infrastructure and Buildings
25 Infrastructure Australia (2025) Infrastructure Market Capacity 2025 Report

Social factors

Australia's population — now exceeding 27.5 million and still growing — is highly urbanised and ageing. Approximately 68% of people live in major cities and 32% in rest-of-state areas. The population share of those 65 years and over has doubled between 1970 and 2020, from 8.3% to 16%.[26] These demographic developments will have material implications for related socioeconomic and political systems such as health, education and housing.[27]

Housing supply and affordability continues to be a critical national issue. On current projections, Australia is around 262,000 homes short of the National Housing Accord target of 1.2 million new homes by 2029. No state or territory is currently on track to meet this target. Higher density housing has been particularly hard to deliver, due to range of factors such as poor project feasibly, rising construction costs and elevated interest rates.[28,29]

Housing demand remains stronger than supply, which is keeping pressure on prices and rents. For many Australian households a higher portion of household income is going to mortgage repayments due to higher interest rates. As a result, housing affordability is expected to stay under pressure for some time, rather than easing quickly in the next few years.[30]

Ageing populations will heighten the pressure on health and aged care infrastructure and challenge growth models for many advanced economies, through the consequences of a declining working-age population that compounds labour and skills shortages.[31]

Broader demographic and social trends are also compounding workforce challenges in the construction sector – which has an ageing workforce and low workforce diversity, with women accounting for only around 15% of total employment.[32] Government and industry actions to improve construction industry gender diversity, culture and working conditions could help ease these workforce constraints.

Examples of how Infrastructure Australia will respond to these factors in our work

- Identifying opportunities to optimise enabling infrastructure to support Australia's national housing targets, through our program of research and insights.
- Assessing major infrastructure proposals and their social, economic and environmental impacts in meeting the changing needs of a growing Australian population.
- Monitoring market capacity to deliver on the infrastructure pipeline, including forecasts of workforce demand and shortages.

26 AIHW (2024) Older Australians, Australian Institute of Health and Welfare, July 2024
27 World Economic Forum (2026) Global Risks Report
28 National Housing Supply and Affordability Council (NHSAC) (2026) State of the Housing System 2025
29 National Housing Supply and Affordability Council (NHSAC) (2026) Quarterly Report, March 2026
30 Reserve Bank of Australia (2026) Minutes of the Monetary Policy Board Meeting, March 2026
31 World Economic Forum (2026) Global Risks Report
32 Infrastructure Australia analysis of Australian Bureau of Statistics Labour Force data (2024)

Technological factors

Technology-driven transformation is accelerating, driven by rapid growth in Artificial Intelligence (AI), rising data consumption, and enabling physical infrastructure—energy grids, water systems and telecommunications networks, supported by the compute layer (AI chips, servers, storage and data centres).[33,34]

Australia's internet use and data consumption continue to grow driving investment to expand and upgrade communications infrastructure including the NBN, mobile networks and submarine cable projects, alongside wider deployment of 5G fixed wireless networks and low earth orbit satellite services for outer urban, regional and remote areas.[35]

Data centres and AI infrastructure development is accelerating with Australia ranked second globally (after the United States) as a data centre investment destination in 2024.[36] Between 2023 and 2025, companies announced plans to invest in Australian data centres that could scale above $100 billion.[37]

Governments are seeking to attract investment in data centres while balancing challenges of timely approvals, delivering public interest outcomes, and coordinating the rapid mobilisation and sequencing of capital. These considerations are occurring alongside integrated planning to ensure enabling infrastructure, such as electricity networks and water supply, can accommodate demand at scale alongside other social and economic priorities.

As digital technologies, AI and related applications become more deeply embedded—they introduce new regulatory challenges and heightened risks. Cyber threats targeting critical systems, including infrastructure and supply chains, are intensifying.[38,39,40,41,42]

Technology presents opportunities to improve construction productivity, but the industry remains slow to adopt and prioritise innovation and digital transformation, with potential missed opportunities to reduce costs and delays, improve design and mitigate environmental impacts.[43]

Examples of how Infrastructure Australia will respond to these factors in our work

- Advising on the opportunities and risks associated with technology in modern and resilient infrastructure networks, through our program of research and inquiries.
- Exploring the ways that IA can leverage Artificial Intelligence and adopting it in our work to enhance productivity and analytical capabilities.
- Identifying and monitoring changes to infrastructure jobs and skills to support a modern, innovative and productive workforce, through our Market Capacity Program.

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33 UK Ministry of Defence (2026) Global Strategic Trends: Out to 2055 (Seventh Edition)
34 World Bank (2025) Digital Progress and Trends Report 2025: Strengthening AI Foundations
35 ACMA (2026) Trends and developments in telecommunications 2024–25
36 Knight Frank (2025) Global Data Centres Report
37 Commonwealth of Australia (2025) National AI Plan, December 2025.
38 OECD (2026) Economic Outlook, Interim Report, March 2026
39 World Economic Forum (2026) Global Risks Report
40 World Bank (2025) Digital Progress and Trends Report 2025: Strengthening AI Foundations
41 Australian Signals Directorate (2025) Annual Cyberthreat Report 2024-2025
42 Department of Home Affairs (2025) Critical Infrastructure Annual Risk Review Third Edition 2025
43 Infrastructure Australia (2025) Infrastructure Market Capacity 2025 Report

Capability

The capability of our people, technology and data is intrinsic to our provision of high-quality, independent advice to the Australian Government. We are committed to continuous improvement in capability to ensure we deliver our purpose in the changing environment we operate in.

Workforce Capability

Building People Capability

We will continue to build a highly skilled and dynamic workforce to fulfill our purpose.

We are a people agency with a focus on building in-house capability to minimise reliance on external consulting expertise where able to do so. This approach is important for IA's success following recent increases to our remit, with no additional resource allocations, meaning we must work more efficiently.

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. This versatility is achieved through careful resource planning and scope management. We encourage cross team collaboration 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.

Our core values

Our core values, illustrated in **Figure 3**, are fundamental to the way we work at Infrastructure Australia. Developed in consultation with our staff, our values drive our behaviours and are embedded throughout our policies, processes, products and ways of working.

Figure 3: Our core values

Dynamic
We are flexible in the way we work together and adaptive to the changing environment

We embrace flexible working arrangements that promote work-life balance.
—
We cultivate trust and empower each other.
—
We encourage creative problem-solving and innovative approaches.
—
We foster an agile work environment and adapt quickly to changing circumstances.
—
We strive for continuous improvement, learning, and innovation.

Connected
We actively engage our stakeholders and value and support each other

We actively engage our stakeholders and colleagues.
—
We foster an inclusive environment where everyone feels valued and respected.
—
We mutually support each other by flexibly deploying resources, sharing knowledge and expertise to get the job done.
—
We ask for feedback to enhance decision-making and outcomes.
—
We connect with each other in an open and transparent way.

Purposeful
We are customer-focused and contribute to meaningful and lasting outcomes

We focus on work that creates meaningful and lasting positive change.
—
We provide pragmatic and independent advice based on data driven evidence and expertise.
—
We act as trusted advisors to build and nurture relationships with our stakeholders.
—
We commit to excellence and delivering high-quality work.
—
We are accountable and act with integrity, upholding the highest ethical standards.

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 Reconciliation Action Plan

Employee Well being

Employee wellbeing will remain a focus of our people strategy at Infrastructure Australia with an emphasis on psychosocial wellbeing. We will continue our individual employee well-being 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 better support for their teams. Our employee assistance program will be promoted to all staff through our regular employee wide engagements along with information provided on our intranet and displays within our office

ICT Capability

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

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 maintain our cyber security maturity, including ongoing training for all staff
- Transitioning to a new managed IT services provider in 2026–27 which will achieve services provisions that are better aligned to our needs and improved value for money
- Maturing our disaster response capabilities through regular testing and reviewing our response plans and procedures.

Data and Analytics Capability

Data and analytics are at the heart of what we do – enabling efficient and trusted evidence which underpins the advice we provide to Government. Infrastructure Australia 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:

- Improving user experiences across our website and core data products – such as the Market Capacity Data Portal.
- 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 continue to 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 Infrastructure Australia. 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.

Our Risk Management Framework was updated in June 2026 to closer align it to the Commonwealth Risk Management Policy and provide consistency and clearer guidance across the organisation. Training will be provided to all staff in early 2026–27 on the new framework and their responsibilities.

Our Risk Management Framework is supported by an internal audit program which focuses on key areas of risk for Infrastructure Australia and is overseen by our independent Audit Risk and Compliance Committee.

Strategic risk review

IA maintains a Strategic Risk Register which reviews our ten key risks associated with operations, people and reputation. It forms a key tool for our Audit, Risk and Compliance Committee (ARCC), 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
Operational	
• Financial risks • Compliance Risks • Fraud & Corruption Risks • Security Risks • Business continuity risks	• Ongoing review of the work program and resourcing allocation by senior management • Regular compliance reporting to an independent audit committee supported by an independent internal audit program • Independent review by ARCC of all policies and processes relating to high risk areas including finance, fraud and risk. • Actively managed conflict of interest for all leaders and decisions makers. • Robust IT systems and controls to support data, information management and security • Strong Business continuity testing and review carried out over a two-year cycle.
People	
• Resources & Capability • WHS and Wellbeing	• Strong organisational culture and work opportunities resulting in low employee turnover rates • Talent review for all roles and succession planning for all key roles occurs annually. • Knowledge sharing forums exist throughout the organisation and key processes are documented. • WHS framework is regularly reviewed and updated, along with WHS reporting to our Commissioners and leadership team. • Psychosocial wellbeing is a key focus with additional controls being developed and employee resources and support being made available. • Annual staff survey allows for confidential feedback from employees in relation to WHS and wellbeing matters.
Reputation	
• Independence • Profile • Stakeholder Management	• Robust conflict of interest and gift and benefits controls in place • Much of our advice is available publicly and tabled in Parliament. • Rigour of evidence and research in the advice we provide • Strong stakeholder management and engagement strategies in place and updated regularly • Key inter-jurisdictional forums are led by Infrastructure Australia. • Annual stakeholder perception audit is carried out and appropriate action taken where required.

Cooperation and Collaboration

Collaboration is central to Infrastructure Australia's work. The strength of our relationships with stakeholders across government and industry is fundamental to our ability to provide impactful, influential, and independent advice to the Australian Government for infrastructure investment and policy decisions that benefit the nation.

These relationships are multi-layered, involving bilateral and multilateral engagement at both officer and leadership levels. While Infrastructure Australia engages directly with each stakeholder, we also serve a national coordination role, bringing stakeholders together to address shared challenges, discuss sector issues and opportunities, and share best practices.

We fulfill this coordination role in several ways, including Infrastructure Australia-run forums such as the Cross Jurisdictional Meeting—an intergovernmental forum that brings officials from transport and infrastructure departments, central agencies, and Infrastructure Bodies together for monthly knowledge-sharing discussions on infrastructure matters.

We also convene a biannual meeting of the Chairs and CEOs of the Australian and New Zealand Infrastructure Bodies to facilitate joint collaboration on shared priorities and strategic alignment concerning infrastructure.

Over the past 12 months, Infrastructure Australia's Commissioners and CEO have engaged deeply across the Australian, state, and territory governments, consulting with central agencies, infrastructure and transport departments, water and energy departments, Ministers, and industry representatives.

They visited every state and territory, conducting site visits of key projects and nationally significant infrastructure to understand the strategic vision and priorities of each jurisdiction and to identify the greatest national needs.

This level of engagement across governments and industry gives us a deep understanding of the nationally significant infrastructure gaps and opportunities across Australia. It strengthens the credibility of our advice by ensuring it is evidence-based, informed by practical insights, and focused on supporting rigorous investment decisions by the Australian Government.

Over the next 12 months we will:

- Continue to deepen our relationships within the Australian Government, particularly in sectors beyond transport - including water, energy, housing and communications- to support Infrastructure Australia's expanded remit and strategic objectives across national priorities including housing, energy, resilience, as well as the nation's evolving infrastructure needs.
- Continue to leverage the insights and relationships developed across state and territory governments to advance Infrastructure Australia's work program - such as developing a National Planning and Assessment Framework - and support states and territories in progressing their own work programs, from providing advice on proposals to facilitating solutions to infrastructure challenges through our national coordinator role.
- Continue to collaborate with local governments and Regional Development Australia committees (RDAs) to strengthen their capability to submit project proposals to state bodies.
- Continue to deepen our relationships with industry, tackling challenges and amplifying opportunities, while strengthening our advice to the Australian Government through enhanced understanding of market conditions and challenges.
- Continue to promote infrastructure best practice on the international stage by fostering the growing global interest in Infrastructure Australia as the first independent infrastructure body of its kind. Since Infrastructure Australia's creation, several governments worldwide have established similar bodies. Infrastructure Australia continues to share knowledge, learnings, and advice with nations seeking to establish their own independent infrastructure adviser or strengthen the advice guiding their infrastructure decisions.

Infrastructure Australia does not have any subsidiaries and does not control any other entities for the purposes of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Performance

Infrastructure Australia's performance is guided by the *Infrastructure Australia Act 2008*, the Statement of Expectations from our responsible Minister and our Outcome Statement within the Portfolio Budget Statements.

This Corporate Plan summarises Infrastructure Australia's strategic goals, associated legislative functions and activities and measures. Under each strategic theme, we outline the activities we will undertake to achieve these outcomes and how we will measure our success.

Key performance indicators are set against each of the strategic focus areas as well as our ability to deliver our mandate with efficient and focused products and systems. The performance measures of our 2026–27 to 2029–30 Corporate Strategy include a mix of output, effectiveness, and efficiency measures.

Achievements and progress against each measure set out in this Corporate Plan will be reported on in the Annual Performance Statement in the 2026–27 Annual Report.

Figure 4. Relationship between guiding legislation and performance reporting

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	Strategy 2026–27 to 2029–30	Annual Performance Statement in Annual Report
Statement of Expectations as issued by the Responsible Minister	Statement of Intent provided in response to the Statement of Expectations	
Portfolio Budget Statements and Outcome Statement	Corporate Plan	

Activities and key performance indicators

Infrastructure Australia evaluates its performance with a variety of methodologies, including data analysis and surveys. We measure our performance against legislative and policy requirements and past performance as benchmarks. In line with the PGPA Act, the performance outcomes contained in the Annual Performance Statement are published in our Annual Report.

Measuring effectiveness or impact of Infrastructure Australia's advice can be challenging, as it is often not possible to link our advice to specific Government actions or decisions. We recognise that many of our measures are therefore output based. We have used feedback from our annual surveys as a mechanism for capturing our effectiveness in these measures.

Key performance metrics and indicators

Strategic focus area: Support the energy transition

Rationale:

By 2050 renewable energy is projected to supply 98% of electricity in the National Electricity Market. Accelerated delivery of renewable energy, storage and transmission infrastructure, supported by enabling infrastructure and the decarbonization of construction and transport is vital for Australia to meet its need for clean, reliable and affordable energy, and to achieve national 2035 and 2050 emissions targets.

Metric One	Targets	
	2026–27	**2027–28 to 2029–30**
Deliver advice on the role of enabling infrastructure, key challenges and priority opportunities to support the energy transition.	Advice delivered	As for 2026–27

Why this matters:

This measure directly relates to Infrastructure Australia's legislative responsibility in guiding nationally significant infrastructure, investment and reform. Guiding the planning and delivery of enabling infrastructure to accelerate Australia's energy transition supports national coordination and system-wide responses.

Methodology:

Advice captured across Infrastructure Australia's suite of products, which may include, but not limited to, the Infrastructure Priority List, Annual Budget Statement, proposal evaluations, post completion evaluations and our program of research and insights.

Measure type: Output

Metric Two	Targets	
	2026–27	**2027–28 to 2029–30**
Identify nationally significant infrastructure proposals, including transmission, generation and storage to support timely delivery of the energy transition.	Infrastructure Priority List update	As for 2026–27

Why this matters:

The Infrastructure Priority List is an outcome focused, evidence-based investment pipeline, providing a top-down perspective on the nation's infrastructure gaps and opportunities. It advises the Australian Government on the highest-priority, nationally significant proposals that should be considered for investment over the next 10 years.

Methodology:

Each update of the Infrastructure Priority List outlines the rationale for nationally significant transmission, generation and storage proposals to support the timely delivery of the energy transition across Australia.

Measure type: Output

Strategic focus area: Support housing growth

Rationale:

The National Housing Accord commits Australian governments to 1.2 million new well-located homes over 5 years from mid-2024. Enabling infrastructure such as water, sewerage, energy, communications and transport is essential in unlocking and supporting new housing.

Metric Three	Targets	
Infrastructure Australia evaluations of applicable business cases identify how proposals will facilitate housing outcomes.	**2026–27**	**2027–28 to 2029–30**
	100%	As for 2026–27

Why this matters:

Infrastructure Australia's evaluation of infrastructure proposals provides an independent, evidence-based view on the merit of proposals to inform Australian Government decision-making. Considering how relevant infrastructure proposals will facilitate housing outcomes will support Australian Government goals for housing delivery and improving liveability.

Methodology:

Infrastructure Australia will report on housing outcomes in its evaluation of all applicable business cases received from proponents.

Measure type: Output

Metric Four	Targets	
Deliver advice on the role of enabling infrastructure, key challenges and priority opportunities to support housing outcomes.	**2026–27**	**2027–28 to 2029–30**
	Infrastructure Priority List update	As for 2026–27

Why this matters:

Infrastructure Australia's advice on nationally significant infrastructure investment planning and project prioritisation ensures enabling infrastructure contributes to unlocking and accelerating new housing and enabling liveable and sustainable communities.

Methodology:

Advice captured across Infrastructure Australia's suite of products, which may include, but not limited to, the Infrastructure Priority List, proposal evaluations, post completion evaluations and our program of research and insights.

Measure type: Output

Strategic focus area: Enable modern and resilient infrastructure networks

Rationale:

Australia's infrastructure networks enable the efficient movement of goods across vast distances and connect people, places and opportunities across our cities and regions. These networks support the nation's economic growth and liveable communities across Australia. There is a need for these networks to have scalable, interoperable and resilient infrastructure to meet the needs of Australia's future requirements.

Metric Five	Targets	
Conduct analysis and audits to assess how national infrastructure networks are performing to inform development of IA's advice on priority areas for Australian Government infrastructure investment.	**2026–27**	**2027–28 to 2029–30**
	Analysis and/or audits conducted	As for 2026–27

Why this matters:

A productive national economy and liveable communities across Australia depend on fit-for-purpose national infrastructure networks. Infrastructure Australia's analysis and audits produce a cohesive national, cross-sectoral understanding of current and future infrastructure needs, and priority areas for investment and reform.

Methodology:

Analysis and/or audits developed to assess how national infrastructure networks are performing.

Infrastructure Australia leverages this advice to inform the development of Infrastructure Australia's suite of products, which may include, but not be limited to, the Infrastructure Priority List, Annual Budget Statement, proposal evaluations, post completion evaluations and our program of research and insights.

Measure type: Output

Metric Six	Targets	
Develop enhanced guidance on how proposals can better value resilience.	**2026–27**	**2027–28 to 2029–30**
	Guidance developed	N/A

Why this matters:

Infrastructure Australia has established best practice guidance on proposal development. Enhancing this guidance to better value resilience will improve the benefits of infrastructure projects to meet the current and future needs of a changing economy, population and climate.

Methodology:

Development of enhanced guidance on how infrastructure proposals can better value resilience.

Measure type: Output

Metric Seven	Targets	
Undertake a post completion evaluation on the impact of infrastructure projects to improve the resilience of critical networks	**2026–27**	**2027–28 to 2029–30**
	Post completion evaluation completed	N/A

Why this matters:
Infrastructure Australia undertakes post completion evaluations on completed significant infrastructure projects to recognise impacts and to identify and make recommendations to enhance project selection and assessment methodologies.

Methodology:
Post completion evaluation undertaken on the impact that infrastructure projects have had on the resilience of critical networks.

Measure type: Output

Strategic Focus area: Deliver our mandate with efficient and focused products and systems

Metric Eight	Targets	
Proposals on the Infrastructure Priority List align to Australian Government priorities.	**2026–27**	**2027–28 to 2029–30**
	100%	As for 2026–27

Why this matters:
The Infrastructure Priority List is an outcomes focused, evidence-based investment pipeline, providing a national view on Australia's infrastructure gaps and opportunities. Ensuring proposals on the list align with Australian Government priorities effectively supports Government when making investment decisions.

Methodology:
Each update of the Infrastructure Priority List is targeted and informed by evidence aligning each proposal to Australian Government priorities.

Measure type: Effectiveness

Metric Nine	Targets		
A National Planning and Assessment Framework is developed through engagement with states and territories.	**2026–27**	**2027–28**	**2027–28 to 2029–30**
	Engagement with 100% of states and territories	Delivery of product.	N/A

Why this matters:
A National Planning and Assessment Framework will support national consistency and coordination in infrastructure evaluations. This framework will lead to enhanced clarity and fit-for-purpose project evaluations across different infrastructure sectors, reduced duplication and increased assurance and quality of evaluations.

Methodology:
A National Planning and Assessment Framework is developed.

Measure type: Output

Metric Ten	Targets	
Project evaluations leverage a 'peer review' model where appropriate state or territory assurance outputs exist, promoting greater efficiency in the project evaluation model	**2026–27**	**2027–28 to 2029–30**
	100%	As for 2026–27

Why this matters:
Infrastructure Australia evaluates nationally significant infrastructure investment proposals from Commonwealth, state and territory governments seeking more than $250 million in Australian Government funding. The peer review model reduces duplication in work carried out by Infrastructure Australia, where the proponent has appropriate assurance processes in place, allowing Infrastructure Australia to apply a more streamlined evaluation process.

Methodology:
Proponents are encouraged to provide assurance outputs to increase knowledge and transparency. Infrastructure Australia draws on assurance outputs, as applicable, to inform and streamline evaluations.

Measure type: Efficiency

Metric Eleven	Targets	
Staff survey results show positive alignment and engagement scores compared to other organisations surveyed	**2026–27**	**2027–28 to 2029–30**
	Within the top 10%	As for 2026–27

Why this matters:
Infrastructure Australia's employees contribute to the foundation of our way of working, shaping our culture and operational methods. Employee feedback allows IA to identify areas where improvements can be made to continue to attract a diverse workforce and be a great place to work. The alignment and engagement of staff at Infrastructure Australia is therefore directly linked to how effective we can be in meeting our strategic objectives.

Methodology:
Infrastructure Australia conducts an anonymous annual staff survey. All Infrastructure Australia employees are invited and encouraged to participate. Response rates are generally over 90%.

Measure type: Effectiveness

Metric Twelve	Targets	
Proponents surveyed are satisfied or highly satisfied with the level of engagement provided during the evaluation of their proposal	**2026–27**	**2027–28 to 2029–30**
	75%	As for 2026–27

Why this matters:
Providing influential and informed advice is an important part of our role. With our vision to be a trusted leader on national infrastructure issues, engagement with key stakeholders is essential.

Methodology:
Infrastructure Australia conducts an annual stakeholder survey sent to Infrastructure Australia's significant stakeholders.

Measure type: Effectiveness

Metric Thirteen	Targets	
Australian Government stakeholders surveyed are satisfied or highly satisfied with the quality and rigour of Infrastructure Australia's advice	**2026–27**	**2027–28 to 2029–30**
	80%	As for 2026–27

Why this matters:

Providing influential and informed advice through our core activities is a fundamental part of our role. With our vision to be a trusted leader on national infrastructure issues, engagement with key Australia Government stakeholders through our core activities is essential.

Methodology:

Infrastructure Australia conducts an annual stakeholder survey sent to Infrastructure Australia's significant Australia Government stakeholders engaged with over the prior 12 month period.

Measure type: Effectiveness

Metric Fourteen	Targets	
IA delivers products required under the *Infrastructure Australia Act 2008* (the IA Act) and Statement of Expectations within statutory timeframes	**2026–27**	**2027–28 to 2029–30**
	100%	As for 2026–27

Why this matters:

Infrastructure Australia must comply with its statutory obligations and the expectations of Government to maintain trust, uphold its reputation and ensure the proper use of taxpayer dollars to deliver value.

Methodology:

Infrastructure Australia tracks compliance through its compliance registers which monitors the timely delivery of all products legislated in the IA Act and outlined in the Statement of Expectations issued by the responsible Minister.

Measure type: Output

Appendix A: Alignment of performance measures

Our strategy for the coming four years from 2026–27 continues to focus on embedding Infrastructure Australia's impact and outcomes across the three strategic focus areas (**Figure 5** refers) that reflect national priorities and require coordinated, system-wide responses across sectors, the Australian Government and states and territories.

Infrastructure Australia has included in the 2026–27 Corporate Plan new detail on the targets for each performance measure over the reporting period as well as detail on the methodology which will be used. The table below summarises the changes made to performance measures since the 2025–26 Portfolio Budget Statement (PBS). The measurement and assessment of performance measures outlined in our 2025–26 Corporate Plan will be published in our 2025–2026 Annual Performance Statements.

Figure 5. Change to the description of performance measures from the 2025–26 Portfolio Budget Statement

Strategic Focus Area	Performance measure in 2025–26 Corporate Plan	Performance measure in 2026–27 Corporate Plan	Changes made	Rationale for changes
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.	Deliver advice on the role of enabling infrastructure, key challenges and priority opportunities to support the energy transition.	Amended	Add clarity to the measure. Reporting period amended to annual compared to over the life of the plan
	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.	Not applicable	Removed	Replaced with new metric
	Not applicable	Identify nationally significant infrastructure proposals, including transmission, generation and storage to support timely delivery of the energy transition	Added	New metric to enhance alignment of products to the focus areas of the 2026–27 to 2029–30 strategy

Strategic Focus Area	Performance measure in 2025–26 Corporate Plan	Performance measure in 2026–27 Corporate Plan	Changes made	Rationale for changes
Support housing growth	Undertake a post completion evaluation on the historical impact of transport projects in supporting housing outcomes.	Not applicable	Removed	Reporting period has concluded
	Identify in our evaluation of infrastructure business cases how proposals will facilitate housing outcomes.	Infrastructure Australia evaluations of applicable business cases identify how proposals will facilitate housing outcomes	Amended	Clarify measure Reporting period amended - annual compared to over the life of the plan
	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.	Not applicable	Removed	Replaced with new metric
	Not applicable	Deliver advice on the role of enabling infrastructure, key challenges and priority opportunities to support housing outcomes	Added	Enhance alignment of products to the focus areas of the 2026-27 to 2029-30 strategy.
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.	Conduct analysis and audits to assess how national infrastructure networks are performing to inform development of IA's advice on priority areas for Australian Government infrastructure investment	Amended	Scope of metric broadened to incorporate additional analysis Reporting period amended to annual compared to over the life of this plan
	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.	Not applicable	Removed	An internal review and refresh of the market capacity product is being undertaken

Strategic Focus Area	Performance measure in 2025–26 Corporate Plan	Performance measure in 2026–27 Corporate Plan	Changes made	Rationale for changes
Deliver our mandate with efficient and focused products and systems	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.	Not applicable	Removed	Reporting period has concluded
	The Infrastructure Priority List is targeted and updated regularly, with all proposals aligned to Australian Government priorities.	Proposals on the Infrastructure Priority List align to Australian Government priorities.	Amended	Clarify measure Reporting period amended to annual compared to over the life of this plan
	A National Planning and Assessment Framework is developed, with implementation demonstrating progress toward national consistency and reduced duplication.	A National Planning and Assessment Framework is developed through engagement with states and territories.	Amended	Clarify measure. Update timing to specify activity over the 2 years to delivery.

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

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