



**Infrastructure
Australia**

August 2024

Corporate Plan

Infrastructure Australia
2024-25 to 2027-28



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.

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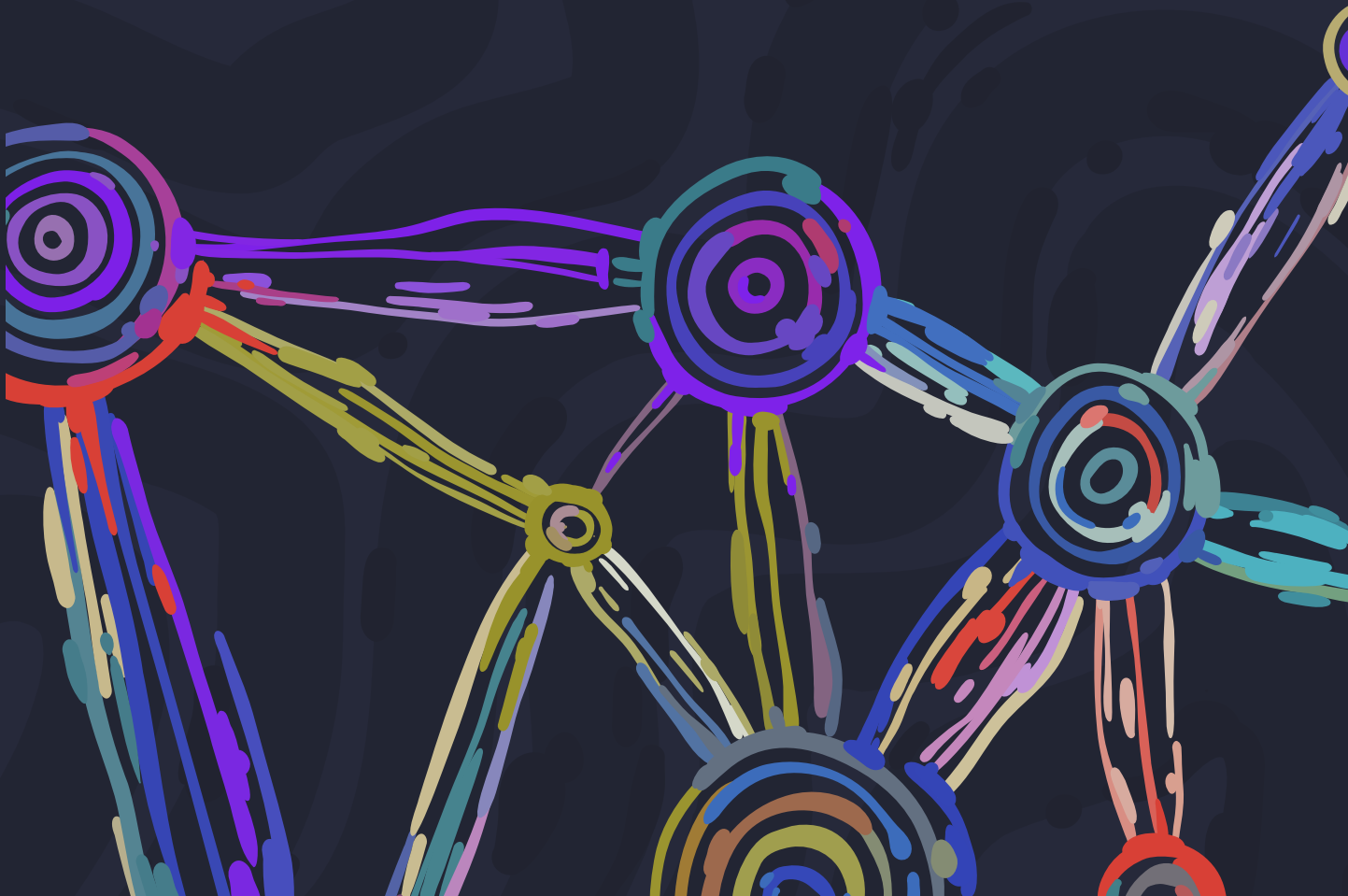
Acknowledgement of Country

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 now in the second phase of our Reconciliation Action Plan (RAP) journey, with the focus of an **Innovate RAP** to develop and pilot strategies for reconciliation initiatives, set aspirational deliverables and publicly report on these initiatives. We will do this by:

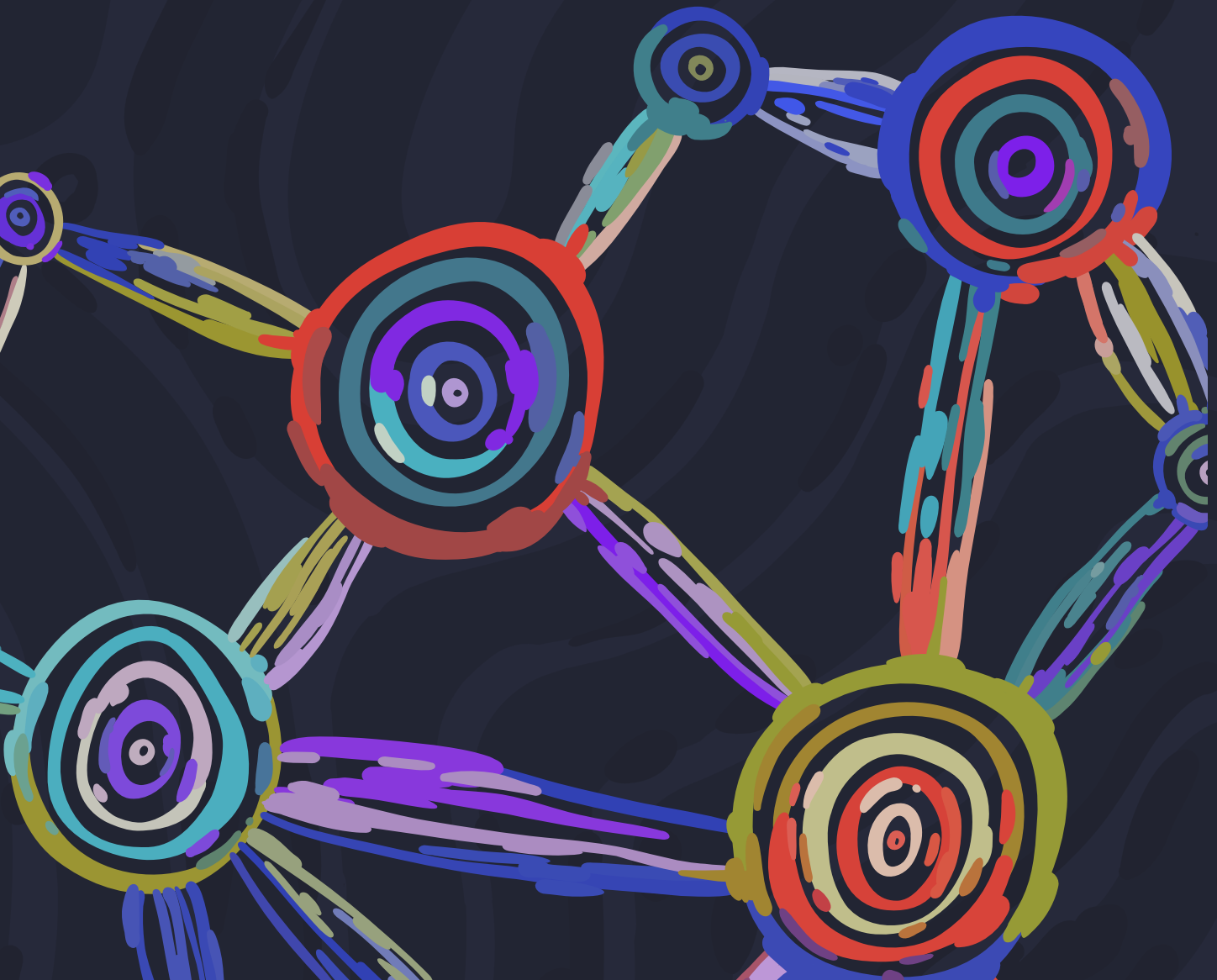
- reviewing our consultation processes and developing an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations;
- use our position as a thought leader at the national level to promote placed-based First Nations engagement in infrastructure planning and development, in pursuit of shared-decision making in line with the national agreement on Closing the Gap; and
- developing internal governance processes to ensure we fulfil and report on the commitments in the Reconciliation Action Plan.



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).





Acting Chief Commissioner's Foreword

Infrastructure Australia is the Commonwealth Government's expert, independent infrastructure adviser. From day one, our role has been to assess projects of national significance to inform the government's infrastructure decision-making. Additionally, we provide research and policy advice to inform government action on driving improvements to create an efficient and effective infrastructure industry to best serve our nation.

While Infrastructure Australia (IA) has provided this advice since 2008, the Commonwealth Government saw an opportunity to strengthen our remit and the standing of our independent advice. This process started in July 2022 with the commissioning of an Independent Review to examine our functions. In December 2022, the Government released the findings and recommendations of the review, along with its response. Legislation to amend our Act was passed in December 2023, bringing into effect the Commonwealth Government's response to the review.

This legislation has set the agency on a clear path towards delivering what the Government needs in addressing its infrastructure investment priorities and objectives. Importantly, it puts the Commonwealth Government front and centre as the customer of our advice.

With a strengthened mandate and a clear understanding of what the Commonwealth Government needs and expects, we are now working to implement our legislated changes. Some of these have already been brought into effect, such as our focus on the nation's Net Zero agenda, and our new governance structure which was put in place in April this year.

Some changes in our work and product suite will take some time and consultation, such as a move to more targeted infrastructure priority lists and plans, and the potential for Commissioners to conduct inquiries into infrastructure issues.

As we work through implementing the amendments, we are actively collaborating with key stakeholders across all three levels of government and industry, with a strong focus on Commonwealth portfolios, including the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, and the office of the Minister for Infrastructure, Transport, Regional Development and Local Government, the Hon Catherine King MP. This collaboration is critically important to ensure we are better aligned with the Commonwealth Government's priorities and objectives and can, in turn, deliver the independent, relevant advice it needs and expects.

Equally important to our need to collaborate is to have a plan to meet our strategic goals and objectives. This Corporate Plan does exactly that. The plan sets out our goals for 2024-25 and sets out how we will measure our success. Accordingly, I on behalf of the accountable authority of Infrastructure Australia, am pleased to present our *2024-25 Infrastructure Australia Corporate Plan*, which covers the period 2024-25 to 2027-28, 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*.

I would like to thank my colleague, interim Chief Commissioner Gabrielle Trainor AO, the previous Infrastructure Australia board and the highly competent IA staff, led by Chief Executive Officer Adam Copp, as well all our many stakeholders in the jurisdictions for their goodwill, expertise and commitment. Without them, we cannot hope to attain the objectives in this plan.



Clare Gardiner-Barnes
Acting Chief Commissioner,
Infrastructure Australia

Our Purpose

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

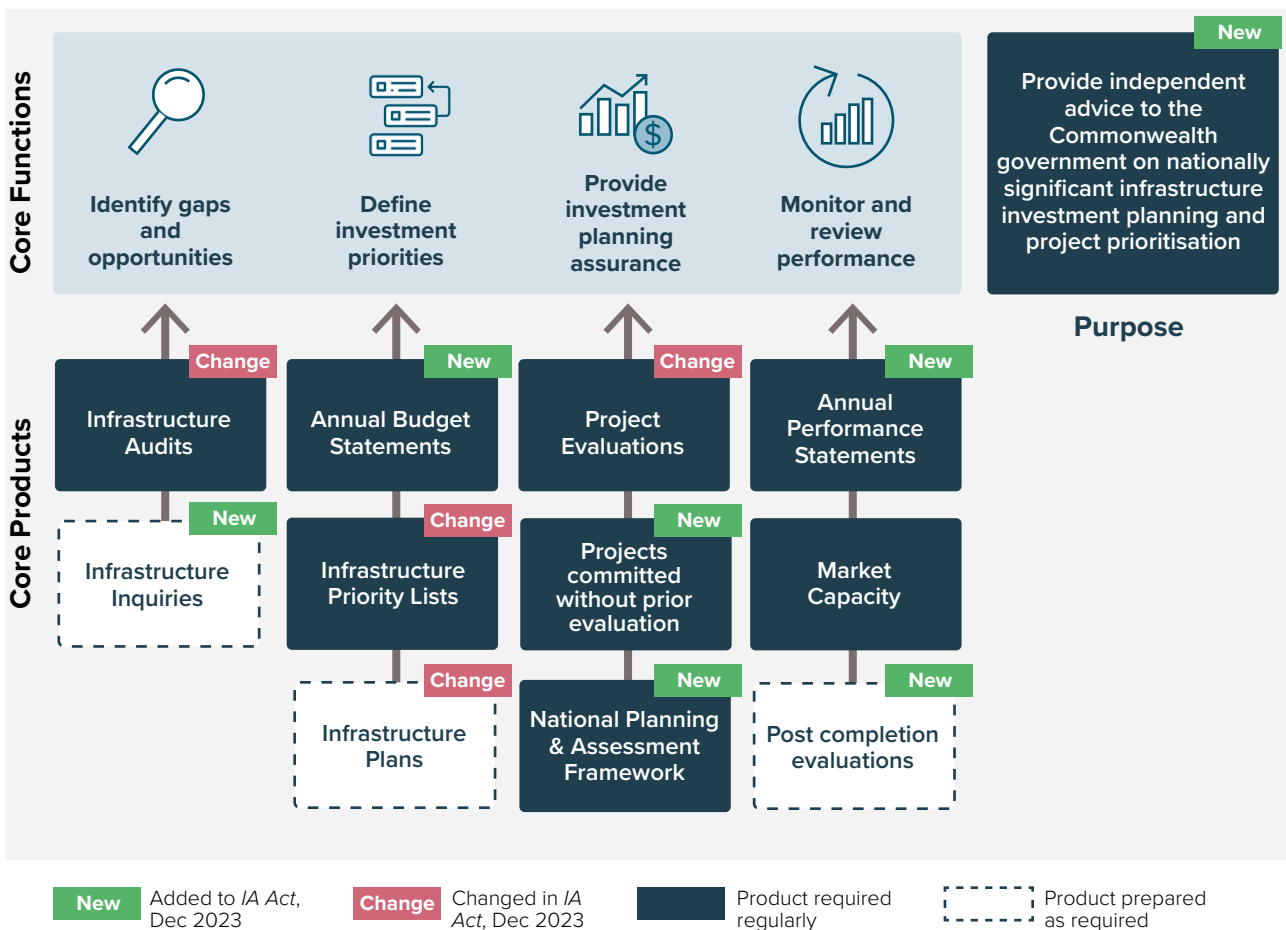
Key Activities

Our core products and activities are defined by the *Infrastructure Australia Act 2008* (Infrastructure Australia Act) and our Statement of Expectations (SOE).

Legislative amendments to the Infrastructure Australia Act passed the Parliament in December 2023, giving effect to the Government’s response to the recommendations in the [Independent Review of Infrastructure Australia](#).

These changes have refined our mandate and functions and defined new or enhanced products. Additionally, in April 2024, IA’s Accountable Authority transferred from a Board structure to a Commissioner model. A summary of our revised purpose and new or revised products is shown in Figure 1.

Figure 1. Summary of IA’s Functions and revised products



Over the course of 2024-25 and beyond, a key focus of the organisation will be the implementation of changes to our products, governance structure and other matters in accordance with changes to the Infrastructure Australia Act and the latest SOE.

As part of this Corporate Plan, we will implement the changes with close regard to the advice needs of the Commonwealth Government. We will work collaboratively with Commonwealth, State and Territory governments when developing new products and will deliver our products and services efficiently and effectively.

Additionally, during 2024-25 we will:

- Continue to provide independent advice to the Australian Government on nationally significant infrastructure matters;
- Perform the necessary functions to meet legislative and Statement of Expectations' (SoE) requirements;
- Develop revised or new products in line with the revised legislation and Government's response to the Review;
- Deliver products and advice, including an Annual Budget Statement, an Annual Performance Statement and an Infrastructure Priority List that have regard to the Government's Infrastructure Policy Statement and other stated priorities, in accordance with our Statement of Intent (Sol); &
- Deliver an Annual Market Capacity Report on the national infrastructure performance and outlook to the Infrastructure and Transport Ministers Meeting (ITMM) sub-group of National Cabinet.

Our Strategy

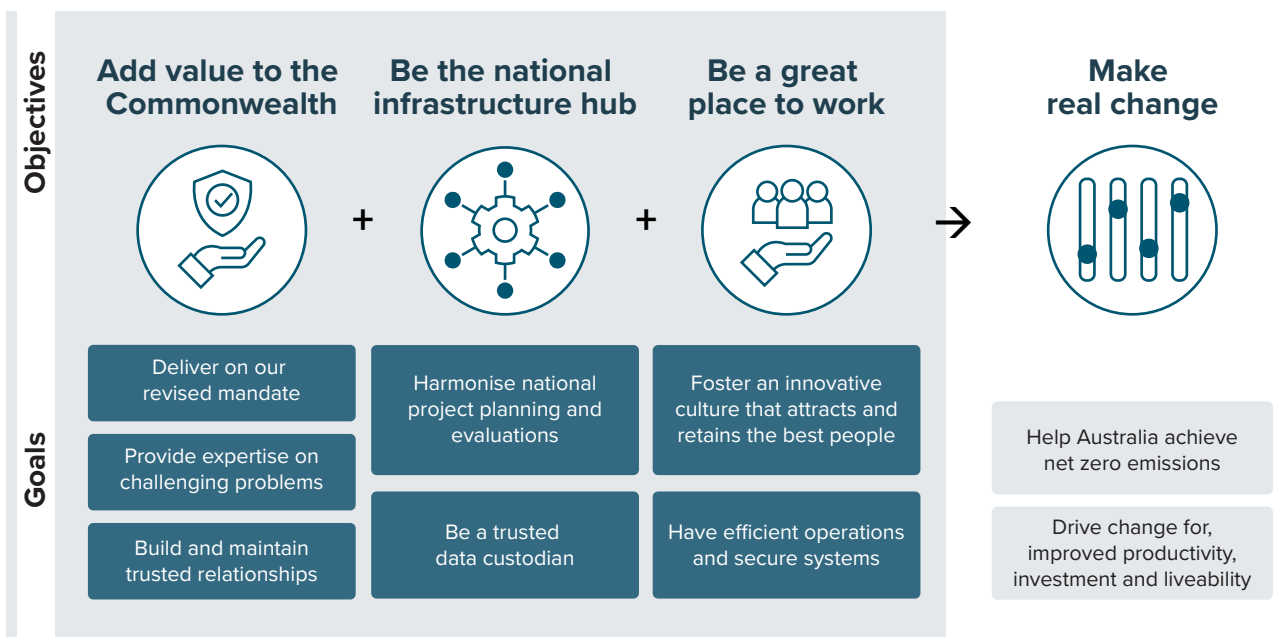
Reflecting our revised mandate and other enhancements to our remit, an updated 4-year strategic plan (2024-2028) has been developed. This strategic plan has been developed in consultation with all staff and the Board.

Our strategic focus is two-fold. First, we are pursuing outcomes for the benefit of Australians in line with our mission. Secondly, we are focusing on continual improvement in the ways we work, to allow us to effectively and efficiently achieve our purpose.

Figure 2. Mission, Purpose and our 2024-28 Strategic Objectives and Goals






2024-28 Strategic Goals



Our core values

Our core values are fundamental to the way we work and our strategy. They are embedded across all our policies, processes and products. Our values are built into our employee performance and recognition programs.

Core values

 <p>Dynamic We are flexible in the way we work together and adaptive to the changing environment</p>	 <p>Connected We actively engage our stakeholders and value and support each other</p>	 <p>Purposeful We are customer-focused and contribute to meaningful and lasting outcomes</p>
<p>We embrace flexible working arrangements that promote work-life balance.</p>	<p>We actively engage our stakeholders and colleagues.</p>	<p>We focus on work that creates meaningful and lasting positive change.</p>
<p>We cultivate trust and empower each other.</p>	<p>We foster an inclusive environment where everyone feels valued and respected.</p>	<p>We provide pragmatic and independent advice based on data driven evidence and expertise.</p>
<p>We encourage creative problem-solving and innovative approaches.</p>	<p>We mutually support each other by flexibly deploying resources, sharing knowledge and expertise to get the job done.</p>	<p>We act as trusted advisors to build and nurture relationships with our stakeholders.</p>
<p>We foster an agile work environment and adapt quickly to changing circumstances.</p>	<p>We ask for feedback to enhance decision-making and outcomes.</p>	<p>We commit to excellence and delivering high-quality work.</p>
<p>We strive for continuous improvement, learning, and innovation.</p>	<p>We connect with each other in an open and transparent way.</p>	<p>We are accountable and act with integrity, upholding the highest ethical standards.</p>

Operating Context

Environment

Infrastructure investment operates within a dynamic and complex environment shaped by economic, political, social, technological and environmental factors. Careful balancing of these factors, along with robust planning and sequencing, stakeholder engagement, risk management and governance support successful projects that enable people and places to flourish and prosper. To effectively provide advice to the Australian Government on infrastructure planning and prioritisation IA needs to be cognisant of the state of the market including the economic environment's influence on supply and demand.



Economic factors

Global	Australian, State and Territory	Industry
<p>According to the OECD¹ the global outlook is improving though growth remains modest. Inflation has been falling towards targets set by central banks, but pressures persist in relation to rising debt service costs and sizeable additional spending pressures from ageing populations, climate change mitigation and adaptation, defence and the need to finance new reforms. The OECD calls for a boost in investment and enhanced skills development, intensifying innovation, to drive technological progress, for productivity growth and to boost employment.</p> <p>The World Economic Forum’s Chief Economists Outlook noted that ‘While there are positive developments, such as easing inflationary pressures and advances in the field of artificial intelligence (AI), businesses and policy-makers face persistent headwinds and continued volatility as global economic activity remains slow, financial conditions remain tight and geopolitical rifts and social strains continue to grow.’²</p>	<p>In May 2024, the RBA Board also noted that global economic ‘inflation remains high and is falling more gradually than expected’³. Subdued economic growth is also noted as being driven by sluggish household consumption and labour market conditions easing in many countries.</p> <p>Australia’s competitiveness and quality of life for its citizens over the coming year depend on attending to the following challenges⁴:</p> <ul style="list-style-type: none"> • Bringing inflation down while ensuring a soft landing for the economy. • Reinvigorating the policy pillars of Australia’s economic success through reviews of monetary and migration policies. • Returning productivity growth to long-term averages. • Managing the clean energy transition in the most efficient and orderly manner possible. • Growing and deepening Australia’s export base after COVID-19. 	<p>The construction industry is grappling with ongoing inflation, which impacts overall costs. Volatility in material prices also pose significant challenges.</p> <p>Rising labor costs are further straining construction budgets. Industry surveys and interviews indicate ongoing concerns with labour shortage of 229,000 full-time infrastructure workers predicted as of October 2023, in all occupational groups.</p> <p>Global supply chain pressures have eased, with steady improvements in international production, trade, and transport measures while domestic capacity of materials supply particularly of steel and quarry products remains a key concern.⁵</p> <p>Against a backdrop of uncertainty, geopolitical tensions, and environmental threats, the industry must remain adaptable to ensure asset longevity and security.</p>



Infrastructure Australia proposes to respond to Australia’s macroeconomic outlook by continuing to:

- Provide expertise on challenging problems and emerging innovations and opportunities;
- Monitor infrastructure market conditions and capacity, and monitor progress to mitigate these constraints;
- Promote methods to improve infrastructure industry productivity and innovation; and
- Conduct a capacity study that focuses on the needs for the workforce to transition to a net zero economy.

¹ [OECD Economic Outlook](#)

² World Economic Forum - Chief Economists Outlook January 2024

³ [Statement on Monetary Policy - May 2024 \(rba.gov.au\)](#)

⁴ IMD World Competitiveness Yearbook 2023 - [wcy2023_australia-country-profile.pdf \(cedakenticomedia.blob.core.windows.net\)](#)

⁵ Infrastructure Australia Market Capacity Report 2023

Regulatory landscape

Global	Australian, State and Territory	Industry
<p><i>Net zero</i></p> <p>Under the Paris Agreement, the overarching goal is to limit global temperature increase to well below 2 degrees by 2050 and pursue efforts to limit it to 1.5 degrees.</p> <p>COP 28 UN Climate Change Conference in Dubai marked the conclusion of the first ‘global stock take’ of the world’s efforts to address climate change under the Paris Agreement. This revealed that progress was too slow across all areas of climate action – ‘from reducing greenhouse gas emissions, to strengthening resilience to a changing climate, to getting the financial and technological support to vulnerable nations’.⁶</p> <p>A key outcome from COP28 was a decision on increasing action across all areas by 2030 including the accelerating the transition away from fossil fuels to renewables such as wind and solar power in the next round of climate commitments.</p>	<p><i>Net zero</i></p> <p>In May 2022, the Commonwealth Government committed to reduce emissions by 43 per cent below 2005 levels by 2030 and achieve net zero emissions by 2050.</p> <p>These targets were embedded in the objectives and functions of Infrastructure Australia through the <i>Climate Change (Consequential Amendments) Act 2022</i>.</p> <p>In May 2024, the Commonwealth Government Budget highlighted initiatives such as the New Vehicle Efficiency Standard and an allocation of \$84.5 million over five years to help establish the scheme, a regulator and facilitate credit trading between manufacturers.</p> <p>The Future Made in Australia plan, provides support for a low-carbon liquid fuel industry, initially focused on sustainable aviation fuel and renewable diesel to support emissions reduction in the aviation, heavy vehicle, rail and maritime sectors. It will also explore regulatory levers and invest in net zero innovations through the Future Made in Australia Innovation Fund.</p>	<p><i>Net zero</i></p> <p>The Safeguard Mechanism requires Australia’s highest greenhouse gas emitting facilities to reduce their emissions in line with Australia’s emission reduction targets of 43% below 2005 levels by 2030 and net zero by 2050.</p> <p>It applies to industrial facilities emitting more than 100,000 tonnes of carbon dioxide equivalent per year, including in:</p> <ul style="list-style-type: none"> • electricity • mining, oil, and gas production • manufacturing • transport • waste facilities. <p>The Safeguard Mechanism requires facilities to keep their net emissions at or below their baseline. A facility’s net emissions above its baseline must be managed or risk regulatory enforcement action.</p> <p>Beyond the compliance dimension, companies representing a broad cross-section of Australia’s economy are reporting to the Clean Energy Regulator on emissions reductions initiatives and progress towards achieving climate related commitments.</p>

⁶ UN Climate Change Conference – key highlights

Regulatory landscape

Global	Australian, State and Territory	Industry
<p><i>Managing the workforce</i></p> <p>The International Labour Organisation reports that ‘labour markets have shown surprising resilience despite deteriorating economic conditions, but recovery from the pandemic remains uneven as new vulnerabilities and multiple crises are eroding prospects for greater social justice’⁷.</p> <p>Vulnerabilities relate to long term trends in stagnant productivity, ageing populations, and inequity in access to digital innovations involving generative artificial intelligence (AI).⁸</p>	<p><i>Managing the workforce</i></p> <p>In addition to migration initiatives, the Commonwealth Government through Jobs and Skills Australia is seeking to:</p> <ul style="list-style-type: none"> • minimise unemployment and underemployment; • increase productivity, real wages, participation, and sustainable economic growth; and • increase equity and reducing disadvantage. <p>Supporting these objectives involves anticipating how jobs and skills need to evolve to help the national skills system deliver the skills people need for the objectives to be achieved⁹.</p>	<p><i>Managing the workforce</i></p> <p>Analysis of current skills shortages shows that 36% of occupations assessed were in national shortage (332 out of 916) in 2023 (5% higher than the 2022).¹⁰</p> <p>Shortages were most common for Technicians and Trades Workers, with all occupations in the Construction Trades Workers group found to be in national shortage.¹¹</p> <p>Industry action and longer-term workforce planning is required to address the range of barriers to growing workforce supply. These include long lead times into an infrastructure role, high attrition rates, and a need to upskill the current workforce in emerging skills¹².</p>

⁷ ILO World Employment and Social Outlook: Trends 2024

⁸ ibid

⁹ Jobs and Skills Australia Towards a National Jobs and Skills Roadmap - Annual Jobs and Skills Report 2023

¹⁰ Ibid at p7

¹¹ Ibid

¹² IA Market Capacity Report 2023, p15

Regulatory landscape

Global	Australian, State and Territory	Industry
<p><i>Geopolitical</i></p> <p>During 2024, elections will be held in over 50 countries. Voters will head to the polls in geopolitically significant markets representing more than half of the global population and nearly 60% of global GDP.</p> <p>Many of these elections will not be fully free and fair and some will have no meaningful influence on governments.</p> <p>This is in the context of broad mistrust of establishment leaders including government, business and media leaders.¹³</p> <p>With so much potential for change in the regulatory and policy environment there is a high degree of uncertainty for economic, social, industrial and climate policies as well as the ongoing conflicts in various locations around the world.</p>	<p><i>Geopolitical</i></p> <p>In May 2024 the Commonwealth Government announced investments of \$22.7 billion over the next 10 years for its Future Made in Australia plan. The objectives of the plan are to:</p> <ul style="list-style-type: none"> • Attract and enable investment • Make Australia a renewable energy superpower • Value add to Australia’s resources and strengthening economic security • Back Australian ideas in innovation, digital, science • Invest in people and places <p>As part of this plan, the Government will establish a National Interest Framework to guide the identification of priority industries and investments in the national interest.</p>	<p><i>Geopolitical</i></p> <p>Global supply chain pressures have eased, with steady improvements in international production, trade, and transport measures compared with 12 months ago.</p> <p>Overreliance on global supply chains for products such as steel, a key construction material, potentially creates uncertainty in pricing, quality, and carbon emissions.</p>



Infrastructure Australia will continue to implement regulatory changes to:

- Embed the new governance arrangements which transferred our accountable authority from a Board to a Commissioner structure in April 2024.
- Continue to evolve our work program to give effect to earlier legislative changes that expanded IA’s remit.
- Ensure consideration of relevant regulatory changes affecting infrastructure planning and prioritization.
- Support the Commonwealth Government’s objective to achieve Net Zero through considered and relevant policy advice.

Social Factors

Global	Australian, State and Territory	Industry
<p>Political, economic and social events of global reach are reshaping the competitive landscape.</p> <p>In considering citizens' quality of life, the Institute for Management Development notes that 'Economies with stable indigenous energy production supplies, solid supply chains and favourable trade balances have been able to cope with and even benefit from the global macroeconomic shifts... Economies with agile governance and access to strong markets and trading partners have been the most successful in the 2023 IMD World Competitiveness Ranking.¹⁴</p>	<p>The Commonwealth Government's response to recent reviews of infrastructure investments is to increase its focus on productivity, sustainability, and liveability.</p> <p>Working alongside state and territory governments, the Commonwealth Government, has outlined a range of key priority reform directions for the nation: productivity, decarbonisation, housing, workforce, education, skills and training.</p> <p>Such collaboration present opportunities for governments, working together and with industry, to leverage their infrastructure spend to help achieve the vision of a resilient, prosperous, and productive nation¹⁵.</p>	<p>The direct impacts of infrastructure projects on communities and end-users elevates the importance for industry to maintain its social licence.¹⁶ Clarity and trust in the benefits a project will bring to a region or community, the impact of the project on community life, needs and values as well as relationships and quality of engagement, are all key.</p> <p>Industry action and longer-term workforce planning to address a projected shortfall of 229,000 full-time infrastructure workers¹⁷ is required to address the range of barriers to growing workforce supply. These include long lead times into an infrastructure role, high attrition rates, and a need to upskill the current workforce in emerging skills.</p>



In response to these social factors, **Infrastructure Australia** will

- provide advice to the Commonwealth Government on improving construction sector productivity and liveability and will participate in national forums for action such as the Construction Industry Culture Taskforce.
- continue to assess major infrastructure proposals and consider their social, economic and environmental impacts on the Australian community.

¹⁴ [World Competitiveness Ranking - IMD business school for management and leadership courses](#)

¹⁵ Infrastructure Australia Market Capacity Report 2023 p5

¹⁶ Extreme community backlash can result in delays and cause changes in the project scope. The Infrastructure Australia, 2019, An Assessment of Australia's Future Infrastructure Needs: The Australian Infrastructure Audit 2019, highlighted that community opposition has resulted in the delay or cancellation of approximately \$20 billion of infrastructure projects over the previous decade – p221.

¹⁷ ibid

Technological factors

Global	Australian, State and Territory	Industry
<p>The role of technology in geopolitics is likely to continue to expand with issues such as cybersecurity, data privacy and the development of emerging technologies like AI shaping international relations and security dynamics.</p> <p>‘The top economies in [the 2023 IMD World Digital Competitiveness Ranking] are those that could be considered “digital nations”, i.e. countries that facilitate the full adoption of digital technologies – including AI – by governments, companies, and individuals.¹⁸</p> <p>Alongside the pursuit of digital transformation is the increasing focus on and implementation of cybersecurity measures.</p>	<p>Australia’s digital competitiveness has fallen in the 2023 IMD World Digital Competitiveness Ranking, as the agility of businesses remains weak, future readiness falls behind other nations and cybersecurity performance undermined by a series of damaging cyber-attacks.¹⁹</p> <p>Australia is recognised as having strengths and leadership in digital government including.²⁰</p> <ul style="list-style-type: none"> • Utilisation of digital solutions to streamline citizen engagement with government services; • Oversight and evaluation of digital projects to ensure value is delivered; • Collaborative efforts in delivering a national strategy in service design; and • Strengthening of security and resilience of digital public infrastructure. 	<p>Construction is one of the least innovated sectors in Australia. Nationally, Australia lags other economies in the uptake of new techniques.</p> <p>Industry surveys and interviews indicate the reasons for this include:</p> <ul style="list-style-type: none"> • low awareness and/or understanding of the advantages of new and different techniques; • outdated procurement processes and attitudes; • manufacturing capacity limitations; and • low pipeline visibility that suppresses industry’s appetite for capability investment.²¹



Infrastructure Australia will continue to advise the Commonwealth Government on using technology as a key tool to make change, improve productivity and attract and retain workers in the construction sector.

As part of our revised remit, Infrastructure Australia will evolve our products to leverage automation and drive digital solutions to streamline and enhance engagement with stakeholders and to deliver more accessible information through:

- Harmonising national project planning and evaluations
- Being a trusted data custodian
- Having efficient operations and secure systems

18 2023 IMD World Digital Competitiveness Ranking – media release

19 [World Digital Competitiveness Ranking 2023](#)

20 [Organisation for Economic Co-operation and Development \(OECD\) Digital Government Index \(DGI\)](#).

21 Infrastructure Australia Market Capacity Report 2023 p19

Capability

To enable us to provide high-quality, independent advice to the Commonwealth Government, we must ensure we have the necessary capabilities in place. We are a knowledge-based organisation, that draws from the capability of our people and enabling data and systems to achieve this.

Building People Capability

We are committed to fulfilling our newly defined purpose and succeeding in an environment of prolonged and ongoing change. We are focused on building our people capability and further reducing reliance on external expertise.

We will keep developing our team to meet the requirements of recent changes to our legislation and updated Statement of Expectation. We are doing this through cross-function working groups to build organisational capability, and targeted learning and support where needed.

Our teams will also be supported by our cloud technology capability, which enables our staff to work from any location and keep connected while in transit.

The expansion to our remit will require additional resources and attracting and retaining the right people is critical. IA offers 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.

We recognise the importance of a diverse workforce and will keep improving our ways of working to support our family friendly working environment. This is vital for us to retain our equal gender balance across the organisation and within our leadership team in the future.

Employee wellbeing will remain a focus for our people strategy at IA. With the ongoing period of change Infrastructure Australia has faced and continues to face, it is important we support our staff and give them the resources and opportunities to minimise impact to their health and wellbeing. We will keep promoting our wellbeing resources and prioritise a safe and healthy work environment. We will continue our individual employee wellbeing check-ins and all staff survey and respond to any areas of concern raised through these. We will continue our all-staff wellbeing training program, with targeted training for managers to enable them to better support their staff.

Building our data capability

IA is focused on building our data capability over the next years. This is an essential capability for us as it compliments and supports the advice we provide to Government. This data capability will include working towards giving transparency to the national infrastructure construction pipeline and enabling government decision makers to simulate the associated demand forecasts for Plant, Labour, Equipment & Materials.

We will develop a Data Strategy that will align with our Corporate Plan and guide our data collection, analysis, sharing and reporting activities. The Data Strategy will assist us in identifying our data needs, sources, gaps and opportunities, and establishing clear roles and responsibilities for data governance and quality. It will also enable us to leverage existing and emerging data platforms and technologies, such as cloud computing, advanced analytics and machine learning, to enhance our data-driven insights and innovation.

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 foster a culture of data curiosity and collaboration. We will also continue to attract and retain data specialists to support our data projects and initiatives and share their expertise and best practices with other teams.

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.

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

Strategic risk review

Infrastructure Australia 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
Financial	
<p>Poor budget management or financial mismanagement, adversely impacting our ability to deliver our strategic objectives.</p>	<ul style="list-style-type: none"> • 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.
People	
<p>Inability to deliver core activities or achieve strategic objectives within set time frames due to insufficient or loss of key staff and skills.</p>	<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.

Strategic risk	Risk mitigation strategies
Reputation	
<p>Adverse impact to our reputation 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. <p>impacting the credibility and utilisation of our advice.</p>	<ul style="list-style-type: none"> • Our advice goes through a panel review process 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 Commission. • 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. • 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

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Infrastructure Australia is an independent agency within the portfolio of the Department of Infrastructure, Transport, Regional Development, Communications, and the Arts (DITRDCA). It is critical we maintain an open, collaborative and transparent relationship with the department to achieve our purposes.

Infrastructure Australia works closely with DITRDCA on a day-to-day basis, providing independent expert advice on infrastructure project and policy matters. In December 2022, the Australian Government released the findings and recommendations of the Independent Review of Infrastructure Australia, along with its response. Infrastructure Australia has worked closely with DITRDCA on the implementation of the government's response, and on the subsequent amendments to the *Infrastructure Australia Act 2008* (Cth), enacted by the Australian Parliament to give effect to the major elements of the Review. These changes to Infrastructure Australia have seen our agency now provide advice directly into the Federal Budget process, assisting the Minister in her decisions regarding the funding of proposals, and providing two Annual Statements to Parliament, reporting on the state of the infrastructure sector nationally.

With the passing of the *Climate Change Act 2022* (Cth) and the establishment of the Net Zero Unit within DITRDCA, Infrastructure Australia have worked closely with the Net Zero Unit and DITRDCA more broadly to support the implementation of the government's commitment to achieving substantial reductions in net greenhouse gas emissions. This includes the development of a consistent value of carbon for use in the assessment of infrastructure proposals, as endorsed by the Infrastructure and Transport Ministers' Meeting in June 2024, and the development and publication of our Embodied Carbon Projections for Infrastructure and Buildings report.

Representatives from DITRDCA engage regularly with Infrastructure Australia through formal and informal meetings including attendance at the monthly Cross Jurisdictional Meeting and I-Bodies CEO meeting, both of which are hosted by Infrastructure Australia.

Department of Prime Minister & Cabinet

Infrastructure Australia maintains a positive and cooperative relationship with the Department of Prime Minister & Cabinet (PM&C) which supports the utilisation of our advice across government, while also providing us with visibility as to the whole-of-government approaches to national matters of infrastructure. We meet regularly with senior representatives of the infrastructure division of PM&C to provide strategic sector insights and updates as to the strategic operation of our agency. Representatives from PM&C also attend Infrastructure Australia's monthly Cross Jurisdictional Meeting.

The Treasury & Department of Finance

As the central agencies tasked with managing the Commonwealth Government's balance sheet, Infrastructure Australia maintains a strong working relationship with The Treasury and the Department of Finance. Infrastructure Australia provides briefings and updates to The Treasury and Department of Finance on the market's capacity to deliver the current national infrastructure pipeline as well as advice through the formalised Budget process.

Department of Climate Change, Energy, Environment and Water

Energy and water are both sector pillars for which Infrastructure Australia is responsible and as such, a strong and collaborative working relationship with the Department of Climate Change, Energy, Environment and Water (DCCEEW) and the National Water Grid is of critical importance. We continue to work closely with DCCEEW, particularly with regards to supporting the Government's ambitions to decarbonise the economy.

State and territory governments

As an independent advisor to the Commonwealth Government on nationally significant infrastructure planning and prioritisation, we have a critical relationship with the state and territory public service, who plan and manage the delivery of much of the infrastructure that the Government invests in.

We maintain relationships of trust and mutual respect with state and territory governments to ensure we receive the data and evidence required to provide high-quality advice. We also work collaboratively with state and territory governments to provide advice on their work programs and infrastructure proposals.

We regularly host the Cross Jurisdictional Meeting with relevant government stakeholders to share best practice and provide an opportunity to connect jurisdictions with each other. The monthly Cross Jurisdictional Meeting is an interjurisdictional meeting facilitated by Infrastructure Australia comprising Commonwealth, state and territory officials mostly from transport, infrastructure and central agencies and the jurisdictional infrastructure bodies (I-bodies). The meetings are focussed on the sharing of information and the facilitation of inter-jurisdictional engagement on national issues of infrastructure (projects, policy and challenges/opportunities).

National and international infrastructure bodies

Infrastructure Australia was the first independent infrastructure body (I-Body) of its kind. There are now a wide range of similar bodies across Australia and internationally. We now play a key coordinating role among these bodies nationally, hosting regular meetings at the Commissioner, CEO, and staff level to develop a shared work program. In 2024-25, the national I-Bodies are collaborating on a national energy transition infrastructure work program with future areas for collaboration currently under development.







We are also in regular contact with international I-Bodies to discuss issues of common interest and share best practice, including a formalised I-bodies CEO meeting. The I-bodies CEO meeting is a regular meeting of the CEOs of the Australian and New Zealand I-bodies. Where an I-body does not exist in a given jurisdiction (e.g ACT and QLD) a senior representative from a relevant infrastructure department attends. Meetings are chaired by Infrastructure Australia and held under Chatham House rules. Meetings feature strategy updates and presentations from I-bodies, discussions on national matters of infrastructure, and general updates. Meetings are also attended by representatives from DITRDCA.

Performance

Infrastructure Australia’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 (2024-25 to 2027-28)

We strive to ensure that Australia is investing in productive and sustainable infrastructure that enhance Australians’ quality of life. We do this by providing independent advice on nationally significant infrastructure investment planning and project prioritisation.

In this Corporate Plan, we set out our Key Performance Indicators against our Strategic Goals and Measures. The performance measures of our 2024-25 to 2027-28 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.

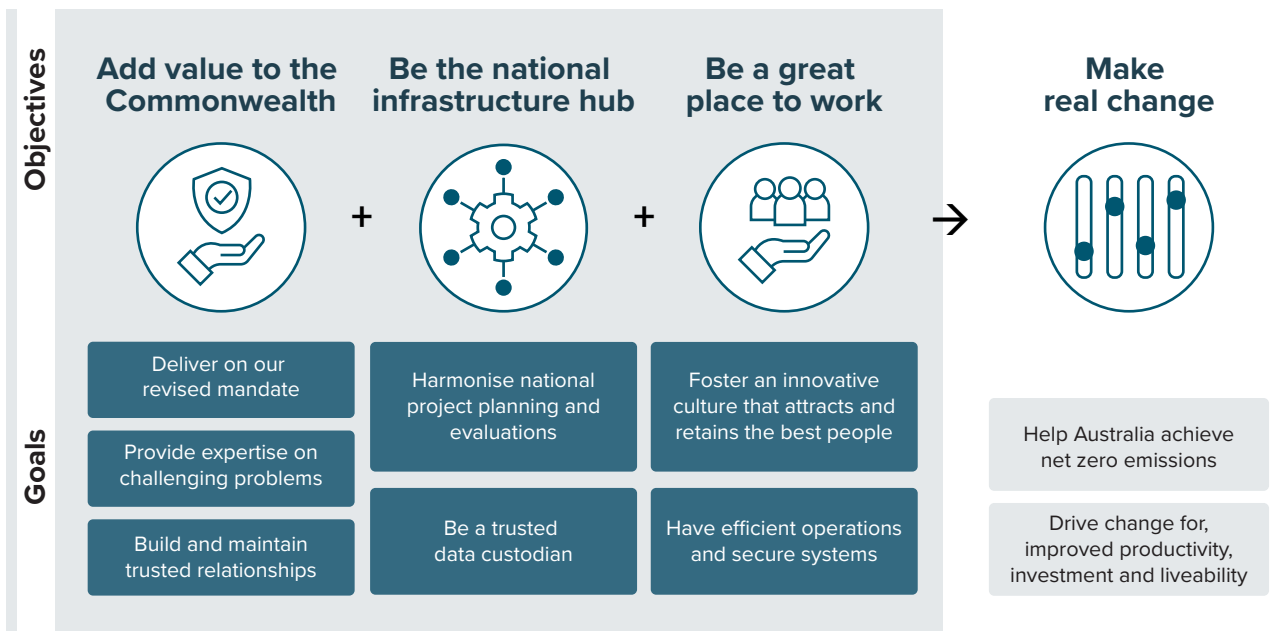


Figure 3. 2024-28 Strategic Objectives and Goals

Objective	Goal	Metrics & indicators
Add value to the Commonwealth Government	Deliver on our revised mandate	<ul style="list-style-type: none"> New products under the revised IA Act are delivered within statutory timeframes IA's Corporate Plan and strategic goals are reviewed and (where appropriate) revised within 12 months following the appointment of permanent Commissioners
	Provide expertise on challenging problems	<ul style="list-style-type: none"> 75% of stakeholders surveyed are satisfied or highly satisfied with the quality and rigour of Infrastructure Australia's advice. 50% of Infrastructure Priority List proposals receive Commonwealth Government funding. 100% of Infrastructure Australia's evaluations of business cases are tabled in parliament and published on our website within statutory timelines.
	Build and maintain trusted relationships	<ul style="list-style-type: none"> 75% of stakeholders surveyed are satisfied or highly satisfied with the quality of Infrastructure Australia's stakeholder engagement. 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.
Be the national infrastructure hub	Harmonise national project planning and evaluations	<ul style="list-style-type: none"> 100% of states & territories contribute to developing the National Planning and Assessment Framework (NPAF) and the ongoing plan to harmonise project development practices. At least 80% of eligible project evaluations leverage a 'peer review' model where appropriate state or territory assurance outputs exist.
	Be a trusted data custodian	<ul style="list-style-type: none"> 75% of relevant stakeholders surveyed are satisfied or highly satisfied with the market capacity report. Maintenance of trust as an independent national agency, as measured by maintaining data sharing agreements with all State, Territory and Commonwealth governments.
Be a great place to work	Foster an innovative culture that attracts and retains the best people	<ul style="list-style-type: none"> Staff survey results show an alignment and engagement score in the top 10% of all other organisations surveyed.
	Have efficient operations & secure systems	<ul style="list-style-type: none"> Staff survey results show IT & systems scores in the top 10% of all other organisations surveyed.

Objective	Goal	Metrics & indicators
<p>Make a positive impact</p>	<p>Help Australia achieve net zero emissions</p>	<p><i>Attribution Measures</i>²²</p> <p>At least 50% of proposals identify approaches to reduce or mitigate emissions in construction and operations.</p> <p>Establish a baseline and a reduction strategy to 2023 for greenhouse gas emissions associated with how we work at Infrastructure Australia.</p> <p><i>Contribution Measures</i>.²³</p> <p>The infrastructure sector accounts for its contribution to Australia’s emissions reduction target of 43% by 2030, as measured by Department of Climate Change, Energy, the Environment and Water in the annual National Greenhouse Gas Inventory.</p> <p>The infrastructure sector accounts for its contribution to Australia’s emissions reduction target of net-zero no later than 2050, as measured by Department of Climate Change, Energy, the Environment and Water in the annual National Greenhouse Gas Inventory.</p>
	<p>Drive change for improved productivity, investment and livability</p>	<p><i>Attribution Measures</i></p> <p>Consult with 100% of states and territories in developing enhanced guidance for assessing productivity and liveability in infrastructure proposals.</p> <p><i>Contribution Measures</i></p> <p>100% of jurisdictions have 10-year pipelines for projects and concessions over \$20 million as measured by an audit conducted by Infrastructure Australia.</p> <p>Develop an appropriate baseline and seek to improve over time, the Multifactor Productivity Metric for construction sector productivity</p>

²² Attribution measures are directly linked to Infrastructure Australia’s activities and can be measured by our outputs.

²³ Contribution measures are indirectly linked to Infrastructure Australia’s activities. These outcomes are viewed as common outcomes where Infrastructure Australia is a contributing entity toward the achievement of a common goal. The nature of Infrastructure Australia’s role means that other Commonwealth agencies, jurisdictions and other parties often contribute collectively to the achievement of outcome goals pursued by Infrastructure Australia.

Appendix A: Alignment of performance measures

The following table outlines the changes to performance information over the 2023-24 Corporate Plan.

Performance measure in 2023-24 Corporate Plan	Performance measure in 2024-25 Corporate Plan	Changes made	Rationale for changes
Various measures linked to previous goals	Various measures linked to new goals (measures unchanged)	Re-aligned to reflect new goals	Reflecting the refined goals of the 2024-28 Corporate Strategy
Not applicable	New products under the revised IA Act are delivered within statutory timeframes	Added	Legislation changes and reflecting the refined goals of the 2024-28 Corporate Strategy
Not applicable	IA's Corporate Plan and strategic goals are reviewed and (where appropriate) revised within 12 months following the appointment of permanent Commissioners	Added	Legislation changes and reflecting the refined goals of the 2024-28 Corporate Strategy
75% of relevant Australian Government budget funding commitments come from the Infrastructure Priority List	50% of Infrastructure Priority List proposals receive Commonwealth Government funding.	Switched emphasis on the IPL becoming active rather than passive	Legislation changes for a shorter, targeted IPL
100% of Infrastructure Australia's evaluations of business cases are published on our website within statutory timelines.	100% of Infrastructure Australia's evaluations of business cases are tabled in parliament and published on our website within statutory timelines.	Added 'tabling'	Legislation changes for tabling requirements
75% of proponents applying new guidance and tools from the Infrastructure Australia Assessment Framework (2021 release) to submitted proposals	100% of states & territories contribute to developing the National Planning and Assessment Framework (NPAF) and the ongoing plan to harmonise project development practices.	Measure updated to reflect a new National Planning & Assessment Framework	Legislation changes to develop an NPAF

Performance measure in 2023-24 Corporate Plan	Performance measure in 2024-25 Corporate Plan	Changes made	Rationale for changes
Not applicable	At least 80% of eligible project evaluations leverage a 'peer review' model where appropriate state or territory assurance outputs exist	Added	Legislation changes to adopt a peer review model where appropriate
Not applicable	Data sharing agreements are maintained with all State, Territory and Commonwealth government	Added	Reflecting the refined goals of the 2024-28 Corporate Strategy
Staff survey results show an alignment and engagement score in the top 25% of all other organisations surveyed.	Staff survey results show an alignment and engagement score in the top 10% of all other organisations surveyed.	Measure updated to reflect continuous improvement	Reflecting the refined goals of the 2024-28 Corporate Strategy
Not applicable	Staff survey results show IT & systems scores in the top 10% of all other organisations surveyed	Added	Reflecting the refined goals of the 2024-28 Corporate Strategy
Assess the impacts of 100% of business cases against quality of life, productivity, environment, sustainability, and resilience. Baseline and increase the percentage of proponents who complete this work overtime.	Consult with 100% of states and territories in developing enhanced guidance for assessing productivity and liveability in infrastructure proposals.	Measure updated to reflect legislation changes and continuous improvement	Reported on in 2023-24 Annual Report. Legislation changes to develop an NPAF in consultation with states & territories.
Not applicable	Establish a baseline and a reduction strategy to 2023 for greenhouse gas emissions associated with how we work at Infrastructure Australia.	Added	Reflecting the refined goals of the 2024-28 Corporate Strategy

Performance measure in 2023-24 Corporate Plan	Performance measure in 2024-25 Corporate Plan	Changes made	Rationale for changes
Not applicable	The infrastructure sector accounts for its contribution to Australia's emissions reduction target of 43% by 2030, as measured by Department of Climate Change, Energy, the Environment and Water in the annual National Greenhouse Gas Inventory	Added	Legislation changes and reflecting the refined goals of the 2024-28 Corporate Strategy
Cost of living index remains stable or decreases over 10 years as measured by Australian Bureau of Statistics	Not applicable.	Removed	Reported on in 2023-24 Annual Report. Reflecting the refined goals of the 2024-28 Corporate Strategy
100% of proponents consider IA's Greenhouse Gas Emissions Guidance in business case proposals.	At least 50% of proposals identify approaches to reduce or mitigate emissions in construction and operations.	Measure updated to reflect IA's new <i>Guide to assessing greenhouse gas emissions</i>	Legislation changes
Assess the network and system integration of 100% of business case proposals. Baseline and increase the percentage of proponents who complete this work overtime.	Develop an appropriate baseline and seek to improve over time, the Multifactor Productivity Metric for construction sector productivity	Measure updated to reflect continuous improvement	Reported on in 2023-24 Annual Report. Reflecting the refined goals of the 2024-28 Corporate Strategy, including aligning with Government priority of productivity improvements
Australia ranks in top 5 OECD countries in the next 10 years in terms of quality-of-life, as measured by OECD Better Life Index.	Not applicable	Removed	Reported on in 2023-24 Annual Report. Reflecting the refined goals of the 2024-28 Corporate Strategy.

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

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