



Australian Government

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

2024–25

CORPORATE PLAN

Covering the reporting period 2024–25 to 2027–28



Connecting Australians
Enriching our communities
Empowering our regions

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Acknowledgment of Country

We acknowledge the Traditional Custodians of the lands where we work and live. From the desert to the high Country, connecting to our beaches and sand, through the snow, the rivers and saltwaters, in our cities, the bush and islands, we reflect, respect, and celebrate the unique and diverse communities we serve. We walk with Aboriginal and Torres Strait Islander peoples, celebrating the oldest continuing living cultures in the world — listening, learning, and yarning, to understand the past and work as one towards an inclusive future. We pay our respects to all Elders past and present. We are committed to creating positive change and promoting meaningful reconciliation.



Connections by Mahalia Mabo, a proud Manbarra, Nywaigi, and Meriam woman.

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Message from the Secretary



Jim Betts
Secretary

“

The work of the Department of Infrastructure, Transport, Regional Development, Communications and the Arts touches lives across the country every day as we strive to connect Australians, enrich our communities and empower our regions.

”

The 2024–25 Corporate Plan outlines our approach to delivering a program of work across our regulatory, program and policy functions as we work with our partners to enable connected, productive, safe, sustainable and culturally vibrant communities in our cities, regions and territories.

In delivering on our purpose and responsibilities, we will be guided by evidence-based strategies from the Infrastructure Policy Statement and the National Road Safety Strategy to the Regional Investment Framework and our national Cultural Policy Revive. This year will see the delivery of the Transport and Infrastructure Net Zero Roadmap and Action Plan, the National Urban Policy and the Aviation White Paper which will further guide our work going forward.

The department is committed to its National Closing the Gap Agreement responsibilities and to meeting the targets for essential service infrastructure, digital inclusion, and languages. Our First Nations Steering Committee, which I am proud to chair, will continue to promote an inclusive environment for First Nations staff to share knowledge and expertise while the delivery of the *Our Stories on Country* agreement, will help embed First Nations perspectives across the department.

In 2024–25, we will also continue to play a critical role in contributing to the achievement of the Australian Government’s greenhouse gas emissions reduction targets. The delivery of the Transport and Infrastructure Net Zero Roadmap and Action Plan will provide a clear strategy to reduce emissions across the transport and infrastructure sectors and contribute to achieving the government’s greenhouse gas emissions reduction targets of net zero by 2050.

Creative Economy and the Arts

Our work in the arts is of significant economic, cultural, educational and social importance to our country. The release in 2023 of the National Cultural Policy, Revive, provides a vehicle to deliver the government’s commitments to the arts and creative sector and facilitates dialogue between all levels of government to help address the national challenges facing the sector. We look forward to continuing this dialogue as we implement Revive over the coming year.

Legislation has passed the Parliament to complete the expansion of Creative Australia, the government’s principal arts funding and advisory body, as outlined in Revive. Music Australia, Creative Workplaces and recently First Nations Arts and Writing Australia have been legislated and the department will work closely with Creative Australia on these initiatives.

The government committed additional funding in the Budget to protect and promote First Nations languages and we are working with the languages sector to progress this work. The government also allocated significant additional funding to the national arts training organisations. This funding will help strengthen and support the creative economy through investment in training artists and arts workers. The department also administers the Location Offset screen incentive which has been increased to 30%. This will help attract large budget screen productions to film in Australia, providing jobs and training opportunities, and supporting local businesses.

Transport

Safe, efficient and reliable transport underpins the Australian economy and the department has a broad range of regulatory responsibilities including across aviation, maritime and road safety. A key focus in this space for 2024–25, will be the establishment of a new regulator to oversee the New Vehicle Efficiency Standard (NVES). The NVES is projected to achieve 321 million tonnes of abatement by 2050, around \$95 billion in fuel savings and \$5 billion in health benefits.¹ To reduce emissions in hard-to-abate transport sectors, such as aviation and heavy vehicles, the Australian Government is also progressing measures to support a domestic low carbon liquid fuel industry. This includes developing a certification scheme for low carbon liquid fuels, investing to commercialise innovation through the \$1.7 billion Future Made in Australia Innovation Fund, and consulting with industry on the optimal mix of demand-side and supply-side policies.

Australian supply chains are critical to our future economic success and to strengthening the connection between our regions and urban centres. Over the coming year, the department will work with the states and territories to refresh and update the National Freight and Supply Chain Strategy to ensure it remains fit for purpose in improving the efficiency, effectiveness and reliability of our supply chains. We will also work towards implementation of a strategic fleet pilot program to provide the government with increased maritime capability.

1 [Cleaner, Cheaper to Run Cars: The Australian New Vehicle Efficiency Standard Consultation Impact Analysis | Department of Infrastructure, Transport, Regional Development, Communications and the Arts \(infrastructure.gov.au\)](#).

In the aviation space, 2024–25 will see the delivery of the Aviation White Paper which will set the long-term policies to guide the next generation of growth and innovation in the aviation sector. The final Environmental Impact Statement (EIS) for Western Sydney International (Nancy-Bird Walton) Airport is also on track to be published in late 2024 and is a key part of the continued planning and development that will see the airport operational in late 2026.

Regions Cities and Territories

The way we plan and govern our urban spaces determines the way we live, work and play, and in turn, our resulting prosperity, productivity and wellbeing. This year we will continue to deliver on the government's urban agenda through the delivery of a National Urban Policy and the publishing of a State of the Cities Report which will provide an accurate picture of urban life in our cities. Meanwhile, we will continue to take a place-based approach to regional development and through the Growing Regions and the regional Precincts and Partnerships Programs, help support strong and sustainable regional communities and economies.

The Office of Northern Australia will continue to partner with jurisdictions, Australian Government agencies and First Nations leaders to address the unique challenges faced in our north and to work towards the delivery of long-term sustainable growth in Northern Australia.

We remain committed to delivering services to our non-self-governing territories. We recognise the different needs of each community and will work with local communities and service providers to deliver services and infrastructure solutions.

Infrastructure

Creating a strong future for Australia's economic growth means investing in construction of safe, sustainable and reliable transport infrastructure. Through the rolling 10 year infrastructure investment pipeline, we will continue to provide integral governance and support for nationally significant infrastructure projects which contribute to improved productivity, sustainability and resilience, and liveability, including road safety.

In partnership with our state and territory partners, 2024–25 will see us finalise a new Federation Funding Agreement Schedule (FFAS). Implementation of the FFAS will address many of the reforms recommended in last year's Infrastructure Investment Program review and implement new governance arrangements for Commonwealth-state funding agreements.

The department will also continue to engage with our partners to support infrastructure priorities, governance arrangements and communications for the Brisbane 2032 Olympic and Paralympic Games. Our investment in key venue infrastructure will provide opportunities for growth in South East Queensland and make the region more connected, liveable and prosperous for future generations.

Communications and Media

The challenging and ever-changing online environment gives the department opportunities to develop robust strategies to protect Australians online into the future.

The review of the *Online Safety Act 2021* and the age assurance trial are examples of this, as is progressing work to combat misinformation and disinformation online.

Connectivity is integral to an inclusive, productive and cohesive society. We will work closely with our industry partners to ensure the telecommunications sector is able to keep investing in new digital connectivity in line with community expectations, particularly in remote and regional areas. Investment that supports access to broad range of services — broadband, telephone, broadcasting and payphone services — will continue to benefit Australians by promoting innovative, competitive and safe communications. Our work will also support continued and reliable communications, particularly with respect to accessibility for a range of vulnerable members of the community. In 2024–25 this will include continuing to support affordable connectivity for the most disadvantaged, such as remote First Nations communities and low-income families with school students. We will also continue to develop the News Media Assistance Program to establish a robust evidence base and clear principles to guide government decisions which support public interest journalism and safeguard media diversity.

Ongoing natural disasters and emergencies continue to highlight the importance of reliable communications connectivity and the importance of telecommunications infrastructure and mobile resilience and hardening programs that we deliver. Our other policies and programs help people stay connected and informed during natural disasters and emergencies including our overall responsibility for the Triple Zero Emergency Call Service.

Our work will ensure the ongoing engagement with a broad range of industry, government and international stakeholders and continued governance oversight of the governments shareholding interest in Australia Post and the National Broadband Network.

Corporate

Our Corporate group provides the professional services and support that enable the department to continue delivering for the Australian community. We recognise our responsibility to administer our financial resources in a fiscally responsible way and to ensure we are financially sustainable. In the coming year, we will continue to invest in and strengthen our enabling services, streamline our processes and implement a people-centred approach, to create a more efficient and user-friendly workplace.

In 2024–25, we are entering our second year of Annual Performance Statements auditing by the Australian National Audit Office (ANAO). This Corporate Plan continues to enhance our suite of performance measures to better represent and measure the department's large and varied body of work.

We will also continue implementing our Agency Action Plan to address the findings of the APSC Capability Review and in turn lift our capability in strategic thinking, strengthen our ability to behave with integrity and improve collaboration across the department and with our stakeholders.

I am committed to continue building the department's culture to be reliable and responsive, and to reflect kindness, collaboration, creativity, innovation and daring. Our inspiring staff-led diversity and inclusion networks are supporting this goal and helping to create a culturally capable and respectful place to work.

I, Jim Betts, as the accountable authority of the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, am pleased to present the department's 2024–25 Corporate Plan, for the reporting period 2024–25 to 2027–28, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Jim Betts
Secretary



Image: NICA Oneric 2023 Graduate ensemble. Credit: Rob Blackburn
This image also appears on the front cover and page 11.

Introduction



Our Vision

Our work connects and enriches every Australian community, underpins our economy and society, and empowers our regions. We provide policy advice and deliver programs, projects and services in the infrastructure, transport, communications and arts sectors, supporting our regions, cities and territories.

Figure 1: Our Vision

Our strategic objectives are to serve the government of the day, with a focus on improving the lives and opportunities of the Australian community by:



Our Purpose

The department is undertaking an uplift of our performance information, including how our Vision, Purpose, Outcomes and key activities align. In addition, the APSC Capability Review (the Review) identified the need for the department to better articulate its purpose and what it is trying to achieve for Australia. The department's Action Plan committed to a review of the current purpose statements to ensure their proper reflection of the department's important role in supporting the economic, social and cultural wellbeing of Australia. Find further details in the [APSC Capability Review](#) section.

The department has completed this review, which included a series of consultative workshops with the department's Senior Executive Service. The review found that the existing 5 purpose statements no longer accurately represented the work undertaken by all areas of the department.

The outcome of the review process is a new, single, purpose statement for the department.

We work with our partners to enable connected, productive, safe, sustainable and culturally vibrant communities in our cities, regions and territories to improve the lives of Australians.

Our Outcomes, Programs and Key Activities

Our purpose is achieved through our Outcomes, programs and key activities.

Outcome 1

Transport Connectivity (infrastructure)



Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure

Program 1.1: Infrastructure Investment

Key Activities

- Advise on, deliver and manage the Infrastructure Investment Program (IIP)
- Support of Government Business Enterprises.

Outcome 2

Transport Connectivity (Transport)



An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations

Program 2.1: Surface Transport

Key Activities

- Support surface transport decarbonisation, productivity and safety through policy advice
- Administer regulatory functions to drive compliance across the surface transport emissions, productivity and maritime safety environments
- Administer and monitor the delivery of surface transport programs.

Program 2.2: Road Safety

Key Activities

- Support road safety in Australia
- Administration of the Road Vehicle Standards (RVS) legislation
- Advise on and deliver better road safety.

Program 2.3: Air Transport

Key Activities

- Support a safe and accessible transport system
- Support the implementation of key Aviation White Paper Outcomes
- Lead the design of the Western Sydney Airport flight paths
- Manage domestic aviation programs and regulations
- Administer effective domestic aviation safety policy.

Outcome 3

Regional Development, Local Government, Cities and Northern Australia



Strengthening the sustainability, capacity and diversity of Australia's cities and regions including northern Australia, including through facilitating local partnerships between all levels of government and local communities; through investment in infrastructure and measures that stimulate economic growth; and providing grants and financial assistance

Program 3.1: Regional Development

Key Activities

- Advise on and deliver programs to support regional development and local governments.

Program 3.2: Local Government

Key Activities

- Advise on and deliver programs to support regional development and local governments.

Program 3.3: Cities

Key Activities

- Work with Queensland to deliver infrastructure for the Brisbane 2032 Olympics and Paralympic Games
- Advise on and deliver commitments to enhance Australia's cities and towns.

Program 3.4: Growing a Stronger northern Australia Economy

Key Activity

- Progress key initiatives and monitor whole-of-government implementation of the Northern Australian agenda.

Outcome 4

Territories



Good governance and service delivery in the Australian territories including through the maintenance and improvement of the laws and services for non-self-governing territories, and the overarching legislative framework for self-governing territories

Program 4.1: Services to Territories

Key Activities

- Ensuring governance and legislative arrangements are fit for purpose to:
 - a. support delivery of services and programs to Australia's non-self-governing territories; and
 - b. facilitate our national interests in the Australian Capital Territory (ACT) and the Northern Territory (NT)
- Provide essential infrastructure, fund and deliver services to residents of the external territories (Norfolk Island and the Indian Ocean Territories) and the Jervis Bay Territory.

Outcome 5

Communications Connectivity



Promote an innovative and competitive communications sector, through policy development, advice and program delivery, so all Australians can realise the full potential of digital technologies and communications services

Program 5.1: Digital Technologies and Communications Services

Key Activities

- Provide advice to the government on, and deliver, communications programs, including in regional and remote Australia
- Provide effective and inclusive communications services and technologies
- Support of Government Business Enterprises
- Advise on spectrum management and the regulatory and legislative framework for broadband and other telecommunications
- Advise on the news, broadcasting and media industry
- Advise on harmful online and digital content, and activities.

Outcome 6

Creativity and Culture



Participation in, and access to, Australia's arts and culture through developing and supporting cultural expression

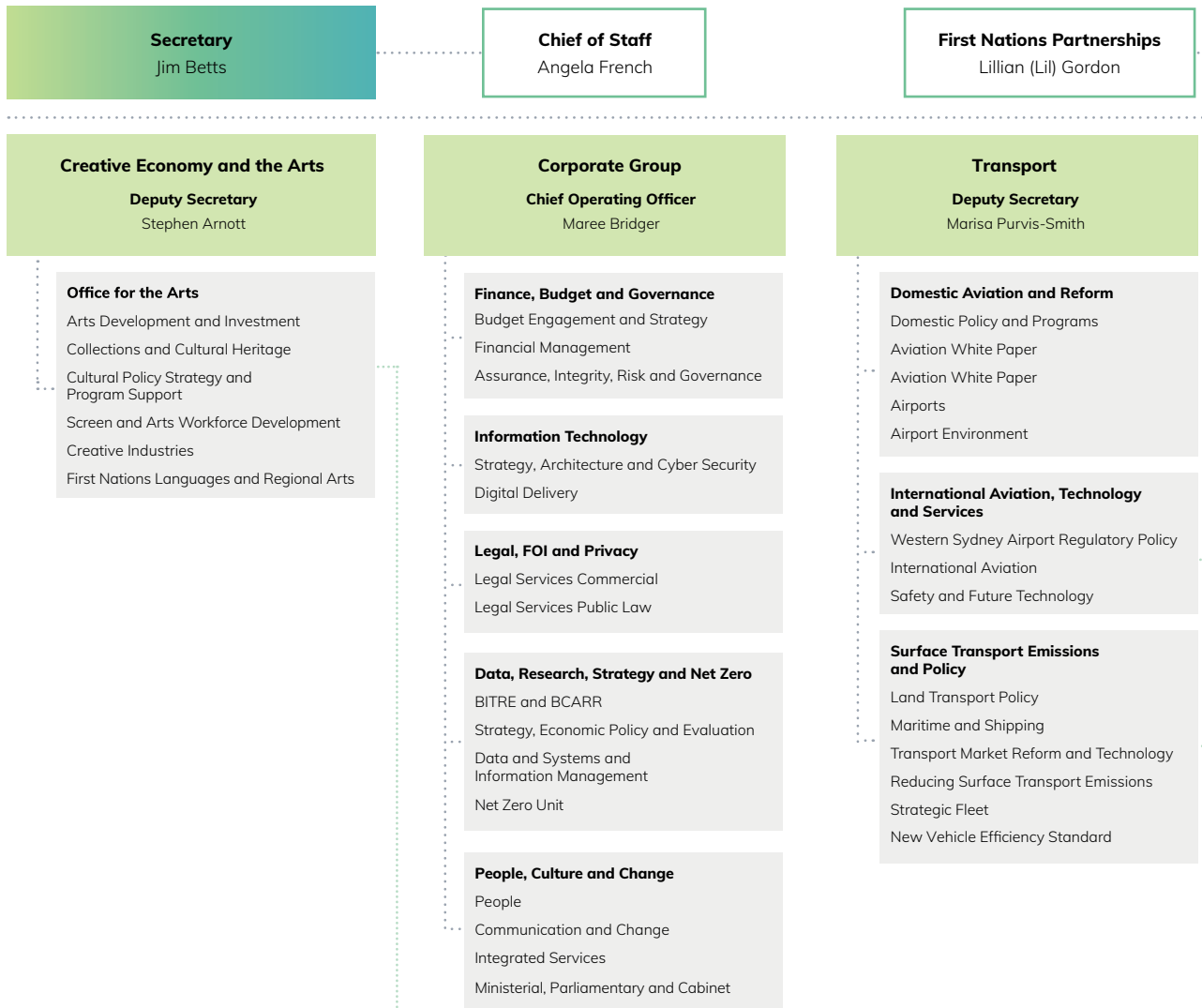
Program 6.1: Arts and Cultural Development

Key Activities

- Protecting and promoting Australian content
- Deliver policy and programs that support the cultural and creative sectors and enable all Australians to access and participate in cultural and creative activities
- Deliver policies and programs to support Australian cultural heritage, including Indigenous cultural heritage, arts, languages and repatriation.

Our Structure

As at August 2024²



● Taskforce

This organisational chart denotes the substantive occupants or long term acting.

Portfolio entities and Government business enterprises (GBE)



Partnerships One

Partnerships Two

Infrastructure
Deputy Secretary
 Jessica Hall

Road and Vehicle Safety
 Vehicle Safety Policy and Partnerships
 Office of Road Safety
 Vehicle Safety Operations
 Targeted Infrastructure Programs
 Strategic Adviser

Land Transport Infrastructure
 Budget, Policy and Assurance
 QLD Infrastructure Investment and Brisbane 2032 Games Venues
 NSW and ACT Infrastructure Investment
 VIC, Tas and SA Infrastructure Investment
 WA and NT Infrastructure Investment
 Infrastructure Investment Reform
 ● RPM Taskforce

Commonwealth Infrastructure Projects
 Western Sydney International Delivery
 Freight Terminals
 Taskforce
 Rail Delivery
 High Speed Rail and Infrastructure Advisory

Communications and Media
Deputy Secretary
 James Chisholm

Online Safety, Media and Platforms
 Classification
 Media Industry and Sustainability
 Online Safety
 Platform and News
 Media Reform

Communications Infrastructure
 Broadband and Emerging Communications
 Competition and Spectrum
 Telecommunications Resilience
 Digital Inclusion and Deployment
 Universal Services

Communications Services and Consumer
 Regional Mobile Infrastructure Programs
 Regional Connectivity
 Post, International Telecommunications and ACMA
 Consumer Safeguards

Regions, Cities and Territories
Deputy Secretary
 David Mackay

Regional Development and Local Government
 Regional Policy
 Local Government, Regional Intelligence and Data
 Major Projects and Governance
 Regional Programs

Territories
 Indian Ocean Territories
 Territories Enabling Services
 Norfolk Island and Mainland Territories
 IOTA Enterprise Agreements Taskforce

Partnerships and Projects
 City and Regional Partnerships
 Office of Northern Australia
 Cities and Suburbs Unit
 Northern Australia Investments and Projects
 Housing Support

High Speed Rail Authority
 Infrastructure Australia
 National Intermodal Corporation Ltd (GBE)
 Australian Rail Track Corporation Ltd (GBE)
 WSA Co. Ltd (GBE)

Australian Broadcasting Corporation
 Special Broadcasting Service Corporation
 eSafety Commissioner

NBN Co. Ltd (GBE)

Australian Postal Corporation (GBE)
 Australian Communications and Media Authority

National Capital Authority

Northern Australia Infrastructure Facility



Our Operating Context



Our operating context

Part 1: Our Operating Environment

The department impacts the economic, ecological and social wellbeing of Australia. Operating within a complex and evolving environment, we touch the lives of Australians on a daily basis.

Our diverse responsibilities expose us to significant environmental factors that impact our ability to deliver our purpose. These include:

- supply chain challenges due to changes in domestic and international markets, natural disasters and global events
- tight labour markets and skill shortages in construction, transport and creative arts sectors
- extreme weather events due to climate change — which have an impact on all sectors in the department’s purview from major infrastructure projects to music festivals
- digital technology challenges such as:
 - reliable service delivery to customers
 - innovative and evolving data governance
 - cyber-attacks threatening online safety.

We are developing policy and implementing, managing and evaluating programs with [Our Partners](#). This ensures our policies and programs are fit for purpose in an environment of change.

Find further details on our operating environments in the [Our Performance](#) section of this Corporate Plan.

Our Workforce

Our people are located in each state and territory capital city, regional areas, and non-self-governing territories. This broad coverage brings benefits to the department including fostering greater collaboration both within the department and with our partners, strengthening our diversity and inclusion and most importantly contributing to better outcomes for all Australians.

Like all employers, however, the department does face challenges in the current environment in attracting, developing and retaining a high-performing and inclusive workforce. The APSC Capability Review noted our positive and supportive culture but did identify areas where we can continue to build on our strengths and capabilities. For example, we are focused on improving our services to staff located outside of Canberra through initiatives like the Corporate Liaison Officer Network and National Roundtable Forum.

In response to the APSC Capability Review, the department has developed the *Strategic Workforce Plan 2024–2027* (the Plan). As well as responding to the APSC Capability Review, the Plan also provides an analysis of our strategic workforce requirements, now and into the future.

The Plan is discussed in more detail in the [Our People Capability](#) section of this Corporate Plan.

Regulation

We regulate a range of activities including international aviation, federally-leased airports, coastal trading and vehicle safety. We also work closely with our portfolio entities responsible for regulation including the Australian Communications and Media Authority, the eSafety Commissioner, Civil Aviation Safety Authority and Australian Maritime Safety Authority.

In 2024–25, the department will establish a new regulator to oversee the New Vehicle Efficiency Standard, along with the necessary information technology investment.

Further information on the department’s regulatory role is included in the [Our Regulatory Capability](#) section of this Corporate Plan.

APSC Capability Review

The department will continue to deliver against the commitments we made in the [Agency Action Plan: Capability Review Response](#). A prioritised program of work has been developed which proposes an ambitious capability improvement agenda to ensure the department can deliver effectively, by transforming the way we work.

Underpinning the program are 5 expected outcomes:

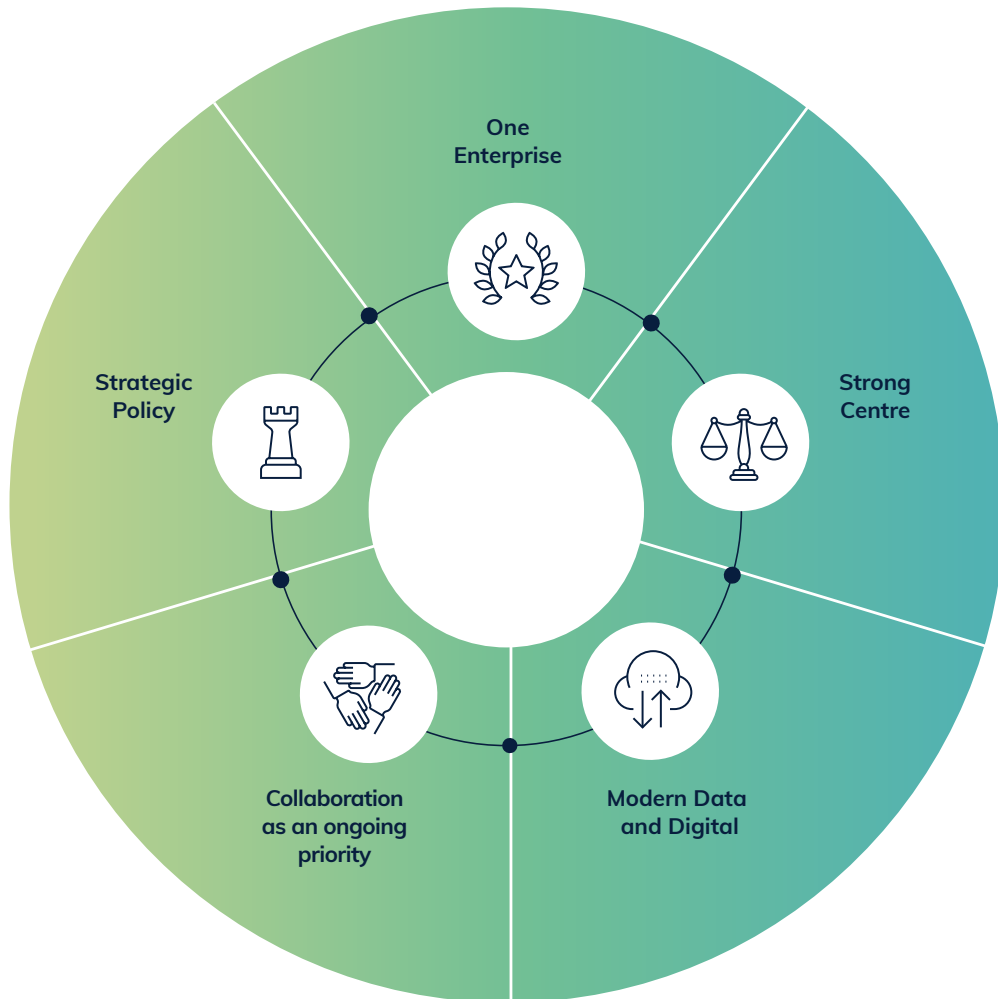
- We operate as **one enterprise** that is greater than the sum of its parts, guided by a strong purpose, a positive culture, and high standards of integrity, and resourced as a priority.
- Our corporate and enabling functions provide a **strong centre**, that deliver efficient and effective services that strengthen our accountability, governance and decision making, and strategic workforce planning.

- Staff have access to **modern digital and data** systems and tools and there is an increase in digital and data literacy through training, communication and sharing of insights and best practice across government and industry.
- **Collaboration** is an expected, valued and celebrated behaviour across all levels. We engage meaningfully with our staff, communities, industry, jurisdictions, and our government colleagues, to leverage collective knowledge and co-design solutions.
- We confidently steward **strategic policy** advice across the portfolio, and are recognised as an employer of choice for aspiring and experienced policy professionals. Embedding diverse perspectives and a partnership approach in our policy processes are standard business.

The department's Transformation Program Steering Committee will oversee the implementation and delivery of our capability improvement agenda.

Information on work being undertaken by the department in response to the APSC Capability Review is discussed throughout this Corporate Plan. Additional information will also be included in our 2023–24 Annual Report.

Figure 2: APSC Capability Review — Expected Outcomes



Our Partners

Collaboration and engagement with our partners are both fundamental in helping us achieve our purposes and objectives. It is also critical to designing policy and regulatory approaches that are fit for purpose. Maintaining open, trusted and respectful relationships allow us to understand different perspectives on our policies and services and helps us navigate competing needs and interests.

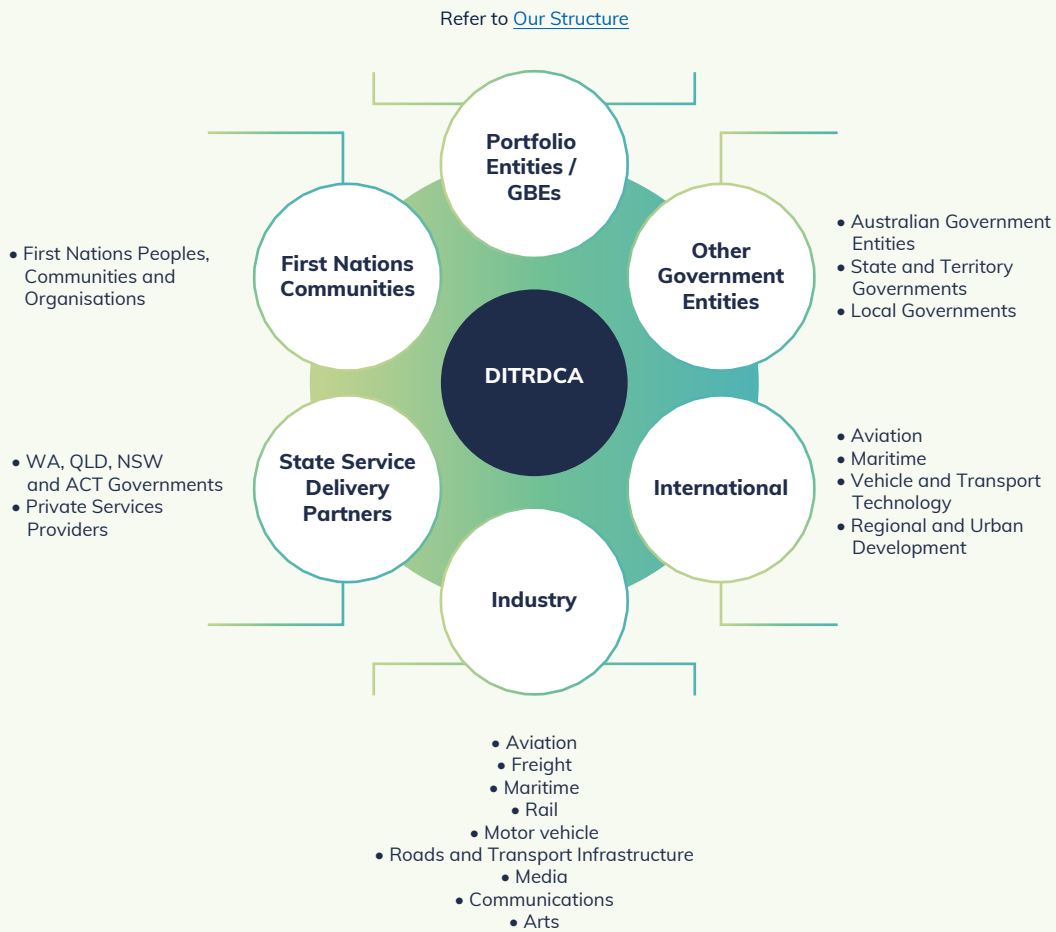
In line with our values and strategic objectives, the department actively seeks diverse views and engages regularly with key partners (see Figure 3).

While some areas of the department demonstrate good practice in collaborating with government and non-government stakeholders, we recognise that this has not been consistent across the department and we must do better.

A priority finding of the APSC Capability Review was the need for the department to take steps to address a perception that the department is insular and reluctant to take advice and expertise from external partners and stakeholders.

Our [Agency Action Plan](#), in response to the APSC Capability Review, clearly sets out the actions we are taking to drive a more collaborative approach and the changes we expect to be made. Our aim is that all staff engage meaningfully with communities, industries, other jurisdictions and our whole-of-government colleagues to leverage their collective capabilities and insights to improve policy, program and service delivery outcomes.

Figure 3: Our Partners



Portfolio Entities/Government Business Enterprises (GBEs)

We work closely with our [29 portfolio entities and GBEs](#) within the portfolio to deliver programs, projects and services which support our regions, cities and territories across major infrastructure, transport, communications and arts sectors. For example, WSA Co Ltd is delivering the Western Sydney International (Nancy-Bird Walton) Airport.

Other Government Entities — federal, state & local

We work closely with our Australian Public Service colleagues³ as well as state, territory and local governments to deliver the best outcomes for the Australian community. For example, all levels of government assist with regional policy and grant program development.

Industry

We engage and partner with a wide range of industry organisations and peak bodies. For example, nation/state freight-related bodies represent industry on the delivery and development of the National Freight and supply Chain Strategy.

State Service Delivery Partners

We ensure residents of non-self-governing territories are able to access critical state-level services through partnerships with the Western Australia, Queensland, New South Wales and Australian Capital Territory governments and private services providers. For example, the Western Australian Government administers the Christmas Island District High School providing high quality education on island from Kindergarten to year 12.

International

We engage internationally to build and maintain effective relationships that promote Australia's interests. For example, we work through the International Civil Aviation Organization to establish, promote and enforce international aviation governance to support Australia's interests.

First Nations Communities

We understand that it is essential to partner with First Nations communities, and are committed to co-designing policies and outcomes that positively impact their lives. For example, First Languages Australia works to build links between communities and the government, to encourage sustainable partnerships that impact Aboriginal and Torres Strait Islander languages.

Our Stories on Country

Through our department's broad and diverse portfolio, we impact the lives of First Nations peoples and communities across Australia. Through policies such as Closing the Gap, there is a clear call to action for government to transform the way we work, and central to our department's transformational journey is the *Our Stories on Country* agreement (the Agreement).

At the heart of the Agreement, are the threads that weave together First Nations people's aspirations for how our organisation should be — an empowered and responsive workforce, collaborative leadership for success, meaningful engagement and strong partnership, and action for

impact. The Agreement, being developed in strong partnership with First Nations employees, will pave a way for transformation based on the principles of self-determination, cultural authority, reciprocity, respect and being people centric.

In honouring this Agreement, we value the cultures, knowledges and aspirations of Aboriginal and Torres Strait Islander peoples, families and communities. It requires us to engage with integrity and purpose, leveraging our influence and collective experience, to contribute to self-determination and enriched communities.

As we move into the implementation phase of the Agreement, we will focus on actions across all threads of the Agreement, grounded in the aspirations of First Nations staff, including — the First Nations Design System to embed First Nations perspectives within

³ Information on linked programs with our portfolio entities other Australian Government entities is included in the [Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio 2024–25 Portfolio Budget Statements](#)

the department, increasing cultural capability across our policy development cycle, decolonising systems and processes, building the cultural confidence of managers, growing cultural humility journeys across the department, uplifting our capability to better engage with First Nations peoples and communities, and building our knowledge of First Nations data and evaluation approaches.

A key change in the way we work has been the formation of our First Nations Steering Committee (the Steering Committee), which has promoted an inclusive environment for First Nations staff to share knowledge and expertise. The Steering Committee provides monitoring, accountability and momentum across the department's First Nations work and will be critical to the success of the Agreement's implementation. The Steering Committee is chaired by the Secretary and has a shared leadership model with a majority of First Nations membership.

The department is working across government, and with First Nations communities and organisations, to deliver on our commitments under the National Closing the Gap Agreement, including Commonwealth responsibility for delivering on 3 socio-economic targets around basic rights to essential services infrastructure, digital inclusion and languages. In addition, we are working to embed the 4 Priority Reforms, which aim to transform the way government works.

The department is well positioned, both from our direct areas of responsibility and our broader influence, to proactively contribute to the government's national commitment to reconciliation, the National Agreement on Closing the Gap and developing genuine partnership with First Nations people for better outcomes.



Net Zero

Our portfolio has a substantial role to contribute to achieving the government's greenhouse gas emissions reduction targets of 43% on 2005 levels by 2030 and net zero by 2050. The Net Zero Unit co-ordinates the department's policies and programs to:

- reduce greenhouse gas emissions in the transport and infrastructure sectors.
- support the transition to, and take advantage of the opportunities of, a net zero future.
- build resilience to extreme weather events resulting from climate change which impact infrastructure and markets that our department stewards.

In 2024–25, the Net Zero Unit will support the department to develop and implement policies and programs that ensure our portfolio, and the industries it stewards, are making their contribution to the net zero task. Examples include:

- Delivering the Transport and Infrastructure Net Zero Roadmap and Action Plan, which will provide a clear strategy to reduce emissions across the transport and infrastructure sectors. The Transport and Infrastructure Net Zero Roadmap and Action Plan will be the transport sectoral plan, one of six sectoral decarbonisation plans to support the Australian Government's economy-wide Net Zero Plan.
- Coordinating departmental advice and input to non-portfolio Australian Government climate change policy development. For example, portfolio input into the development of the proposed *Future Made in Australia* Act, the National Reconstruction Fund, Powering the Regions Fund, the National Climate Change Risk Assessment and the National Adaptation Plan.
- Enhancing engagement on delivering net zero priorities, and how to improve our focus on climate resilience and adaptation.
- Supporting divisions with additional capacity on portfolio net zero priorities, connecting policy areas with new research and translating it into action.

Part 2: Our Capability

In achieving our purpose, we deliver efficient and effective services, with strong accountability, governance and decision-making, and people capability.

Our Enabling Strategies

Central to supporting our Ministers, our people and the public, are our frameworks and enabling services that support the efficient and effective management of:

- People, property, finances, budget and enabling resources
- Information Communication Technology capability, including digital technology and cyber security
- Legal, governance including risk, assurance, and security
- Research, evaluation, strategy and data capability.

Other key areas of delivery include:

- Communication
- Project support
- Change management.

The department continues to build on our enabling services and strategies and looks for opportunities for continuous improvement to enhance our existing capabilities and functions.

The Corporate Group (the Group) is responsible for delivering enterprise wide services and providing professional advice that enables the department to achieve our significant regulatory, program and policy agenda.

The Group's vision — **A trusted partner supporting our people through the delivery of professional, consistent, and responsive services** — is being guided and delivered in line with the *Corporate Group Strategy 2023–2027* (the Strategy).

The Strategy describes the Group's aspiration to be a trusted partner and helps shape the Group's planning, improvements and investment decisions. The Strategy aligns with the department's strategic priorities, values, plans and initiatives. It is a living document that will evolve to make sure it stays up to date with changes to the government's and department's priorities.

Other key strategies and priorities for the reporting period include:

- *Agency Action Plan: Capability Review Response*
- *Strategic Workforce Plan 2024–2027*
- *10-year Technology Investment Strategy*
- *Data Strategy 2021–2024 (Data Strategy 2025–2029 under development)*
- *Evaluation Strategy 2024–2027*
- *Integrity Strategy 2022–2024 (to be reviewed in 2024–25).*

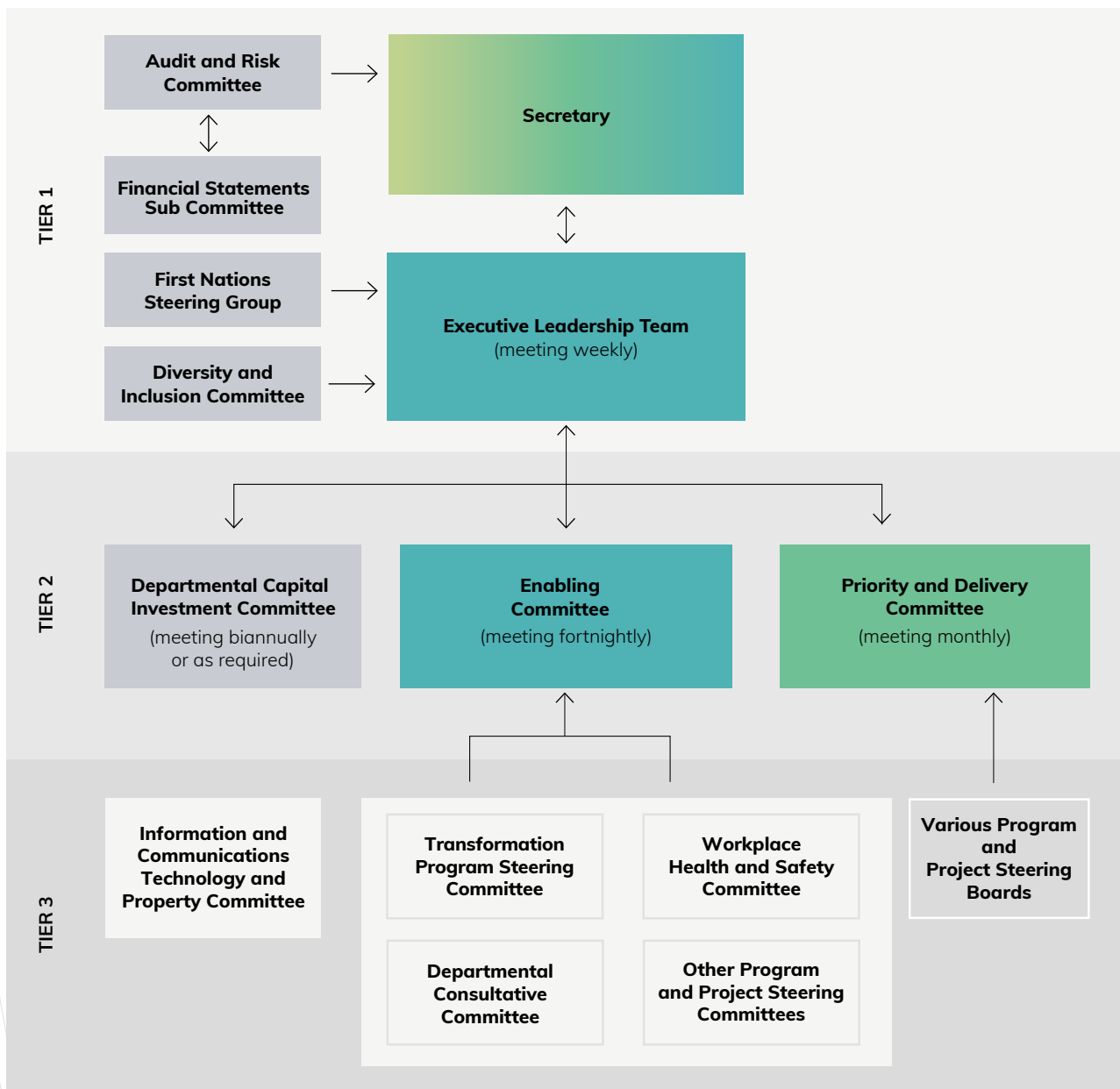


Governance

The department's Governance Framework promotes the principles of good governance and supports transparent performance in line with government and departmental priorities. Supporting the Secretary in his role as the accountable authority, our committees address matters of strategic importance including direction setting, achievement of priorities, management of risks and stakeholder relationships, as well as daily departmental business and oversight of operational matters. Together they focus on building organisational capability and a pro-integrity culture.

Our focus in 2024–25 is to continue strengthening our governance committee capabilities across the broad range of departmental responsibilities. We will also look to further embed governance best practice throughout the department and ensure our operating model enables effective oversight.

Figure 4: Governance Structure



Integrity

Integrity is fundamental to maintaining public trust, and is central to effectively delivering departmental objectives that positively enrich the lives of millions of Australians.

We continue to invest in, and promote, a reputable positive integrity culture that exemplifies the highest of professional and ethical standards, putting the department's integrity beyond doubt.

We want to create a psychologically safe, pro-integrity culture that contributes toward improved performance, transparency and accountability where integrity can thrive. We are committed to ensuring all staff, at all levels, feel equipped and supported to manage integrity risks, and unethical matters, free from fear as they arise.

The APSC Capability Review noted an opportunity for senior leaders to visibly model integrity and promote a pro-integrity culture.

During 2024–25, we will continue to implement our Integrity Strategy and mature our integrity arrangements. We will achieve this by reviewing and updating our supporting policies, implementing an integrity advisor network, undertaking a review of the Integrity Strategy and embedded Framework,

and continuing to support pillar one of the APS Reform agenda — an APS that embodies integrity in everything it does.

We will also continue to contribute our integrity knowledge and experience with the APS Integrity Taskforce, and with other Commonwealth agencies at the department led APS Integrity Community of Practice. This will support delivery of integrity improvements and build a positive integrity culture across the APS.

We are committed to the development of culturally-safe work spaces and services. As part of the review, we will engage with the department's First Nations Network to ensure the Strategy and Framework suitably balance cultural and institutional integrity obligations, in line with the department's Our Stories on Country Agreement, once launched, and with the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy](#).

Fraud Control

We are committed to preventing, detecting and investigating fraud and pursuing appropriate remedies (including prosecution) and recovery action, in accordance with the [Commonwealth Fraud and Corruption Control Framework](#).



Our department's Fraud and Corruption Control Plan provides an overview of how fraud and corruption risks will be managed and ensures compliance with the requirements of the Commonwealth Fraud and Corruption Control Framework. We do not tolerate fraud or corruption and take all reasonable steps to prevent, detect, and respond to fraud.

The new Commonwealth Fraud and Corruption Control Framework (the Framework) came into effect on 1 July 2024. Superseding the existing Framework, the new Framework includes corruption, and strengthens requirements for the department to prevent, detect and deal with fraud and corruption. The changes align with the Commonwealth Risk Management Policy and the Australian Government Investigations Standard, along with industry standards. The most significant changes are around ensuring that the department has processes to effectively oversee and manage risks of fraud and corruption, have officials responsible for managing risks of fraud and corruption, and periodically review the effectiveness of fraud and corruption controls. The department's Fraud Control team are incorporating these changes into the department's Fraud and Corruption Control Plan in line with the changes that come into effect on 1 July 2024.

The National Anti-Corruption Commission (NACC) was established and came into effect on 1 July 2023, under the *National Anti-Corruption Act 2022* (NACC Act). The NACC operates independently of government and has a broad jurisdiction to investigate serious or systemic corruption across the federal public sector, including corruption that occurred before its establishment. The department has NACC arrangements in place and will continue to comply with our obligations under the legislation. All officials have a crucial role in reducing the department's exposure to corruption.

Corruption has the potential to undermine our ability to achieve our purposes, and impact our culture and reputation. The department does not tolerate corruption and we must take all reasonable steps to prevent, detect and respond to fraud and corrupt conduct.

Under the NACC Act, the department's Secretary has obligations as an Agency Head to make a referral as soon as reasonably practicable after becoming aware of an issue. Staff or members of the public can report suspected fraudulent or corrupt conduct to the department's dedicated fraud tip-off number, through iReport, to the department's fraudcontrol@infrastructure.gov.au mailbox, or by writing to the Director, Risk or Assistant Secretary, Assurance, Integrity, Risk and Governance Branch.

Staff are also able to report suspected fraudulent or corrupt conduct by making a Public Interest Disclosure (PID).

Our Legal Services Capability

The department's independent legal services capability supports business areas, including the department's Executive, to identify, manage and mitigate Commonwealth legal risk, assist on policy, program and delivery strategies and acquit legal responsibilities. The department's legal services capability is strategic, high quality, technically excellent, practical and timely. The Legal Services team works proactively with business areas and enables the department to lawfully deliver its policy, program and regulatory responsibilities.

The Legal Services team supports the department through the provision of specialised legal advice and services in public law (including legislation development), information law (including privacy and freedom of information), commercial projects and transactions, real property, employment and industrial relations, litigation, dispute resolution, intellectual property, PIDs to support the department on governance, to deliver on its integrity initiatives and acquit compliance activities.

Where appropriate, the Legal Services team leverages external expertise to assist with delivery of legal advice, support and services, for example where work is tied to certain providers (for example constitutional law) or specialist expertise is required. The Legal Services team brings a strategic perspective by engaging collaboratively with the Attorney General's Department, the Australian Government Legal Service, the Office of Constitutional Law, regulators, our portfolio entities, and with Heads of Legal and their teams in other Commonwealth agencies.

During 2024–25, the department will continue to strengthen its internal legal services capability, with a particular focus on maintaining and building on existing knowledge and expertise, while also growing the depth of its talent in core and specialised areas of legal practice, in order to ensure that the Legal Services team is well postured to meet both the current and emerging legal needs of the department.

Our People Capability

We continue to have a culture that is kind, respectful, collaborative and embeds integrity and intellectual curiosity in everything we do. In our response to the APSC Capability Review, our Executive team committed to use our cultural strength to build a trusted department that delivers robust and practical solutions for now and into the future.

Our People

Continued investment in staff capability and sourcing the best talent ensures we are well-equipped to deliver on the department and government’s priority objectives.

Our Values⁴

Our values were brought together through identifying the skills, capabilities, characteristics and behaviours that are valued across our department. Our 5 values encapsulate the behaviours and professional capabilities needed for our success:

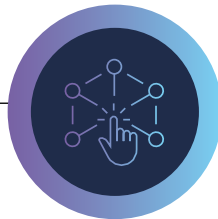
These principles underpin the direction that has been set to support and further develop our workforce.

The department’s 2023 APSC Capability Review highlighted the quality of the department’s staff engagement and experience. The department will continue implementing reforms related to integrity, risk, collaboration and diversity to ensure the department continues to be a great place to work.

Consistent with broader APS Reform, we are starting to implement people-centred design approaches to ensure policies, programs and services are centred on the needs to the people they serve. For example, we are streamlining and reducing red tape in some of our human resources (HR) processes that lead to a poor experience for staff and impact our ability to onboard new talent in a timely manner.



Collaborative — we work together and with others across the system, to achieve our objectives and deliver for the Australian community



Informed — we have the expertise, knowledge and skills that we need to succeed, and we have good communication practices



Respectful — we create diverse teams and a respectful and inclusive culture that supports high performance, innovation and the wellbeing of all people across the department



Adaptive — we are constantly learning and adapting to improve what we do and we have corporate systems in place to support staff in a rapidly changing world



Accountable — we are rewarded and trusted to deliver, we are held accountable for the results and delivering with integrity, and we celebrate our success

⁴ The department is undertaking a review of our values, in consultation with staff. The review should be completed in late 2024. Any changes to our values will be published on the department’s website www.infrastructure.gov.au/about-us.

APS Values

We continue to align with the APS Values, and these core principles of good public administration are embedded in how we operate on a daily basis. We will be working with the APSC on implementing the recent reforms to the values, including embedding stewardship into how we operate.

Impartial — The APS is apolitical and provides the government with advice that is frank, honest, timely and based on the best available evidence.

Committed to service — The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the government.

Accountable — The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.

Respectful — The APS respects all people, including their rights and their heritage.

Ethical — The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

Respect@Work

Our department does not tolerate any forms of inappropriate behaviour including discrimination, harassment and bullying. In line with new provisions in the *Sex Discrimination Act 1984 (Cth)* (the Act), we are committed to ensuring a workplace free from:

- discrimination on the grounds of sex
- sexual harassment
- sex-based harassment
- conduct creating a workplace environment that is hostile on the grounds of sex
- related acts of victimisation.

We expect our staff to maintain high standards of personal behaviour, and treat others with dignity, courtesy and respect, including speaking up if they observe inappropriate conduct.

To support our staff in understanding their obligations, we are updating our relevant policies, procedures and guidelines to reflect the new provisions in the Act. We are providing learning and development to all staff on this important topic, commencing with our Senior Executive Service cohort.



Strategic Workforce Plan 2024–2027

Our workforce is at the centre of all we do — they are the strength of our department and their efforts enable our department to deliver on the Australian Government’s policy outcomes and create benefits for our community. We strive to provide our people with flexible and fit-for-purpose working arrangements that support capability development, agility, and responsiveness.

The Strategic Workforce Plan 2024–2027 (the Plan) sets the direction for our workforce capability, positioning our department to deliver on our objectives of connecting Australians, enriching communities and empowering regions.

The 4 goals of the Plan are to:

- Uplift workforce capability and capacity
- Enhance workforce mobility and collaboration
- Embrace modern and inclusive ways of working
- Strengthen our enabling processes and systems.

The Plan outlines our current workforce profile and operating environment, as well as the trends shaping the required environmental factors, capabilities, processes and systems that the department’s future workforce needs to meet our objectives and operate productively and efficiently.

The Plan includes an ambitious agenda of priorities and measures, in line with APS Reform initiatives and timeframes, to achieve workforce capability and capacity uplift.

Key initiatives of the Strategic Workforce Plan 2024–2027 include:

- Implementing the APS Job Family Framework across the department. This is a long-term project aimed at establishing clear capability frameworks and expectations for the major job families in the department. By mapping capabilities, establishing learning pathways and developing career pathways across the department, staff will have a greater understanding of their roles and the expectations of the department in their performance. It will provide a clear construct through which learning and development needs can be identified and addressed, recruitment processes can be better informed, and will provide a rich data source to inform workforce planning at business and departmental levels. Developing the frameworks to support our strategic policy capability is the initial primary focus, to ensure staff who sit in our largest job family have the resources and knowledge needed to deliver on our department’s critical functions.
- The department has continued efforts to recruit talent to fill capability gaps and account for future staffing requirements. This will be further amplified by a new and attractive Employee Value

Proposition and supported by refreshed approaches to onboarding and induction. We will develop succession planning tools that support our business areas to identify critical roles and plan for the future, while also retaining in-demand talent and providing development or mobility opportunities for the workforce.

- In line with the program of APS Reform initiatives, we will design a Collaboration Framework, a Mobility Framework, and a Flexible and Remote Work Strategy to embrace modern ways of working and enhance knowledge-sharing within and outside our agency and the broader APS.
- Our Learning Strategy and Diversity, Equity, and Inclusion strategies will be refreshed to account for and incorporate the latest in best practice and emerging trends, align with current data, and help us to maintain our values-based culture that supports staff development and wellbeing.
- We promote a culture of continuous learning through our Learning Strategy. Staff are encouraged to continue their learning journeys in the manner that is most effective for them, through on-the-job experience, from each other or through access to training activities. This offers staff the opportunity to own and tailor their learning to deepen their expertise and specialist skills, or work on core public service capabilities, supporting both individuals and the department more broadly in uplifting capability and capacity.

Diversity and Inclusion

We recognise, learn from and value the diversity of our staff and partnerships, and we promote a culture of inclusion to enhance our work performance and the wellbeing of everyone.

The department’s Diversity and Inclusion Committee provides strategic advice and leadership to achieve impactful and sustainable cultural change, and comprises 7 dedicated Senior Executive Service Champions, 6 staff representatives and Corporate representatives. Together with the 6 staff-led Networks, the Diversity and Inclusion Committee advocates for and promotes the benefits that diversity and inclusion bring to the workplace and its culture.

The department also has 6 staff-led Diversity Networks which provide staff with professional and social networking, support, learning and advocacy. These include:

- **Cultural and Linguistic Diversity Network** — racial, cultural, linguistic and religious diversity
- **Disability Neurodiversity and Allies Network** — people with disability, neurodiversity and carers
- **Gender Equality Network** — Women, men and gender non-binary

- **Mental Health and Wellbeing Network** — networking, support, learning and advocacy relating to mental health and wellbeing
- **Pride and Allies Network** — Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual, and people with other gender and sexual identities
- **First Nations Network** — Aboriginal and Torres Strait Islander people.

We will be refreshing our Diversity and Inclusion Strategy to ensure our continued commitment to people being respected, feeling connected, being able to fully contribute and having opportunities to develop within our department. The aim is to make our department an employer of choice for all diversity groups, where everyone feels safe, supported and respected.

APS Strategic Commissioning Framework

The department is committed to the intent of the APS Strategic Commissioning Framework, ensuring core work of the APS is done by our core workforce — APS employees.

For the department, core work is that which is APS and agency-specific in nature and is specifically geared towards serving the Australian public using fundamental APS skills, such as contract and grants management, program and project delivery and policy development. This definition reflects the department's legislated functions and the functions that enable these operations.

Building on the APS-wide core work, the department's definition of core work in this instance refers to those specialist skills that help the department to deliver on government priorities through roles in policy, service delivery, and portfolio, program and project management.

Since 2021–22, the department has reduced its reliance on the external workforce, in particular outsourced service providers and consultants. In line with the department's Capability Review Action Plan, our targets for 2024–25 focus on the continued capability uplift of our people and recruiting relevant expertise where genuinely required; while maintaining a contractor workforce of 8% or less, as a percentage of the departments budgeted Average Staffing Level.

In 2024–25, the department will continue to embed the principles of the Strategic Commissioning Framework and assess further opportunities to reduce reliance on the external workforce.

Our Financial Management Capability

Effective financial management continues to be central to the department's performance, stewardship and accountability.

Effective stewardship of the department's financial and budget management supports the department's ability to deliver outcomes effectively. We build trust across the department to enable informed strategic financial planning and resource allocation. We do this through our budgeting and financial management and reporting processes, constructive stakeholder engagements and continuous improvement in these areas.

We aim to provide financial services through a strong understanding of the department's business and the broader economic environment. This positions the department, Ministers' Offices and portfolio agencies to achieve their respective strategic financial management and budget outcomes.

We support decision making by:

- driving an enterprise level budget strategy.
- facilitating the coordination of the budget process.
- implementing and overseeing internal budget and financial management controls.
- facilitating the allocation of budgets to priorities.
- undertaking comprehensive monitoring, reporting and oversight of the department's financial performance and compliance.

We are dedicated in guiding the department's delivery of strategic outcomes and objectives by providing insightful financial advice and uplifting financial acumen. Our expertise in financial analysis and strategic budget management, and our relationships with policy and program areas, enable us to offer valuable advice to decision makers. This in turn empowers them to make informed choices aligned with department priorities.

We partner with policy and program areas to deliver outcomes, meeting government and statutory obligations and compliance with legislative and policy requirements. We support the department in complying with the Commonwealth's Financial Management Framework through setting clear roles and responsibilities, and establishing policies and procedures. Our monitoring and reporting on financial performance and compliance keeping in line with the Financial Management Framework. Through continuous engagement and training, we make a major contribution to enhancing capability and building financial literacy across the department.

We also work closely with central agencies and the broader APS to ensure comprehensive and holistic advice is provided to our Ministers, our Executive, our portfolio agencies, and governance and assurance committees (such as the Audit and Risk Committee and the Financial Statements Subcommittee).

Our [2024–25 Portfolio Budget Statements](#) contains further information regarding the department's budget estimates (departmental and administered), average staffing levels, and financial statements for the reporting period. Over the coming year, the department will continue to review our finance systems and to explore options to implement a new Enterprise Resource Planning (ERP) system, in line with our IT Roadmap, to allow more fit-for-purpose capabilities and enable efficient, accurate and timely financial and budget management. This will support addressing a finding of the APSC Capability Review that there are opportunities to improve our budget forecasting and business planning.

Our Data Capability

Data underpins much of the work we do. Successful delivery of many of our programs, policies and regulatory functions require access to and analysis of timely, accurate and trusted data.

The department's Data Strategy 2021–24 has established a foundation for continuing development of our data capability and capacity, guided by 4 key principles:

- data is a fundamental business enabler
- data should be open and shared by default
- data should be high quality and high value
- data should be transparent, safe and trusted.

As the APSC Capability Review notes, data handling and analysis are recognised as a persistent skills shortage in the APS and other sectors. The department's data capability is largely devolved and inconsistent, with pockets of strength that need to underpin the department's efforts to grow our strategic policy and forecasting ability. Our [Agency Action Plan](#), developed in response to the APSC Capability Review, identifies core actions which align with the data strategy:

- drive a culture where digital and data uplift is owned by all staff
- modernise the department's Information Technology, digital, cyber and data capability to better manage risks and deliver better outcomes
- uplift department workforce data and digital literacy and awareness, especially through better communication and training.

The Data Strategy 2025–29 will build on the existing foundation, integrating lessons from the Data Strategy 2021–24, APSC Capability Review and engagement across the department. The department will align with and leverage work that is taking place across the Commonwealth under the government's Data and Digital Government Strategy to better use data in our delivery of policy, programs, services and regulatory functions.

Chief Data Officer

The department's Chief Data Officer (CDO) ensures the department's focus on the vital importance of data. They empower our staff to have the right tools, skills and resources to make sound decisions, and to manage data as an asset. Sound decisions rely on solid evidence backed by quality data. It is pivotal for good policy design and decision making, delivery and administration, central to everything we do in the department and imperative for performance measure assurance.

Having a Senior Executive focused on data and data practices in the department is important. With ethics of data usage a focus, Artificial Intelligence (AI) uptake on the rise and cyber-attacks becoming more problematic, successful digital transformation and the use of data is key to making good decisions. Further, the CDO strives to increase productivity and capitalise on emerging technologies to support evidence-based policy making.

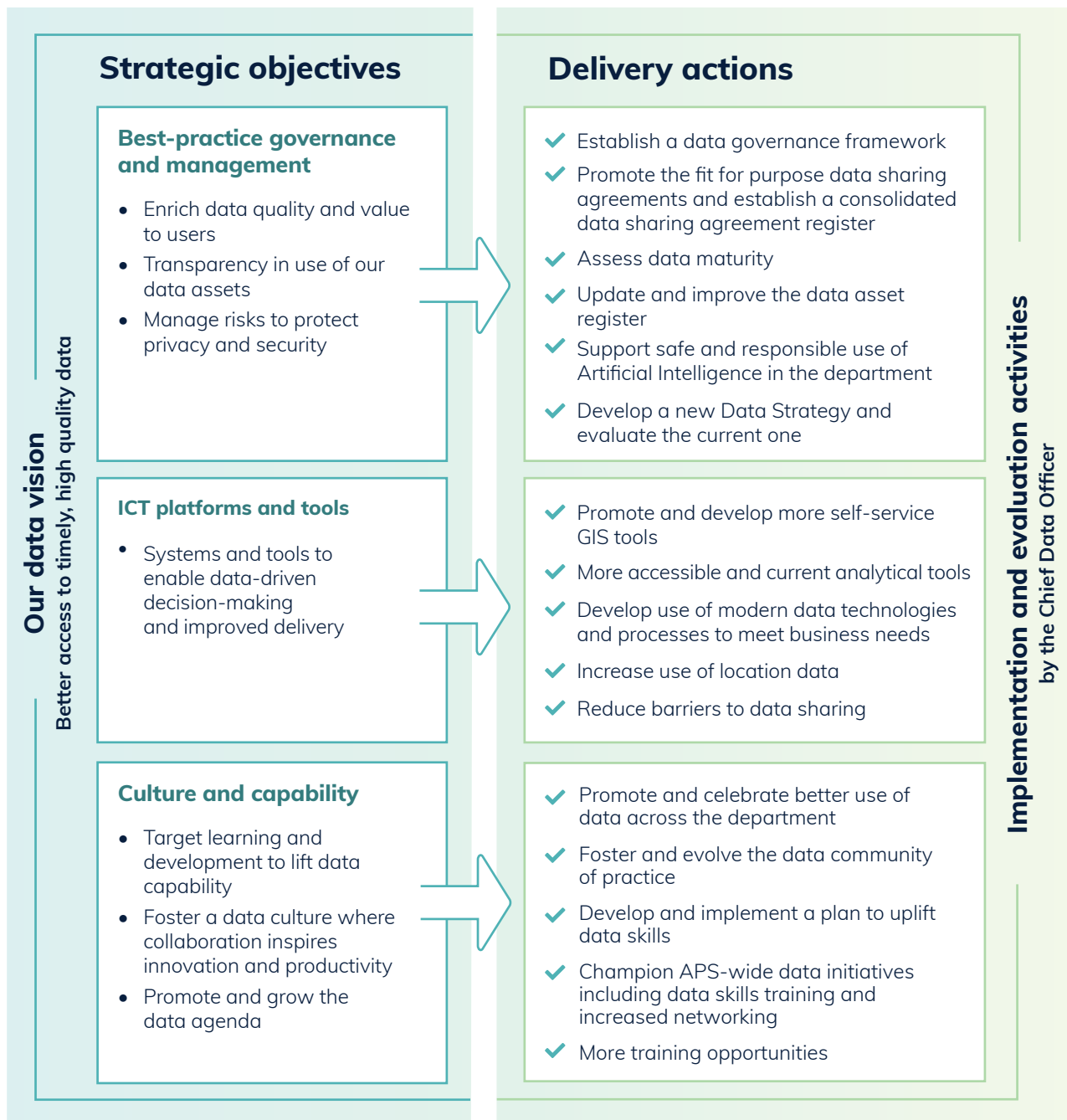
In 2024–25 the CDO will focus on:

- developing and defining the Data Strategy 2025–29
- developing a new Data Governance Framework
- increasing appropriate data sharing across the department and other Australian Government departments
- ensuring the department is able to take advantage of developing AI technology, while using AI in a manner that is both responsible and consistent with wider government direction.

Data Strategy 2021–24 on a page

These actions support our department in realising multiple strategic objectives.

Figure 5: Data Strategy Actions



Our Information and Communication Technology Capability

Information and Communication Technology (ICT) is a key enabler of the department's output and performance. ICT provides opportunities to automate business process to allow our workforce to focus on higher valued tasks, enable faster and more accurate decision making and advice to government, and support a mobile and geographically dispersed workforce and hybrid working arrangements, through provision of modern digital collaboration tools.

The department is committed to improving its ICT capability. We are addressing a number of recommendations from the functional review through a 10-year technology plan and future state ICT architecture is the blueprint for the modernisation of the department's network, ICT infrastructure, and digital workspace. The key objectives include:

- Creating shared understanding for the department's Chief Executive by providing a clear picture of investment in technology over the short, medium and long terms to address enterprise risks and meet emerging requirements.
- Providing a mechanism to better align technology investment to business objectives.
- Creating a long-term view that can be used to assist in prioritising whole-of-government investment in digital and ICT-enabled initiatives.
- Alignment with the Digital Transformation Agency Whole-of-Government (WoG) approach, including the Australian Government Architecture, policy on the responsible use of AI and the Australian cyber security strategy.
- Highlighting any potential gaps in ICT capability, including emerging cyber security threats, that may require additional technology investment.
- Working more closely with portfolio agencies and other government agencies to identify areas of greater collaboration, including support to WoG ICT delivery initiatives, sharing lessons learned, and enabling skills uplift through cross-agency cooperation.
- Setting the markers for review of emerging and potentially disruptive technologies (including investment in and responsible use of AI) to ensure the department's technology investment approach keeps pace with the rapidly evolving ICT environment.

Consistent with this blueprint, the department will continue to transform its digital capability over the next 4 years, to embed a modern, secure, reliable, scalable, and sustainable information environment, supporting a nationally dispersed workforce, which includes our Indian Ocean Territories and Norfolk Island.

The modernisation approach, which is underpinned by robust, zero trust, security architecture, will guide the department's digital and cyber security capability aspirations and investment. It will ensure the department has the necessary tools and modern digital capabilities to be more agile, connected and secure, to ensure it continues to meet government priorities and objectives.

Our Policy and Program Capability

The department's policy advice aims to draw on diverse voices and evidence to connect and enrich every Australian community, underpin our economy and society, and empower our regions. Across all of our portfolio responsibilities our advice seeks to advance Australia's economic interests to support and enable all Australians to get equitable access to essential services and reasonable quality of service from the industry sectors we serve.

We leverage our policy capabilities to enable us to develop and deliver high quality policy advice and solutions through the informed use of evidence, consultation, data and expertise to achieve the department and broader government objectives, and improve outcomes for Australia.

We deliver programs and services in the major infrastructure, transport, communications and arts sectors, supporting our regions, cities and territories. The APSC Capability Review identified program management as a top priority skillset for the department in the coming years.

We focus on providing timely, robust and influential policy advice. We are investing in our people to ensure they have the skills and tools needed to deliver ambitious advice to government that responds to and anticipates changes in our operating environment.

The APSC Capability Review did note that the department has the opportunity to strengthen our strategic policy and program management capability. As part of our [Agency Action Plan](#) we have committed to:

- developing a policy capability and subject matter curriculum for all staff in policy roles, implemented through our performance management system
- expanding Executive oversight of strategic policy activity

- embedding a culture of intellectual curiosity
- fostering an environment for collaboration and a culture of continuous improvement
- develop and implementing progressive, efficient and robust ways of working, which are supported by streamlined processes.

To ensure we are delivering the intended outcomes of the APSC Capability Review, we are developing the Capability Priorities Program Monitoring and Evaluation Framework. The Framework will be used to track progress, and identify risks and opportunities within the Capability Priorities Program.

In February 2024, as part of our capability uplift the department launched our new Evaluation Strategy 2024–2027, which aims to support the achievement of our corporate objectives through improved evidence.

Our Research Strategy has 4 strategic objectives:

- developing a Research Work Plan
- ensuring procured research for projects is fit for purpose, value for money and enhanced by our internal expertise
- to foster evaluation of research and strategy outcomes
- embedding stakeholder engagement, communication and cultural awareness in all research work.

Our Regulatory Capability

We are committed to a regulatory stewardship approach to ongoing regulatory reform, guided by the government's [Regulator Management Guide on Regulator Performance \(RMG 128\)](#).

We work to ensure that regulations are fit for purpose, transparent and responsive while also reducing regulatory burden. We follow the best practice principles of:

1. **Continuous improvement and building trust:** regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
2. **Risk based and data driven:** regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow.
3. **Collaboration and engagement:** regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

The Minister for Infrastructure, Transport, Regional Development and Local Government has issued the department a [Regulatory Statement of Expectations](#). The Statement of Expectations sets out the Minister's expectations regarding the regulatory functions within the department covering vehicle safety, aviation and maritime. It is important to note, that on 1 January 2025, the New Vehicle Efficiency Standard will commence. We have outlined how we intend to meet the Minister's expectations in the department's [Statement of Intent](#). The department will report on progress towards meeting the priorities outlined in the Regulatory Statement of Expectations through the annual reporting process.

The department also works closely with its portfolio entities responsible for regulation including the Australian Communications and Media Authority, the eSafety Commissioner, Civil Aviation Safety Authority and Australian Maritime Safety Authority. Portfolio entities report on regulatory performance through their annual reporting processes.

Part 3: Our Risk Oversight and Management

The department engages with risk to provide advice and deliver programs, processes and services that are innovative, efficient and effective. Effective risk management improves our performance, encourages innovation and supports the achievement of our purpose.

Our Risk Management Framework

We regularly review our Risk Management Policy and Framework to ensure it is fit for purpose. The policy and framework provide guidance to our people on managing and engaging with risk and applies to all activities, officials and contractors. It is designed to inform decision making, governance arrangements, prioritisation of activities, resource allocation and business planning. Our governance committees play an important role in ensuring we have effective risk management practices:

- the Executive Leadership Team determines our risk appetite and tolerance and oversees the risks which may impact our ability to achieve our purpose
- the Enabling, and Priority and Delivery Committees support this by overseeing our operational risks and ensuring we have an effective risk management framework, and
- the Audit and Risk Committee provides advice to the Secretary and senior executives on the appropriateness of the department's system of risk oversight and our strategies to manage key risks.

Our people — at every level and on every day — are responsible for identifying, assessing, reporting and managing risk.

A positive risk culture promotes an open and proactive approach to risk management and we are committed to improving our risk culture and capability. During 2024–25, we will continue to deliver training and guidance to ensure risk management is part of our core skills and promote positive risk behaviours. Our Chief Integrity and Risk Officer will continue to work closely with the Secretary and our Integrity and Risk Champion to promote a positive risk culture, champion innovation and further mature our capability. We will also further develop our risk management arrangements to meet Commonwealth Climate Risk Disclosure requirements.

Our Risk Appetite and Tolerance

The department has developed risk appetite and tolerance statements to manage categories of risk. Risk appetite and tolerance statements assist us in our decision-making and help us to determine our approach to controlling risks and prioritising resources.

The department's risk appetite statement is:

We recognise it is not possible, or necessarily desirable, to eliminate all of the risks inherent in our work. Accepting some degree of risk in our business practices promotes efficiency and innovation. The department is willing to accept higher levels of risk when the potential benefits outweigh the negative consequences of risks. In doing so, we must be able to demonstrate that we have made informed, evidence and risk-based decisions.

The department's risk appetite and tolerance statements, by risk category, are described in Table 1.

Table 1: Risk appetite and tolerance statements

Risk Categories and Sub-categories	Appetite/Tolerance Statement
People	
Workforce	<p>The department is committed to building a capable, professional and responsive workforce which enables the department to deliver on its priorities. We have a moderate risk appetite for risks to the department's skills, knowledge and expertise and will continue to proactively invest in our people.</p> <p>We have a low tolerance for ongoing staff underperformance.</p>
Work Health and Safety	<p>The department is committed to providing a safe workplace for all employees, visitors and contractors that is free, where reasonably practicable, from physical or psychological harm. We will maintain a proactive focus on mitigating risks and promote best-practice risk management. We will not tolerate death or serious injury and will take all reasonable steps to prevent these.</p>
Governance	
Integrity and fraud	<p>The department recognises that there is a risk of fraud and corruption within our activities. We have a very low appetite for unethical behaviour and we will not tolerate fraud or corruption. We will take all reasonable steps to prevent, detect and respond to fraud.</p>
Legal and compliance	<p>The department is committed to a high level of compliance with relevant legislation, regulation, best practice as well as internal policies and governance requirements. We have a low risk appetite where we have taken all reasonable steps to understand the legislative environment that we operate in. We will not tolerate deliberate or purposeful violations of legislative or regulatory requirements.</p>
Financial and resources	<p>The department is committed to managing public resources efficiently, effectively, economically and ethically. We have a very low risk appetite related to financial management. We have a very low tolerance for systemic control failures or breakdowns and unexplained variances to administered finances.</p>
Information, systems and security	<p>The department invests in processes, systems and technology that are fit for purpose and enable the department to achieve its purposes and objectives in an effective and efficient manner. We have a low risk appetite related to security risks, information management processes and systems to support business requirements. We take a strong, risk-managed approach to security that matches the threat environment for both physical and information security.</p> <p>We have a very low tolerance for practices that result in critical business failure, unmanageable information security breaches, encourage loss or unauthorised disclosure of sensitive information, or system unavailability beyond the agreed disaster recovery/business continuity recovery times.</p>

Risk Categories and Sub-categories	Appetite/Tolerance Statement
Performance/Delivery	
Policy development and advice	<p>The department engages with risk in order to take innovative approaches to policy development. We take risks commensurate with the complexity and uncertainty of the problem. We develop policy and provide advice based on evidence, data and research.</p> <p>We have a high risk appetite related to identifying, proposing and deploying innovative approaches or new ideas that support the achievement of our purposes, where we have appropriately scoped issues, engaged with key internal and external stakeholders and adequately considered the associated risks and benefits. We have a very low tolerance for advice that is inaccurate, misleading or in any way undermines the department's integrity or reputation for providing reliable and high-quality advice.</p>
Business outcomes (program, project, service delivery)	<p>The department is committed to delivering high-quality business outcomes and we aim to improve outcomes through ongoing monitoring of performance and evaluation. The department has a moderate risk appetite in the pursuit of innovation to achieve business outcomes, where reasonable steps have been taken to implement effective governance arrangements. We have a very low tolerance for non-delivery and expect that delivery risks will be identified, managed and, where needed, escalated to ensure appropriate visibility.</p>
Regulatory	<p>The department is committed to maintaining effective and efficient regulatory frameworks that are fit for purpose, proportionate to risk, and continuous improvement. We use a risk-based approach to monitoring and compliance activities with a focus on achieving good, practical outcomes. We have a moderate appetite for regulatory risks and we have a low tolerance for systemic non-compliance with regulation.</p>
Territory Operations	<p>The department is committed to providing legal and governance frameworks, and delivering essential services and infrastructure for the territories. We have a moderate risk appetite for service delivery and we have a low tolerance for risks to community wellbeing.</p>
Reputation	
Ministers	<p>The department is committed to upholding our reputation for integrity and providing professional, impartial and reliable advice and support to our Ministers and their offices. We have very low tolerance for reputational damage resulting from poor advice or support and behaviours that call into question the integrity of the department.</p>
Stakeholders	<p>Our relationships with stakeholders support our policy development and helps us to achieve our purposes and objectives. Open discussions are critical to designing our policy and regulatory approaches. It is important we understand the different perspectives of our stakeholders, even where we do not agree. We have a moderate to high risk appetite for reputational damage arising from policy differences where we have engaged openly and robustly in a professional manner. We have a low tolerance for policy and regulatory approaches that are designed without meaningful stakeholder engagement.</p>

Risk Categories and Sub-categories	Appetite/Tolerance Statement
Other government (local, state, territory, federal)	Effective relationships across all levels of government are critical to our success as we rely on state, territory and local governments as our delivery partners. In particular, maintaining productive relationships with state and territory officials is a very high priority for the department and we have a low tolerance for behaviour that is likely to damage these relationships. We recognise that the Australian Government's priorities and interests may not always align with the interests of other government entities, including the states and territories. We will engage with honesty, respect and courtesy, but robustly, while maintaining the integrity of our relationships. We have a moderate risk appetite for reputational damage arising from policy differences where we have engaged openly and robustly in a professional manner.

Enterprise Risks

The department's enterprise risks and the way we manage them are set out in Table 2.

Table 2: Enterprise risks

Enterprise Risks	Target State	Management Strategies
E1: Delivery	We deliver high quality policies, programs and services, in accordance with government priorities and commitments, that are evidence based, timely and efficient.	<p>We invest in our people, systems and processes; and engage with our stakeholders and delivery partners to ensure our programs are effective and efficient.</p> <p>Our governance committees and executive monitor program alignment with government policy. Our business plans link policy objectives with program outcomes and include corresponding performance measures.</p>
E2: Finance	Our financial governance and systems ensure proper use and management of public resources, and sustainability of the department's operations and obligations.	<p>We closely monitor departmental finances and ensure expert advice and assurance are applied to our financial obligations. Relevant financial guidance and learning are provided to all staff.</p>
E3: Integrity	Our people and partners act with integrity at all times, supported by our culture and systems.	<p>Staff are empowered through a positive risk and integrity culture, and training and relevant advice on integrity.</p> <p>Our Integrity Strategy, Fraud Control Plan and National Anti-Corruption Commission reporting procedures ensure integrity is paramount and breaches are managed and acted on.</p> <p>Policies, procedures and Accountable Authority Instructions are regularly reviewed.</p>

Enterprise Risks	Target State	Management Strategies
E4: Information Technology (IT)	Our reliable and secure IT systems support our workforce to do their best work and protects valuable information.	<p>Our IT systems and services are regularly reviewed to ensure they are resilient, effective, efficient, and meet our business requirements. Our business planning is used to inform IT systems and services design and maintain appropriate staffing levels and resources.</p> <p>We monitor the internal and external environments to identify potential threats and opportunities for improvement.</p>
E5: Legal	Our activities comply with all legislative and governance requirements.	<p>Engagement and oversight ensure alignment with government policy and monitoring of legislative changes and sunseting.</p> <p>We have proactive processes in place for ensuring that appropriate legal advice is provided by qualified and specialised advisers.</p>
E6: People	We value, support and develop people to deliver the department's outcomes.	We ensure alignment of resources with priorities through our Workforce Plan and support our people through contemporary people policies, learning and development and our Employee Value Proposition.
E7: Regulation	We regulate in accordance with our legislation, in an effective, transparent and fair manner to provide safe and efficient outcomes for the Australian public.	<p>The department has transparent processes and documentation to inform regulated organisations of their obligations, and to monitor compliance.</p> <p>Our processes and monitoring ensure regulation is proactive, consistent and evidence based.</p>
E8: Strategic Partnerships	We engage openly and effectively with our partners (state and territory governments, industry, local governments and community) to leverage collective expertise to deliver on our objectives and achieve better outcomes for the community.	We actively seek diverse views and the department engages regularly with key stakeholders — including Ministers, Commonwealth, state and territory agencies and industry stakeholders — to deliver government priorities.
E9: Trust	We maintain trust with stakeholders (including Ministers, delivery partners, industry and the community) by demonstrating openness and integrity to enable relationships where all parties can contribute to better outcomes.	We keep up to date with the environment and government priorities and openly engage with stakeholders. We monitor our environment, evaluate outcomes and regularly seek feedback from stakeholders.
E10: Work Health and Safety (WHS)	Our workplace is physically and psychologically safe and promotes wellbeing.	<p>WHS policies are regularly updated, and performance plans include mandatory work health and safety deliverables. We engage with health and safety representatives through the department's Workplace Health And Safety Committee and address issues promptly. Work health and safety training is mandated for our people.</p> <p>Our work practices encourage psychological safety and include mental health support and training.</p>



Our Performance



Our performance

Our Performance Framework

Changes to Performance Measures

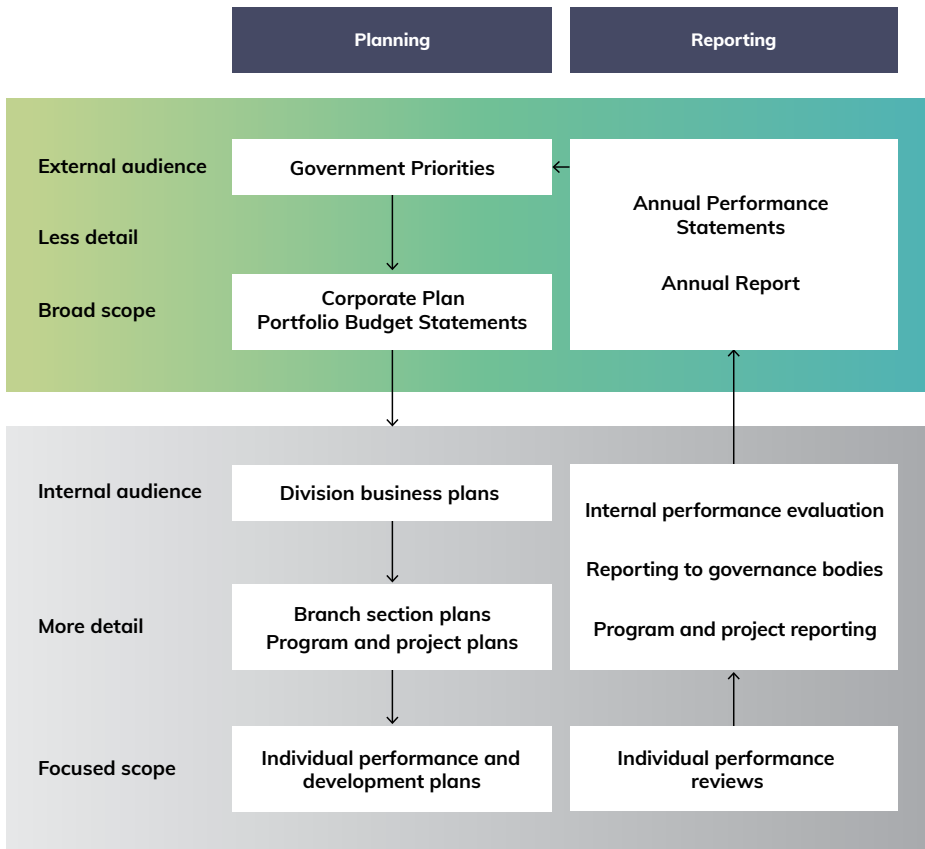
Since our last Corporate Plan, we have continued to uplift and strengthen our performance reporting. In 2024, the department refreshed and consolidated its performance information⁵ — our 2024–25 performance measure suite better reflects the extensive breadth of work the department administers both domestically and internationally to deliver its purpose. Additionally, with the publication of this Corporate Plan, the department aims to have complete high-level performance coverage across all of its allocated functions⁶.

Performance measures that have been changed are clearly identified in the discussion within each performance measure table.

Planning and Reporting

Our planning and reporting activities inform the department’s resourcing, operations and performance to support the achievement of our outcomes and purposes. The relationship between these activities is illustrated in the figure below. Our Performance Framework empowers the department to deliver on our annual legislative requirements to future-proof the transparency and reliability of our reporting.

Figure 6: Planning and Reporting



5 For changes to performance information see [Table 3: Changes to Performance Measures](#).

6 The current Administrative Arrangements Order instructs the department and portfolio agencies to deal with 25 high-level matters including for example infrastructure planning, regional development, and classification. Further information can be found at: [Administrative Arrangements Order — 13 October 2022 \(as amended on 8 June 2023\) | PM&C \(pmc.gov.au\)](#).

Performance Framework

We are continuing to implement our newly developed Performance Reporting Framework (Performance Framework). Our Performance Framework improves the consistency, transparency and robustness of our performance information to better reflect the department's core work.

The Performance Framework is informed by the Commonwealth Performance Framework⁷ and provides a whole-of-department strategy for effective performance measurement, monitoring and reporting. It sets departmental standards for performance measurement and reporting to ensure our performance information meets requirements under the *Public Governance, Performance and Accountability Rule 2014* and reflects best practice requirements.

Complementary to the implementation of the Performance Framework, the department has developed a policy quality assessment process which seeks to evaluate and uplift our role in supporting ministers to make informed decisions. This process involves an internal review panel assessing a sample of policy documents to determine the quality, timeliness and evidence base of advice. Findings from this review process will identify key learnings for the department to improve the support we offer to our ministers.

Last year, we worked closely with the Australian National Audit Office (ANAO) as part of its 2022–23 Annual Performance Statements Audit. Prior to the 2022–23 ANAO audit, the department did not have a governance framework in place to monitor and assure its performance information. Our continued enterprise-wide implementation of the Performance Framework aims to address our audit results and better place the department for the ANAO's audit of our 2023–24 Annual Performance Statements in its Annual Report.

The department continues to positively engage with the ANAO, the Department of Finance⁸ and the wider Commonwealth to improve, strengthen and mature the way we measure and report on our performance. We regularly update our Performance Framework to reflect our current level of performance maturity with a view to achieving full maturity by 2025.

As part of our wider engagement, the department established the Australian National Audit Office Performance Statements Audit Program Community of Practice (ANAO PSAP CoP).

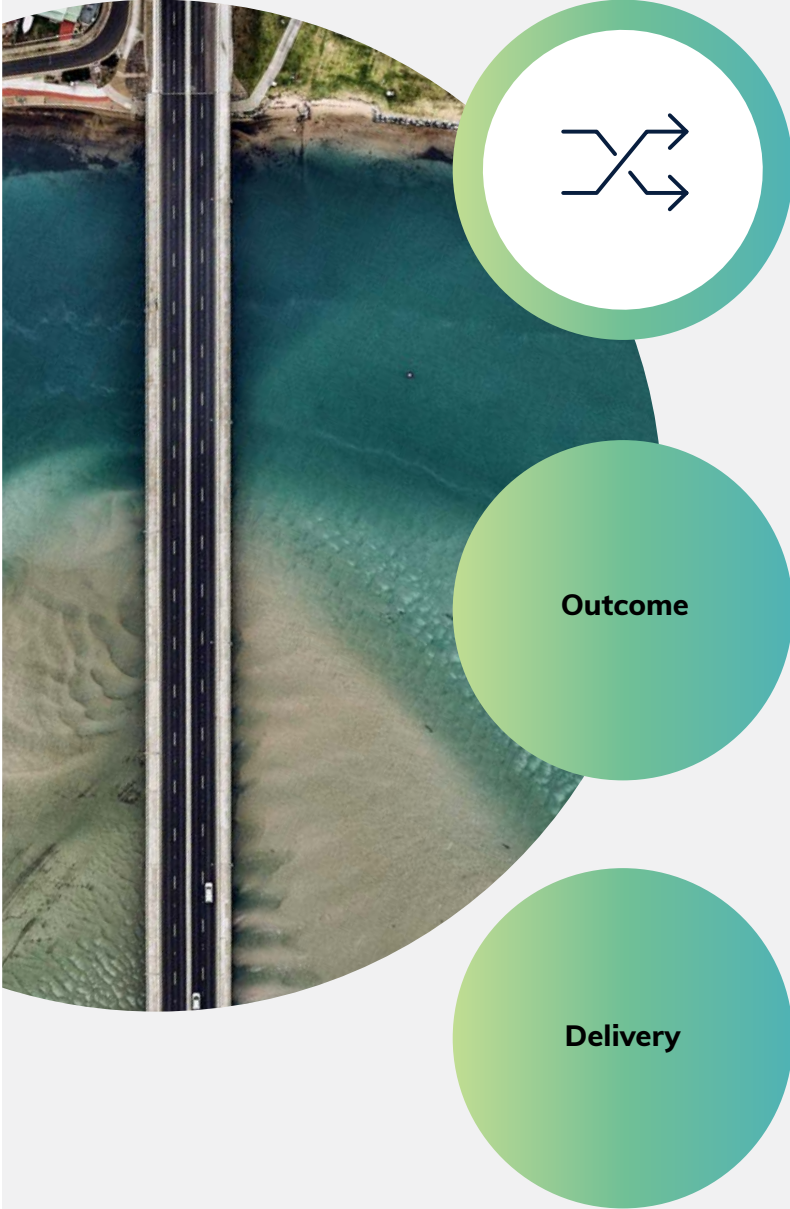
The ANAO PSAP CoP aims to facilitate inter-agency engagement to foster information exchanges and strengthen cross-government performance reporting capability. The overarching intent is to empower entities to engage in the ANAO's performance statement audit process from a fully informed and proactive position.

Connecting people from across the Commonwealth Government who are committed to sharing information and resources is helping drive improvements in the transparency and quality of performance reporting.

7 [Commonwealth Performance Framework | Department of Finance.](#)

8 The Department of Finance administers the Commonwealth Performance Framework.

Outcome 1: Transport Connectivity (Infrastructure)



Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure

Outcome 1 is delivered through the following program:

Program 1.1: Infrastructure Investment

Environment and Risk

Australia's transport system underpins our way of life and is the lifeblood of our economy. Working with state and territory governments and our Government Business Enterprises (GBEs), we are delivering a substantial infrastructure pipeline over 10 years from 2024–25 to 2033–34, investing in nationally-significant transport infrastructure projects that contribute to improved productivity and resilience, livability and sustainability.

Investing in transport infrastructure

State and territory governments are the Australian Government's primary delivery partners for our investments in land transport infrastructure. Following the expiry of the National Partnership Agreement on Land Transport Infrastructure Projects, these investments will be made in accordance with a new Federation Funding Agreement Schedule. We are committed to collaboration, shared planning, and transparency to build a sustainable land transport investment agenda that works in the interests of all Australians.

The Australian Government also delivers infrastructure projects through its GBEs. This includes Australian Rail Track Corporation (ARTC), Inland Rail Proprietary Limited, which is delivering Inland Rail, and National Intermodal Corporation Ltd (National Intermodal). National Intermodal is continuing to support significant investment across Australia's east coast, include the common user terminal at Moorebank in western Sydney. Our support for investment in significant and complex projects continues with the development of the Western Sydney International (Nancy-Bird Walton) Airport. These major Australian Government projects will help facilitate safer, more reliable, secure and efficient movement of people and goods throughout Australia and internationally; generating greater opportunities and jobs for local communities, as well as the broader economy, well into the future.

Construction of transport infrastructure plays an important role in supporting economic growth, and creating a stronger future for Australia. We will continue to work together with industry, governments and our portfolio entities to deliver nationally significant infrastructure projects addressing challenges in the construction sector. These challenges include productivity, escalating prices, and tight labour markets, with the latter compounded by major projects in defence and energy also coming online simultaneously.

This substantial investment in transport infrastructure will result in commuters and freight moving safely and more efficiently, ensuring supply chains and labour markets are resilient and are meeting Australia's needs, while creating job opportunities.

Our substantial investment is underpinned by the recently released [Infrastructure Policy Statement](#) (IPS), ensuring this investment aligns with our 3 strategic themes of productivity and resilience: liveability (including safety); and sustainability. The IPS will guide investment decisions, and outlines how the government will put these themes into action to deliver its policy objectives. We are committed to implementing the reforms arising from the recent independent reviews, including ensuring that the IPS guides future decision making and that our investments are fit for purpose.

Implementing the reform agenda

The Australian Government has committed to an ambitious reform agenda for the delivery of infrastructure investment, informed by the [Independent Strategic Review of the Infrastructure Investment Program](#), and the [Independent Review of the National Partnership Agreement on Land Transport Infrastructure Projects 2019–2024 \(NPA\)](#), and the Independent Review of Inland Rail, which were provided to government in 2023.

The Australian Government has also implemented the government's response to the [2022 Independent Review of Infrastructure Australia](#) to reset-Infrastructure Australia's role as the independent advisor to the Australian Government on nationally significant infrastructure priorities.

We are working with states and territories on a new Federation Funding Agreement Schedule (FFAS), replacing the former National Partnership Agreement. The FFAS will embed many of the reforms recommended in the Infrastructure Investment Program reviews to support a more sustainable and deliverable investment pipeline. This includes improving project selection processes to ensure future projects align with national priorities, deliver value for money, are informed by a long-term, integrated approach to planning, and achieve broader social and economic objectives. While negotiation of the new FFAS has been underway, we continue to work with the states and territories to deliver infrastructure priorities consistent with the legislative and policy framework.

Safeguarding supply chains

Recent natural disasters have highlighted how vital efficient Australian supply chains are to the community. Our increasingly connected domestic and international markets are demanding greater efficiency, reliability and cost-competitiveness from the freight and supply chain sector, particularly as our population grows and moves.

Such demands apply to the whole sector and all modes of transport — air, rail, road and shipping — regardless of jurisdictional boundaries. We will continue to work in close consultation with all sectors of industry and with all governments to understand and meet Australia's freight needs and lead through market stewardship best-practice regulation. We are also working with states and territories to review and refresh the [National Freight and Supply Chain Strategy](#).

Supporting decarbonisation of transport infrastructure

Transport contributes around 21%⁹ of Australia's CO₂ emissions, with 84% of this coming from road transport alone. Work to reduce road transport emissions is being progressed by the Australian Government and state and territory governments.

Building and operating infrastructure is also a major driver of carbon emissions. Embodied carbon emissions in transport infrastructure comprises approximately 18% of transport emissions, or 3% of Australia's total annual emissions.¹⁰ To meet emissions reduction targets set by Australian governments, the way infrastructure is planned, designed, procured, built, and operated will need to include a greater focus on embodied, operational and enabled carbon and to develop a national approach to drive low carbon building practices, and accelerate emissions reduction.

Through the Infrastructure and Transport Ministers Meeting (ITMM), governments have now agreed a set of national carbon values to allow evaluation of the cost of carbon in business cases, as well as a consistent national approach to the measurement of carbon.

9 [Australia's emissions projections 2023 | Department of Climate Change, Energy, the Environment and Water \(dcceew.gov.au\)](#).

10 To read more, see p 69 of [Net Zero Transport and Infrastructure Consultation Roadmap | Department of Infrastructure, Transport, Regional Development, Communications and the Arts \(infrastructure.gov.au\)](#).

Program 1.1: Infrastructure Investment

Program objective

The Infrastructure Investment Program (IIP) supports economic growth, makes travel safer, increases transport access and supports regional development to improve connectivity for communities and freight. It is delivered in partnership with states, territories, and stakeholders to support nationally significant projects that improve productivity, resilience, liveability, and sustainability.

Key Activities ¹¹	Performance Measure(s)
Advise on, deliver and manage the Infrastructure Investment Program (IIP)	1 and 2
Support of Government Business Enterprises	3



11 The key activities under Program 1.1 have been updated and revised from the department's 2024–25 Portfolio Budget Statements.

Our performance

Outcome 1	Program 1.1		
Performance Measure 1	Policy advice on Infrastructure Investment Program (IIP) Project Assessment Report(s)		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Policy advice is high quality, timely and evidence based	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>The department will oversee the delivery of \$96.5 billion in Commonwealth funding over 10 years from 2024–25 through the IIP. The funding will deliver a pipeline of projects which support a range of economic and social objectives, including productivity and resilience, sustainability and liveability.</p> <p>The department delivers a key function of the IIP under the Federation Funding Agreement Schedule on Land Transport Infrastructure Projects (FFAS) with states and territories by assessing projects against legislative and policy criteria. The department determines if the projects represent an eligible activity for funding, and demonstrate value to the wider community in line with government priorities.</p>		
Data Source	Departmental policy advice including briefing to inform approvals of a Project Proposal Report.		
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.		
Measure Type	Output		
Owners	Land Transport Infrastructure Division		
Changes	The performance measure has been updated from the 2023–24 Corporate Plan and further refined from the current year table in the 2024–25 Portfolio Budget Statements.		

Outcome 1	Program 1.1		
Performance Measure 2	Proportion of payments on Infrastructure Investment Program projects (listed in the relevant tables in the FFAS) delivered within requirements.		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Milestone claims received have been assessed, and compliant claims paid to the Jurisdictions	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>The Australian Government is taking important steps with state and territory governments to deliver a sustainable infrastructure pipeline.</p> <p>With hundreds of projects extending across multiple financial years, the assessment determines how the department delivers support and adheres to legislative requirements.</p> <p>This assessment involves measuring the proportion of compliant payments compared to the total payments made (rather than including a measure of rejected payments determined as non-compliant). This measure demonstrates one of the key departmental deliverables under the relevant tables in the FFAS and shows the valuable support the department provides to delivery partners to progress projects.</p>		

Outcome 1	Program 1.1
Data Source	Internal departmental management systems are used to extract milestone information for the period and to report on receipt of signed Schedules relating to the relevant tables in the FFAS.
Methodology	The FFAS establishes the requirements for assessing and scheduling milestones with funding recipients. These are documented through internal guidance material. The assessment will be calculated as a proportion of the number of payments that meet requirements against the total number of payments (all claims, including those that do not meet requirements) for the period.
Measure Type	Output
Owners	Land Transport Infrastructure Division
Changes	This is a new measure for 2024–25.

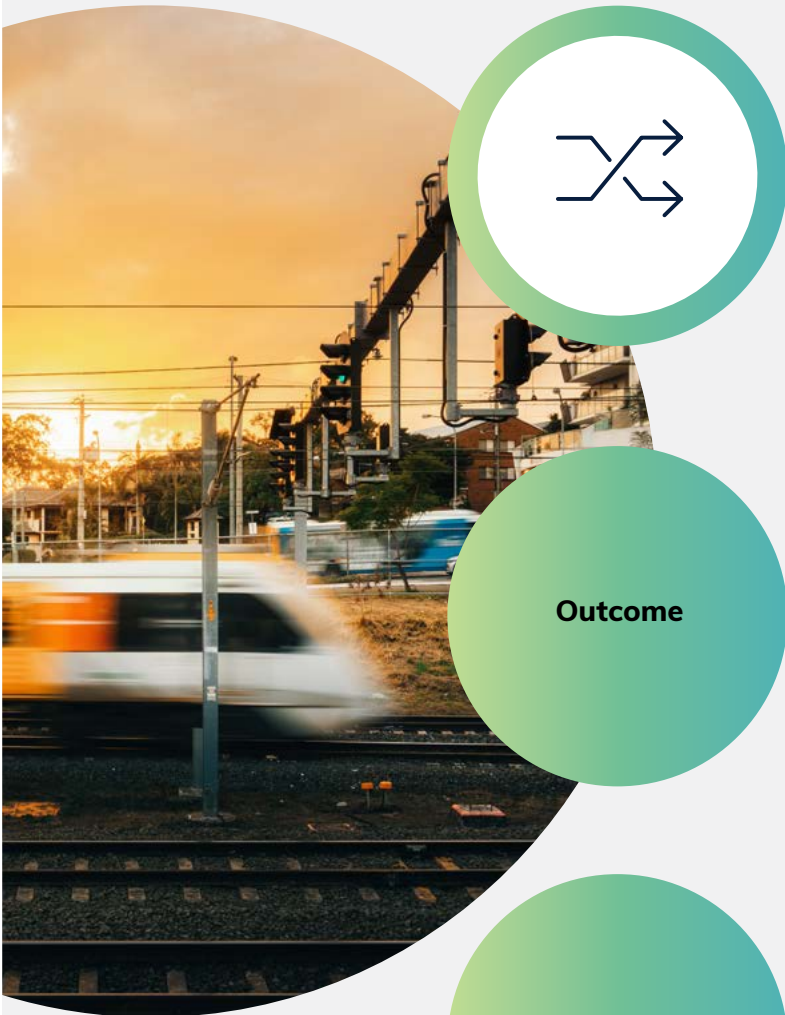
Outcome 1	Program 1.1
Performance Measure 3	Shared oversight for the delivery of Commonwealth infrastructure projects in relation to: <ul style="list-style-type: none"> a. Australian Rail Track Corporation Limited b. WSA Co Limited c. National Intermodal Corporation Limited

Targets to measure performance

2024–25 Target	2025–26	2026–27	2027–28
The department provides high quality and timely policy advice to government	As for 2024–25	As for 2024–25	As for 2024–25

Rationale	The department provides joint oversight of Government Business Enterprises (GBEs) with the Department of Finance including: Australian Rail Track Corporation and its subsidiary Inland Rail Pty Ltd, WSA Co Limited (WSA) and National Intermodal Corporation Limited (National Intermodal), and the significant national infrastructure and transport projects they are delivering such as Inland Rail, Western Sydney Airport and intermodal terminals. The department provides advice to the government on policy, strategy, performance, risk management and project governance matters in relation to these GBEs and the projects they are delivering. The department works closely with the GBEs and the Department of Finance (as the joint Shareholder department) in the development of this advice.
Data Source	Ministerial submissions containing departmental advice, briefs and reports, which are stored in the Parliamentary Document Management System.
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality, timeliness and evidence base.
Measure Type	Output
Owners	Commonwealth Infrastructure Projects Division
Changes	This is a new measure for 2024–25.

Outcome 2: Transport Connectivity (Transport)



Outcome

An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations

Delivery

Outcome 2 is delivered through the following programs:

Program 2.1: Surface Transport

Program 2.2: Road Safety

Program 2.3: Air Transport

Environment and Risk

As outlined in Outcome 1, Australia's transport system underpins our way of life and how the department works with state and territory governments to deliver a substantial infrastructure investment pipeline over the next 10 years to 2032. Transport infrastructure — road, rail, maritime and air, are integral in connecting people to communities, jobs, and essential services. When properly planned and targeted, it enables connectivity to businesses and industry to markets which facilitates a range of significant economic, social and environmental objectives.

Road and transport safety

Improving road safety is critically important for all Australians. All levels of government have a role in improving road safety. We continue to work closely with state and territory governments to develop and implement national road safety policy priorities through the National Road Safety Strategy 2021–30, and the National Road Safety Action Plan 2023–25.¹² The Strategy and Action Plan target 4 enabling activities and 9 priority areas and address all aspects of the road transport system including safer roads, safer vehicles, and safer road use, underpinned by speed management.

The Australian Government contributes to the safer vehicles element of road safety through the *Road Vehicle Standards Act 2018 (RVSA)*. The department administers the legislation by setting national road vehicle standards, assessing applications against those standards and undertaking compliance and enforcement activities. The department also administers the framework for voluntary and compulsory road vehicle and component recalls in accordance with the RVSA.

The department develops policy advice for government and provides governance for aviation entities responsible for regulation of aviation safety and the safe and efficient management of Australia's airspace. The department is not solely responsible for aviation safety outcomes, but is part of an aviation safety system involving other government agencies, industry and safety personnel that seek to continuously improve Australia's aviation safety performance. The department's policy development and governance roles help with establishing and maintaining the safe and efficient operation of Australia's aviation safety system.

Aviation White Paper

The Aviation White Paper commits to 56 initiatives to improve the industry's safety, productivity, competitiveness and sustainability. The White Paper sets the policy direction for the economically critical aviation sector out to 2050, and sets long-term policies to guide the industry's next generation of growth and innovation. A safe, efficient, sustainable and competitive aviation sector is vital for Australians' economic well-being and quality of life. Aviation connects Australians with the world and communities to each other, bringing critical imports to our country and connecting world-class exports with global markets, while Australians rely on aviation to visit family and friends interstate and overseas. The department will lead implementation of major initiatives, such as the establishment of the Aviation Industry Ombuds Scheme, and making new aviation specific disability standards.

Western Sydney International Airport

The department is responsible for leading development of the flight paths for the Western Sydney International (Nancy-Bird Walton) Airport (WSI), including undertaking an environmental assessment of the preliminary flight paths. In developing WSI's flight paths, the department works closely with Airservices Australia, Australia's Air Navigation Services Provider, WSA Co. (the owner and operator of WSI), and the Department of Defence. In 2023–24, the department released the preliminary flight paths for public exhibition as part of the environment assessment process under the *Environment Protection and Biodiversity Conservation Act 1999*. The department received 8,477 submissions. The final Environmental Impact Statement (EIS) is on track to be published in late 2024.

Environmental management at airports

The department also manages domestic aviation programs, regulates and promotes awareness of environmental issues to ensure pollution and other environmental impacts on airports are managed. This is done with a view to reducing those environmental impacts and increasing public amenity over time. In addition to regulating environmental management at leased federal airports, the department is also delivering a Per- and Poly-fluoroalkyl Substances (PFAS) Airports Investigation Program. Through this program, the department will work with airports and other stakeholders to ensure whole-of-site PFAS impacts at civilian airports are properly characterised,

12 To read more on the department's national road safety priorities see: www.roadsafety.gov.au.

and nationally-consistent PFAS Management Plans are put in place. This will provide confidence to communities, businesses and industry that the environmental and human health risks associated with PFAS contamination are being effectively monitored and managed.

Safeguarding supply chains

Australian supply chains are critical to our future economic success and to strengthening the connection between our regions and urban centres. The first 5-year review of the [National Freight and Supply Chain Strategy in 2023–24](#) was an opportunity to ensure it remained fit for purpose in improving the efficiency, effectiveness and reliability of supply chains. Through consultations a number of gaps were identified, including decarbonisation, resilience and productivity. The department will work with the states and territories to refresh and update the strategy in 2024–25.

Supply chain disruptions and geopolitical events in recent years underline the importance of a resilient maritime sector. The department is responsible for implementing a strategic fleet pilot program to provide the government with increased maritime capability. The department is also implementing a range of complementary measures aimed at supporting implementation of the strategic fleet, including reviews of the *Coastal Trading (Revitalising Australian Shipping) Act 2012* and *Shipping Registration Act 1981*.

Reducing emissions

Transport accounts for around 21% of Australia's total CO₂ emissions, with road transport alone contributing to 84% of that total.¹³ Reducing emissions in the transport sector through low carbon and renewable energy sources will require concerted action across government and industry to secure long lasting benefits, while managing and minimising the impacts of the transition. To plan for the future, the Australian Government is developing a Transport and Infrastructure Net Zero Roadmap and Action Plan to support reducing transport emissions.

The Australian Government is progressing specific actions to reduce road transport emissions, including through the introduction of the New Vehicle Efficiency Standard (NVES). The NVES is projected to achieve 321 million tonnes of abatement by 2050,

around \$95 billion in fuel savings and \$5 billion in health benefits.¹⁴ The department is regulator for the *New Vehicle Efficiency Standard Act 2024*, and will work closely with industry to support necessary changes to support implementation.

To reduce emissions in hard-to-abate transport sectors, such as aviation and heavy vehicles, the Australian Government is also progressing measures to support a domestic low carbon liquid fuel industry. This includes developing a certification scheme for low carbon liquid fuels, investing to commercialise innovation through the \$1.7 billion Future Made in Australian Innovation Fund, and consulting with industry on the optimal mix of demand-side and supply-side policies.

The Australian Government has also committed to developing a Maritime Emissions Reduction National Action Plan (MERNAP) to chart a practical green transition for our maritime sector, while also working with other nations on low and zero emissions international maritime operations. The MERNAP is being developed in close consultation with industry to set Australia's own strategic direction on a smooth energy transition for its domestic maritime sector. International shipping is vitally important to Australia, including for the export of our renewable energy resources.

Technological innovation

Emerging transport technologies such as Connected and Automated Vehicles (CAV) have the potential to improve transport safety, productivity, accessibility and sustainability. Estimates from the Bureau of Infrastructure and Transport Research Economics (BITRE) predict that highly automated vehicles will enter the Australian market around 2026, making up two-thirds of light vehicle sales by 2050.¹⁵ We are developing new regulatory frameworks to support the safe commercial deployment of automated vehicles and other technologies. We will lead the work with state and territory governments, supporting the introduction of emerging technologies and availability, adoption and deployment of cooperative intelligent transport systems to all Australians.

¹³ [Australia's emissions projections 2023 | Department of Climate Change, Energy, the Environment and Water \(dcceew.gov.au\)](#).

¹⁴ [Cleaner, Cheaper to Run Cars: The Australian New Vehicle Efficiency Standard Consultation Impact Analysis | Department of Infrastructure, Transport, Regional Development, Communications and the Arts \(infrastructure.gov.au\)](#).

¹⁵ [Forecasting uptake of driver assistance technologies in Australia | Bureau of Infrastructure and Transport Research Economics \(bitre.gov.au\)](#); see p 12.

Program 2.1: Surface Transport

Program objective

The surface transport program supports economic growth, makes travel safer and increases transport access through delivering programs, policies and regulation for efficient, sustainable, safer and better-connected road, rail and maritime sectors.

Key Activities ¹⁶	Performance Measure(s)
Support surface transport decarbonisation, productivity and safety through policy advice	4
Administer regulatory functions to drive compliance across the surface transport emissions, productivity and maritime safety environments	5
Administer and monitor the delivery of surface transport programs	6



16 The key activities under Program 2.1 have been updated and revised from the department's 2024-25 Portfolio Budget Statements.

Our performance

Outcome 1	Program 2.1		
Performance Measure 4	Policy advice relating to: <ol style="list-style-type: none"> heavy vehicle, maritime and rail safety surface transport productivity and effectiveness surface transport decarbonisation and maritime environment protection national freight and supply chains 		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Policy advice is high quality, timely and evidence based	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>Safe, efficient and sustainable domestic and international transport systems are vital to Australia's continuing prosperity. The department contributes to the prosperity of the economy and the wellbeing of all Australians by supporting and enhancing our transport systems.</p> <p>This performance measure reflects the department's role in providing strategic policy advice to assist the government to shape the frameworks underpinning road, rail, maritime and aviation transport and its environmental impacts in Australia.</p>		
Data Source	Departmental records including Commonwealth committee papers and briefs, and Ministerial submissions stored in the Parliamentary Document Management System.		
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality and timelines.		
Measure Type	Output		
Owners	Surface Transport Emissions and Policy Division		
Changes	This is a new measure for 2024–25.		

Outcome 2	Program 2.1			
Performance Measure 5	Administration of regulatory functions for: <ul style="list-style-type: none"> a. Maritime regulation b. New Vehicle Efficiency Standard (NVES) regulator 			
Targets to measure performance				
2024–25 Target	2025–26	2026–27	2027–28	
a. Rates of non-compliance are reduced and/or maintained compared to the previous year b. NVES regulator is established	a. Rates of non-compliance are reduced and/or maintained compared to the previous year b. Development of regulatory functions	a. Rates of non-compliance are reduced and/or maintained compared to the previous year b. Implementation of regulatory functions	As for 2026–27	
Rationale	Regulatory compliance is important to uphold the integrity of business processes, protecting public interest as well as stakeholder interest. This performance measure focuses on deliberate and opportunistic non-compliance, and the department’s role in early stage design and delivery of the NVES regulator. Entities that are, or are attempting to, comply should be subject to additional outreach and education rather than penalties.			
Data Source	The data source for each composite measure varies and is captured differently. <ul style="list-style-type: none"> a. The Coastal Trading and Licencing System holds information on voyage and cargo volume breaches and compliance trends over time for individual coastal trading licence holders. Third party vessel tracking data is used for additional compliance activities. b. Formal launch of the NVES regulator through a notification on the department’s website and appropriate delegation instruments being put in place. 			
Methodology	<ul style="list-style-type: none"> a. A quantitative assessment of performance is undertaken against legislative requirements and government objectives. Internal data is verified against third party sources. All appropriate compliance actions are taken and recorded in line with supporting legislation. b. A qualitative assessment of functions to be fulfilled under the NVES and Road Vehicle Standards legislation. 			
Measure Type	Effectiveness			
Owners	Surface Transport Emissions and Policy Division			
Changes	This is a new measure for 2024–25.			

Outcome 2	Program 2.1		
Performance Measure 6	Provide effective administration of surface transport and emissions program functions: <ol style="list-style-type: none"> a. Tasmanian Shipping Programs (TFES and BSPVES) b. Heavy Vehicle Safety Initiative c. Real World Testing of Vehicle Efficiency d. Strategic Local Government Asset Assessment Project e. Regional Australia Level Crossing Safety Program 		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Programs are administered in accordance with program guidelines, ministerial directions and funding agreements	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>The department is responsible for the administration and oversight of the operation, background and funding of Australia's Tasmanian Shipping Programs, while Services Australia delivers the Tasmanian Freight Equalisation Scheme (TFES) and Bass Strait Passenger Vehicle Equalisation Scheme (BSPVES) on behalf of the department. These programs are demand-driven and are aimed at providing financial assistance for costs associated with moving eligible non-bulk goods and passenger vehicles by sea.</p> <p>The department works closely with the National Heavy Vehicle Regulator as the grantee which administers the Heavy Vehicle Safety Initiative on behalf of the Commonwealth. The department has control over the development of the grant guidelines and grant agreement funding, and actively monitors and reviews the program to ensure delivery of the program is in line with program outcomes.</p> <p>The department works closely with the Australian Automobile Association (AAA) as the grantee for the Real-World Testing program, and with the Industry Grants Hub. The department has influence over the way in which the AAA considers the grants agreement, how the grants agreement is interpreted by the Grants Hub, and how both the program guidelines and grant agreement were developed, and may be amended from time to time.</p> <p>The department works with the delivery partners (the grantees) and the Department of Industry, Science and Resources Business Grants Hub (Business Grants Hub) by monitoring and evaluation of outputs to ensure adherence to the Strategic Local Government Asset Assessment Project program outcomes. The department has control over the development of the grant guidelines, service schedule and grant agreements. We work with the grantees to ensure data collection is in accordance with the development of the new National Automated Access System.</p> <p>The department works with an independent technical advisor to support monitoring, evaluation and compliance of the Research and Innovation Grants for the Regional Australia Level Crossing Safety Program.</p>		
Data Source	Quarterly reports, grant agreements and grantee reporting information.		
Methodology	Review and analysis of reporting and adherence to grant agreements, milestones and program guidelines using statistical analysis and accepted economic modelling techniques.		
Measure Type	Output		
Owners	Surface Transport Emissions and Policy Division		
Changes	This is a new measure for 2024–25.		

Program 2.2: Road Safety

Program objective

The road safety program makes travel safer through coordinating a national strategic approach to improving road safety and working to make vehicles safer for all road users.

Key Activities ¹⁷	Performance Measure(s)
Support road safety in Australia	7 and 8
Administration of the Road Vehicle Standards (RVS) legislation	7
Advise on and deliver better road safety	8



17 The key activities under Program 2.2 have been updated and revised from the department's 2024–25 Portfolio Budget Statements.

Our performance

Outcome 2	Program 2.2		
Performance Measure 7	Administration of the Road Vehicle Standards (RVS) legislation		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
a. 100% of applications are decided within legislative timeframes	As for 2024–25	As for 2024–25	As for 2024–25
b. 75% of voluntary recalls are published within the service level agreement of seven business days			
Rationale	<p>The department administers the Road Vehicle Standards (RVS) legislation to regulate the first provision of road vehicles to the Australian market. The RVS legislation seeks to ensure all road vehicles meet the safety, security and environmental standards expected by the community at the time they are first provided.</p> <p>The department administers the legislation by setting national road vehicle standards, assessing applications against those standards and undertaking compliance and enforcement activities. The department also monitors voluntary recalls undertaken by vehicle and component suppliers.</p> <p>The 2024–25 targets are informed by legislative requirements and appropriate risk responses, and aim to measure the efficiency and effectiveness of assessment and recall activities.</p>		
Data Source	The department’s RVS support system named ‘ROVER’ contains data for monitoring decision-making timeframes and voluntary recalls for Targets (a) and (b).		
Methodology	Analysis of reports extracted directly from ROVER. ROVER is used to generate quarterly assessment and monthly recalls reports which are published on the department’s website. The department reviews and verifies ROVER data to ensure the reliability of our reporting.		
Measure Type	Output		
Owners	Road and Vehicle Safety Division		
Changes	Nil		

Outcome 2	Program 2.2		
Performance Measure 8	Delivery of road safety programs and projects within budget and achieving the outputs outlined in individual project funding agreements and program guidelines		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
All tranche 1 to 3 projects are completed, milestones paid and relevant road safety data received	All projects committed beyond tranche 3 are completed, milestones paid and relevant safety data received. Program closed, reporting and evaluations finalised	Not Applicable	Not Applicable
Rationale	<p>The measure reflects the department’s commitment to national road safety by providing infrastructure funding in line with the <i>National Land Transport Act 2014</i> and the <i>National Road Safety Strategy and Action Plan</i> to deliver significant road safety outcomes for Australians.</p> <p>The target reflects delivery timeframes to meet our legislative requirements and policy goals outlined in the <i>National Road Safety Strategy</i>.</p>		
Data Source	Individual project reports, program guidelines and certified evaluation report. The reports are submitted through the Infrastructure Management System (IMS).		
Methodology	Review and verification of individual assessment reports, program guidelines, and grantee evidence in line with a standard operating procedure. Based on this assessment, the department determines the number of projects that are completed and paid.		
Measure Type	Output		
Owners	Road and Vehicle Safety Division		
Changes	The performance measure has been updated from the 2023–24 Corporate Plan and further refined from the current year table in the 2024–25 Portfolio Budget Statements.		

Program 2.3: Air Transport

Program objective

The air transport program facilitates investment in aviation infrastructure, ensures the aviation industry operates within a clear and robust regulatory framework, and ensures Australian businesses and consumers have access to competitive international and domestic air services, and access to regional and remote areas.

Key Activities ¹⁸	Performance Measure(s)
Lead the design of the Western Sydney Airport flight paths	9
Support the implementation of key Aviation White Paper Outcomes	9 and 10
Manage domestic aviation programs and regulations	10, 11 and 12
Support a safe and accessible transport system	12, 13 and 14
Administer effective domestic aviation safety policy	13 and 14



¹⁸ The key activities under Program 2.3 have been updated from the department's 2024–25 Portfolio Budget Statements to include the Aviation White Paper.

Our performance

Outcome 2	Program 2.2		
Performance Measure 9	Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport		
Targets to measure performance			
2024–25 Target	2025–26	2026–27 ¹⁹	2027–28
Publish the final Environmental Impact Statement (EIS), including the Public Submission Report in quarter 4, 2024	Flight paths finalised and approved following community consultation to enable airport opening in late-2026	TBC	TBC
Rationale	<p>The department is required to undertake Commonwealth Preparatory Activities for the opening of Western Sydney International (WSI) in late-2026. These activities include leading the airspace and flight path design for WSI. The department is responsible for leading the development of the EIS.</p> <p>Publishing the final EIS in quarter 4 of 2024 will provide the community with certainty on airspace design and WSI with greater operational certainty.</p>		
Data Source	The final EIS confirmed by the Minister for Environment, Expert Steering Group and Joint Implementation Group meeting minutes, Project Management Plan for airspace design process; and fortnightly dashboard reporting for environmental assessment package.		
Methodology	Analysis of meeting minutes, management plan and internal dashboards to confirm publication of final EIS.		
Measure Type	Output		
Owners	International Aviation, Technology and Services Division		
Changes	Nil		

Outcome 2	Program 2.3		
Performance Measure 10	Percentage of Master Plans and Major Development Plans (MDP) processed for leased federal airports within statutory timeframes		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
100% of Master Plans and MDPs are assessed and submitted to the Minister with sufficient time for consideration and decision within statutory timeframes in each financial year	As for 2024–25	As for 2024–25	As for 2024–25

¹⁹ Targets for 2026–27 and 2027–28 to be confirmed and published in a future Corporate Plan.

Outcome 2	Program 2.3
Rationale	<p>The department is responsible for regulatory oversight of leased federal airports under the <i>Airports Act 1996</i>. The department must ensure there is no delay to the data we receive in order to provide the Minister with sufficient time to consider the Master Plan and/or MDP for decision making.</p> <p>The performance measure focusses on the department's role in the assessment and decision-making process for Master Plans and MDPs.</p>
Data Source	Records of Master Plans and MDP submissions and decisions are stored in the Parliamentary Document Management System.
Methodology	The department maintains a detailed and accurate record of statutory timelines for each Master Plan and MDP submitted. Records are assessed to determine the percentage of plans the department has submitted within statutory timeframes for the current financial year.
Measure Type	Output
Owners	Domestic Aviation and Reform Division
Changes	Nil

Outcome 2	Program 2.3			
Performance Measure 11	Performance of the Regional Airports Program (RAP) and the Remote Airstrips Upgrade (RAU) Program			
Targets to measure performance				
2024–25 Target	2025–26	2026–27	2027–28²⁰	
RAP and RAU projects are completed in line with their funding agreements	As for 2024–25	As for 2024–25	TBC	
Rationale	<p>The RAP and RAU Programs support domestic aviation in regional and remote Australia to improve safety and accessibility of aerodromes and airports in regional and remote areas.</p> <p>The performance measure monitors the department's oversight of grant projects. The target ensures that projects can alter agreements to address possible delays due to extreme weather events or supply chain impacts.</p>			
Data Source	Program management documents cross-checked with internal monthly reconciliation and end of financial year process.			
Methodology	<p>Project is considered completed on the date the final payment is made.</p> <p>This information is taken from internal reporting systems and end of project reports are also provided before the final payment is made for verification purposes.</p>			
Measure Type	Output			
Owners	Domestic Aviation and Reform Division			
Changes	Nil			

²⁰ Target for 2027–28 to be confirmed and published in a future Corporate Plan.

Outcome 2	Program 2.3			
Performance Measure 12	The number of per- and poly-fluoroalkyl substances (PFAS) investigations undertaken at civilian airports			
Targets to measure performance				
2024–25 Target	2025–26	2026–27	2027–28	
Execution of contracts to undertake PFAS investigations at 22 civilian airports	Delivery of PFAS Management Plans for 50% of airports participating in the Program	Delivery of PFAS Management Plans for 100% of airports which participated in the Program ²¹	N/A	
Rationale	<p>Commencement of PFAS investigations is a clear commitment by the Australian Government to understand the nature and extent of PFAS contamination on and around civilian airports. The completion of a PFAS Management Plan assures target groups that a technically-robust and defensible environmental investigation process has been undertaken, and contains suitable recommendations for the ongoing management of any PFAS contamination at airports.</p> <p>The department is solely responsible for the procurement of expert contaminated land consultants to commence PFAS investigations. PFAS investigations at each airport are anticipated to take 2 to 3 years on average to complete.</p> <p>Where potential exposure risks are identified through the PFAS investigation process, including risk to human health or the environment, risk reduction-focused recommendations will be made.</p>			
Data Source	An internal Master Contract Register for the PFAS Program, which confirms the number of PFAS investigation contracts being actively managed by the department at any time.			
Methodology	The status of all contracts executed under the Program is routinely monitored in accordance with a dedicated program governance framework, and subject to monthly status reporting.			
Measure Type	Output			
Owners	Domestic Aviation and Reform Division			
Changes	The performance measure has been updated from the 2023–24 Corporate Plan.			

21 Development of a detailed PFAS Management Plan is the final stage of the PFAS Investigation process. This Plan summarises the outcomes of the PFAS investigation process, and will identify a range of actions to appropriately monitor and manage PFAS contamination at each airport in future. Finalisation of PFAS Management Plan confirms completion of PFAS investigation process at each airport.

Outcome 2	Program 2.3		
Performance Measure 13	Contribute to maintain or reduce the number of aviation fatalities per 100,000 people for current year's 10-year average		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
The 10-year average of annual aviation fatalities per 100,000 people is maintained or reduced	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>A reduction in annual average aviation fatalities over time is an indicator of policy success in aviation safety.</p> <p>We measure our performance against the 10-year average as the policy results can only be seen in the long term. Fatalities will fluctuate year on year for a number of reasons, so a long-term view is most appropriate to measure performance.</p> <p>The department reviews long-term trends to determine if its aviation policy advice is effective in contributing to a maintenance or reduction of aviation fatalities.</p>		
Data Source	National Aviation Occurrence Database provided by the Australian Transport Safety Bureau (ATSB).		
Methodology	The ATSB consistently categorise and codes aviation safety data to determine the 10-year average in line with the International Civil Aviation Organization's ADREP 2000 model.		
Measure Type	Effectiveness		
Owners	International Aviation Technology and Services Division		
Changes	The performance measure has been updated from the 2023–24 Corporate Plan.		

Outcome 2	Program 2.3		
Performance Measure 14	Policy advice supporting aviation safety		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Policy advice is high quality, timely and evidence-based	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>The quality and timeliness of the department's aviation safety policy advice appropriately measures the department's performance. A key role of the department is providing the Minister with timely and high-quality advice to aid decision making.</p> <p>Safety is the clear and understandable link between the key activity, performance measure and target, and is paramount in order to ensure travellers and goods are transported securely and safely.</p>		
Data Source	Ministerial submissions containing departmental policy advice which are stored in the Parliamentary Document Management System.		
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality and timeliness.		
Measure Type	Output		
Owners	International Aviation Technology and Services Division		
Changes	This is a new measure for 2024–25.		

Outcome 3: Regional Development, Local Government, Cities and Northern Australia



Strengthening the sustainability, capacity and diversity of Australia's cities and regions including northern Australia, including through facilitating local partnerships between all levels of government and local communities; through investment in infrastructure and measures that stimulate economic growth; and providing grants and financial assistance

Outcome 3 is delivered through the following programs:

Program 3.1: Regional Development

Program 3.2: Local Government

Program 3.3: Cities

Program 3.4: Growing a Stronger northern Australia Economy

Environment and Risk

We are committed to delivering outcomes that support Australians living in metropolitan centres and regional, rural and remote areas. We work with all levels of governments and communities to improve liveability, resilience and economic opportunities.

Investing in the Regions

Over 8 million Australians live outside capital cities as at June 2023²² In the year to February 2024 our agriculture, forestry, fishing and mining industries made up 70.2% (\$387.1 billion) of the value of Australia's merchandise exports (\$551.8 billion).²³

Australian regions are defined in various ways and are not a fixed or static concept reflecting one singular or set of characteristics. Major trends affecting regional Australia include environmental and climatic, demographic, economic and technological changes that will have localised and varying degrees of impact. This includes the physical and economic impacts of transitioning to a net zero economy, which are concentrated in key regions.

We focus on a place-based approach to regional development that reflects the unique strengths and challenges of a region. The department delivers dedicated regional programs, such as the Growing Regions Program and the regional Precincts and Partnerships Program (rPPP), to support strong and sustainable regional communities and economies. The department also delivers the government's 2022 community infrastructure election commitments through the Investing in Our Communities (liOC) and Priority Community Infrastructure Programs (PCIP). These programs assist communities to build their strengths and improve livability across Australia.

Local governments play a pivotal role as first responders during disasters, key delivery partners for regional programs and sources of on-the-ground information to guide Australian Government policy responses. We engage with local governments through the Australian Local Government Association (ALGA) as the peak body, directly with Local Government Associations in each state and territory, and through the biannual Local Government Ministers' Forum which informs our understanding of priorities and pressures impacting the sector.

Integrated and coordinated regional investment

We play a central leadership role in bringing together regional stakeholders and all levels of government. We listen to local voices and work collaboratively to deliver policies and programs that help support strong and sustainable regions across Australia.

The department's work continues to ensure any new investments and policies impacting regional Australia are guided by the government's [Regional Investment Framework](#) (the Framework), with an emphasis on recognising the diversity of Australia's regions and delivering on the potential of regional Australia through building on each region's unique strengths, including helping regions undergoing significant economic change to transition or adapt to specific structural challenges. The Framework places regions and their people at the centre of decision making — valuing local voices and priorities, listening to and building on evidence to inform investment, operating with flexibility and transparency, and coordinating across governments to make investments work better for regions.

Built in to the Australian Government's Budget processes, the Framework guides the design and delivery of regional initiatives, influencing decision making and supporting better outcomes for regions. The department takes a leading role in driving implementation of the Framework, embedding local engagement, evidence-based solutions and collaboration into our 'business as usual'.

Genuine partnerships across all levels of government are critical to ensuring that planning, funding and project delivery maximise regional outcomes. We listen to and work with communities, state, territory and local governments and businesses in developing our policy approaches to ensure we use the right tools to achieve our outcomes. Our 50 Regional Development Australia (RDA) committees are an effective conduit for the Australian Government's footprint in the regions, providing a two-way communication mechanism to address contemporary policy issues.²⁴

Place-based investment will be tailored to address the stated priorities and goals of a region. In programs like the Growing Regions Program Round 1, we are specifically asking applicants to identify how their project proposal is aligned with their regional priorities as part of our formal merit assessment process. We will be targeting a region's competitive advantages, strengths and opportunities, and will

22 Australian Bureau of Statistics (ABS), Regional Population, Canberra. Figures are as at June of reference year. Population estimates refer to the 26 March 2024 release. <https://www.abs.gov.au/statistics/people/population/regional-population/2022-23#data-downloads> (Population estimates by SA2 and above, 2001 to 2023, Table 4).

23 ABS, International Trade in Goods, Australia, Canberra. Original monthly values have been used. <https://www.abs.gov.au/statistics/economy/international-trade/international-trade-goods/mar-2024#data-downloads> (Table 32a).

24 For more information on our RDA committees see: rda.gov.au.

address locally identified and data-informed barriers to success. We will ensure our level of engagement and investment is in line with the intended outcomes, depending on the need, complexity and scale of impact required. The department is also administering the \$400 million rPPP. Through the rPPP we are supporting regional communities to partner with government to deliver regional precincts that are tailored to local needs and have a shared vision for how that precinct connects to the region.

The department supports collaboration across Australian Government agencies through the Regional Development Inter-Departmental Committee. This committee was established to ensure investments in regions are complementary and coordinated across agencies, and utilise local data and intelligence on key regional issues. Additionally, the department manages the government's Regional Australia Impacts Statement process, ensuring that agencies across government consider and reflect the Framework's principles and priorities when developing policy proposals that impact regional Australia.

The department also leads regular forums with state and territory governments and the ALGA. These forums are focused on driving collaboration, building genuine partnerships, leveraging investments, reducing duplication and delivering cumulative benefits for regional communities and economies.

The department seeks, harnesses and shares local insights, data and intelligence to support evidence-based decision making. This includes regular engagement with a broad range of regional stakeholders, including RDA committees and local governments, leveraging local intelligence to deliver better outcomes for Australia's diverse regions. Insights, data and intelligence will also contribute to the department's development of regular State of Australia's Regions reports, the first of which was released on 6 February 2024.²⁵

Cities and suburbs

How we live, work and play and our resulting prosperity, productivity and wellbeing is largely dependent on how we plan and govern our urban spaces. Our cities will play a significant role in Australia's future with the majority of population growth occurring in our cities and suburbs. Two thirds of Australians live in one of our capital cities. Our 20 largest cities are home to nearly 80% of the population. Capital cities will grow faster than rest of state areas and are projected to reach 69% of our population by 2033–34. Our cities are central to meeting the challenges of a changing climate.

Cities are the engine room of our nation — our 20 largest cities generate 77.8% of our total gross domestic product.

The Cities and Suburbs Unit was established within the department on 1 July 2023 to deliver on the government's Urban Agenda. This includes delivery of a National Urban Policy (informed by an Urban Policy Forum of experts), production of regular State of the Cities reports, and providing secretariat and policy support for the newly reconvened national Planning Ministers' Meetings.

The department will continue to deliver on the Australian Government's commitment to stronger engagement with other levels of government on urban policy matters. Of particular importance is engagement through forums such as the Planning Ministers' Meeting, a Heads of Planning senior officials' group and the newly formed urban interjurisdictional working group. We will continue to provide urban policy advice to the minister and seek to better integrate an urban lens across the Commonwealth to ensure Australian Government policies, programs and investment are supporting sustainable growth in urban places.

As a partner with jurisdictions in urban policy, the Australian Government has a role to play in improving information and data about Australian cities, in collaboration with other levels of government. We are fulfilling this role by publishing a regular State of the Cities Report (the Report), the first of which is expected to be released this year. The Report will provide an accurate and up-to-date picture of life in our cities and is supported by the [National Urban Policy](#).

We will continue to support delivery of the \$150 million urban Precincts and Partnerships Program and the \$200 million Thriving Suburbs Program in the 2024–25 financial year.

The urban Precincts and Partnerships Program is intended to help transform our cities and suburbs in partnership with state and local governments and community organisations. This program will support transformative investment in urban Australia based on the principles of unifying urban places, growing economies and serving communities. This program will fund both the development of precincts through facilitating planning, design and consultation, leading to business cases for investment-ready proposals, as well as a stream to support delivery of larger scale precinct projects.

The Thriving Suburbs Program will deliver investment in locally-driven and priority community infrastructure projects by providing access to funding for capital works for community and economic infrastructure that enhances liveability and prosperity in urban, suburban and peri-urban communities.

25 To read more on the State of the Regions reports see: [State of Australia's Regions Report | Department of Infrastructure, Transport, Regional Development, Communications and the Arts](#).

The department will continue to administer the Australian Government's \$9.3 billion investment in City Deals in Townsville, Launceston, Darwin, Western Sydney, Hobart, Geelong, Perth, Adelaide and South-East Queensland, and Regional Deals in Barkly and Hinkler, as well as partnership projects in Albury and Wodonga.

We will continue to work with industry, governments and our portfolio entities, to deliver infrastructure upgrades and enhance productivity while addressing challenges in the construction sector, such as escalating prices, and tight labour markets.

The Housing Support Program will deliver funding to support the National Housing Accord's target of building 1.2 million new, well-located homes over 5 years from 1 July 2024. This program will support the delivery of increased housing supply by funding projects that seek to deliver enabling infrastructure and provide amenities to support new housing development, improve building planning capability, or provide state and territory delivered social housing.

Brisbane 2032 Olympic and Paralympic Games

The Australian Government is investing up to \$3.435 billion toward key venue infrastructure for the Brisbane 2032 Olympic and Paralympic Games (the Games).

The Games and our investment in key venue infrastructure will provide opportunities for communities across Brisbane, Queensland, Australia and Oceania and will make growing South-East Queensland even more inclusive, sustainable, connected, liveable and prosperous.

An Intergovernmental Agreement, signed by the Australian and Queensland governments in February 2023, outlines an enduring partnership which will support the successful delivery of the Games. Schedule A of this agreement outlines the funding and governance arrangements for venue infrastructure projects for the Games.

The Australian Government's 50:50 co-contribution to the Games venue infrastructure is a capped contribution of up to \$2.5 billion for the Brisbane Arena project and up to \$935 million for new and upgraded venues under the Minor Venues Program. Robust fiscal management of these venue projects, and adherence to Australian Government policies, are managed by the department through milestone payments dictated by Federation Funding Agreements Schedules and provision of policy advice.

²⁶ Analysis of ABS (2023), [ASGS2021/LGA \(MapServer\) \(abs.gov.au\)](#); ABS, Regional population, Australian Bureau of Statistics ([abs.gov.au](#)).

The department engages with other Australian Government entities, Queensland and local governments to support infrastructure priorities, governance arrangements and communications for the Games.

Growing a stronger Northern Australia economy

Northern Australia encompasses 53% of Australia's landmass, and is home to 1.3 million people, accounting for 5.2% of Australia's population.²⁶ It includes all of the Northern Territory (NT), parts of Queensland and Western Australia north of the Tropic of Capricorn, and the Indian Ocean Territories of Cocos (Keeling) Islands and Christmas Island.

The region is abundant with untapped potential and talented people. A strong and prosperous north is a key enabler for the successful delivery of the Australian Government's national policy agendas, including supporting:

- the delivery of a future made in Australia
- closing the gap on Indigenous disadvantage
- transition to a net zero economy
- the development of the critical minerals industry
- readiness of the north to benefit from implementation of the National Defence Strategy and the Integrated Investment Program.

Significant investment and progress in developing the north has been achieved. Despite this, Northern Australia continues to face a unique set of complex challenges and opportunities which require a tailored response fit for the northern experience. Its sparse population, the vast distances between major centres and extreme weather conditions can make it difficult and costly to do business and to provide adequate social and economic infrastructure. Housing shortages and higher costs of living can make attracting and retaining a skilled workforce difficult and can lead to a prevalence of fly-in, fly-out workers resulting in the benefits of economic activity flowing to southern centres.

First Nations Australians have significant assets and knowledge to bring to the Northern Australia development agenda. Indigenous people comprise around 17.4% of the Northern Australian population, far greater than their almost 4% share of the national population.²⁷ Around 78% of the land in Northern Australia is recognised under native title or statutory land rights and in the NT, 85% of the coastline is owned under inalienable freehold title. The First Nations population in the north is younger and growing at a faster rate than the rest of the Australian population.²⁸ Some demographic forecasts project that First Nations Australians will constitute approximately half of the working age population of Northern Australia by 2050,²⁹ while outside of major population centres in Northern Australia this is already the case.

Sustainable economic growth, improved liveability and economic empowerment of First Nations Australians in the north is required to develop the northern regions. The department, including the Office of Northern Australia (ONA), partners with jurisdictions, Australian Government agencies and First Nations leaders to coordinate, facilitate and align resources to deliver long-term, sustainable growth in Northern Australia.

The **Northern Australia Infrastructure Facility (NAIF)** was established in 2016 to provide concessional financing through northern jurisdictions to support projects delivering economic benefits across Northern Australia. The government is committed to ensuring investments made through the NAIF benefit local communities and lead to the creation of new jobs across the north. This is done by ensuring the NAIF legislative framework is fit for purpose and reflects the operating environment in the north. The department is working to support the NAIF in providing financing assistance which goes beyond a net-positive economic impact, also focusing on improving the lives of people and communities in the north. Since 2016, the NAIF's investment decisions across the 3 northern jurisdictions total over \$4.3 billion, supporting projects forecast to generate \$32.4 billion in economic activity and support the creation of over 16,300 jobs.

The department supports the NAIF to ensure its projects are aligned with government objectives and policies by facilitating engagement across the Commonwealth. The department also supports the Minister for Northern Australia meet legislative responsibilities under the *Northern Australia Infrastructure Facility Act 2016* (NAIF Act), including the creation of proposal notices and the governance and oversight of the NAIF. The department also supports the development of large-scale and transformational projects in northern Australia such as:

- common user marine infrastructure at the Middle Arm Sustainable Development Precinct in the NT
- Regional Logistics Hubs in Katherine, Alice Springs and Tennant Creek (NT), connecting these regions to Middle Arm and other export facilities
- common user port facilities in the Pilbara to boost the region's readiness for new green hydrogen markets and its transition to renewable energy
- National Aboriginal Art Gallery project in Mparntwe, in Alice Springs, to celebrate First Nations art from across the country, support empowerment and advancement of First Nations people, and enable economic development for the region
- Cairns Marine Precinct, involving a new common user facility at the precinct, cementing the region's role in maintenance, repair and overhaul for defence and recreational marine vessels and providing jobs and growth in tourism for the region
- construction of a new, purpose-built Cairns CBD campus for the Central Queensland University, accommodating a greater number of students and allowing for diversification of the region's higher education options.

27 ABS, *Estimates of Aboriginal and Torres Strait Islander Australians*, June 2021, 31 August 2023 release (based on SA2s for the mainland and LGAs for Christmas Island and Cocos Islands).

28 ABS (2017) in Australian Venture Consultants Pty Ltd, (2020) *A new framework for accelerated development of the Northern Australian Indigenous economy*, provided. [Accessed 26 October 2022, (p 38)].

29 Joint Select Committee on Northern Australia (2014) in Australian Venture Consultants Pty Ltd, (2020) *A new framework for accelerated development of the Northern Australian Indigenous economy*, provided. [Accessed 26 October 2022, (p 38)].

Program 3.1: Regional Development

Program objective

The regional development program supports local communities through regionally-focused stakeholder consultation and engagement, research, policy development and program delivery activities to create jobs, drive regional economic growth and build stronger regional communities.

Key Activity ³⁰	Performance Measure(s)
Advise on and deliver programs to support regional development and local governments	15, 16 and 17



³⁰ The key activities under Program 3.1 have been updated from the department's 2024–25 Portfolio Budget Statements.

Our performance

Outcome 3		Program 3.1		
Performance Measure 15	Delivery of the regional Precincts and Partnerships Program (rPPP), following consultation on program design, within agreed timeframes			
Targets to measure performance				
2024–25 Target	2025–26	2026–27³¹	2027–28	
Funding for completed milestones under rPPP is expended based on evidence and within agreed timeframes	As for 2024–25	TBC	TBC	
Rationale	<p>The Australian Government has committed \$400 million for the delivery of the rPPP to deliver transformative investment in regional, rural and remote Australia.</p> <p>The performance measure focuses on the department's role in early stage design and program delivery. The department facilitates stakeholder consultation to inform program design, supports ministerial decision making on program guidelines, works with the Department of Industry, Science and Resources Business Grants Hub (Business Grants Hub) to facilitate pre-assessment program administration, and supports ministerial decision making on funding outcomes.</p> <p>Management of milestone delivery within specified timeframes is crucial to ensure that the department can support the government's evolving agenda for Australia's regions.</p>			
Data Source	Grantee reporting information provided to the Business Grants Hub.			
Methodology	Assessment of milestone claims reviewed and paid within contractually agreed timeframes. Tracking milestone completion is a responsibility of the Business Grants Hub, established within the agreed services schedule.			
Measure Type	Output			
Owners	Partnerships and Projects Division			
Changes	The performance measure has been updated from the 2023–24 Corporate Plan.			

31 Targets for 2026–27 and 2027–28 to be confirmed and published in a future Corporate Plan.

Outcome 3	Program 3.1		
Performance Measure 16	Percentage of Regional Development Australia (RDA) Committees achieving agreed outcomes as demonstrated by: <ul style="list-style-type: none"> a. stakeholders satisfied with the performance of their RDA b. departmental review of RDA reporting 		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
≥90% of RDAs rated satisfactory or above	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>RDAs assist to bridge regional development gaps in regions by working with a broad range of stakeholders across sectors and supporting the delivery of identified Australian Government strategic priorities.</p> <p>The focus on stakeholder satisfaction is an appropriate measurement of the department’s role in facilitating partnerships and place-based solutions.</p>		
Data Source	RDA program performance monitoring and evaluation framework.		
Methodology	Performance is measured in line with the methodology outlined in the department’s RDA Program Performance Monitoring and Evaluation Framework.		
Measure Type	Output		
Owners	Regional Development and Local Government Division		
Changes	This is a new measure for 2024–25.		

Outcome 3	Program 3.1		
Performance Measure 17	Policy advice on regional development and local government		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Policy advice is high quality and timely	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>The department contributes to the prosperity of the economy and the wellbeing of all Australians by delivering programs for regional development and local government. These programs assist regions to realise their potential and manage their own futures, including through providing essential services and developing planning initiatives.</p> <p>High-quality and timely policy advice on regional development and local government ensures programs are tailored to regional and local needs.</p> <p>This measure cross-cuts with Program 3.2.</p>		
Data Source	Ministerial submissions containing departmental policy advice which are stored in the Parliamentary Document Management System.		
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality and timeliness.		
Measure Type	Output		
Owners	Regional Development and Local Government Division		
Changes	This is a new measure for 2024–25.		

Program 3.2: Local Government

Program objective

The local government program supports regional development and local communities through delivery of policy advice to the Australian Government and financial assistance to local governments to strengthen local government capacity and better support local communities.

Key Activity ³²	Performance Measure(s)
Advise on and deliver programs to support regional development and local governments	18



32 The key activities under Program 3.2 have been updated from the department's 2024–25 Portfolio Budget Statements.

Our performance

Outcome 3	Program 3.2		
Performance Measure 18	Financial assistance is provided to local government in accordance with the <i>Local Government (Financial Assistance) Act 1995</i> consisting of: <ol style="list-style-type: none"> a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis) an identified local road component which is distributed between the states and territories according to fixed historical shares 		
Targets for measuring performance			
2024–25 Target	2025–26	2026–27	2027–28
Funding is provided on time and aligned with the budget appropriation	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	The department administers the Local Government (Financial Assistance) Act 1995 (Financial Assistance Act). Financial assistance grants contribute to the strengthening of regional and local government sustainability, capacity, diversity and promotes investment in measures that will stimulate regional economic growth.		
Data Source	Recommendations received by the State and Northern Territory Local Government Grants Commissions on the funding allocations to be distributed and paid to local governing bodies.		
Methodology	Local Government Grants Commissions in each state and the Northern Territory recommend the distribution of funding to local governing bodies under the Financial Assistance Grant Program in accordance with the Financial Assistance Act and the National Principles for allocating grants. ³³ Analysis of payment records maintained in government record systems.		
Measure Type	Output		
Owners	Regional Development and Local Government Division		
Changes	Nil		

³³ For more information on the national principles for the allocation of grants see: [National principles for the allocation of grants under the Local Government \(Financial Assistance\) Act 1995 | Department of Infrastructure, Transport, Regional Development, Communications and the Arts.](#)

Program 3.3: Cities

Program objective

The cities program supports the development of more liveable and productive cities through programs and policies that support jobs and economic growth, manage population pressures and reduce congestion.

Key Activities	Performance Measure(s)
Work with Queensland to deliver infrastructure for the Brisbane 2032 Olympics and Paralympic Games	19 and 20
Advise on and deliver commitments to enhance Australia's cities and towns	21, 22 and 23



Our performance

Outcome 3	Program 3.3		
Performance Measure 19	Policy advice on Brisbane 2032 Olympic and Paralympic venue infrastructure projects		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Policy advice is high-quality, timely, and evidence based	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>The Australian Government is investing up to \$3.435 billion toward key venue infrastructure in time for the Brisbane 2032 Olympic and Paralympic Games (the Games). Quality policy advice is a core responsibility and function of the department. High-quality and timely policy advice empowers the minister and/or stakeholders to make informed decisions regarding the Games.</p>		
Data Source	Ministerial submissions containing departmental policy advice which are stored in the Parliamentary Document Management System.		
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality and timeliness.		
Measure Type	Output		
Owners	Land Transport Infrastructure Division		
Changes	This is a new measure for 2024–25.		

Outcome 3	Program 3.3		
Performance Measure 20	Approval of Brisbane 2032 Olympic and Paralympic venue infrastructure project milestones in line with the Federation Funding Agreement (FFA) schedule		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
≥90% of compliant milestones submitted by Queensland are approved within the FFA timeframe	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>The Australian Government's investment toward key Brisbane 2032 Olympic and Paralympic Games venue infrastructure will provide opportunities for communities across Brisbane, Queensland, Australia and Oceania.</p> <p>The department's role in monitoring and approving FFA milestones is a key component to enable payment to Queensland to deliver venue infrastructure within budget and on time for the Games.</p>		
Data Source	Publicly available FFA document, written advice to Treasury and evidence of work completed.		
Methodology	Analysis of evidence provided by Queensland to assess delivery against milestones in accordance with the FFA schedule.		
Measure Type	Output		
Owners	Land Transport Infrastructure Division		
Changes	This is a new measure for 2024–25.		

Outcome 3		Program 3.3		
Performance Measure 21	Delivery of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes			
Targets to measure performance				
2024–25 Target	2025–26	2026–27	2027–28	
Establishment and implementation of uPPP within agreed timeframes	Funding under uPPP is expended within agreed timeframes	As for 2025–26	TBC	
Rationale	<p>The Australian Government has committed \$150 million over 3 years for the uPPP to support transformative investment in urban Australia based on the principles of unifying urban places, growing economies and serving communities.</p> <p>The performance measure focuses on the department's role in early stage design and program delivery. The department facilitates stakeholder consultation to inform program design, supports ministerial decision making on program guidelines, works with the Department of Industry, Science and Resources Business Grants Hub (Business Grants Hub) to facilitate pre-assessment program administration, and supports ministerial decision making on funding outcomes.</p> <p>Ensuring that milestones are met and delivery is completed in reasonable timeframes is important to ensure that the department can support the government's evolving agenda for Australia's cities and towns.</p>			
Data Source	Grantee reporting information provided to the Business Grants Hub.			
Methodology	Assessment of milestone claims reviewed and paid within contractually agreed timeframes. Tracking milestone completion is a responsibility of the Business Grants Hub, established within the agreed services schedule.			
Measure Type	Output			
Owners	Partnerships and Projects Division			
Changes	The performance measure has been updated from the 2023–24 Corporate Plan and further refined from the current year table in the 2024–25 Portfolio Budget Statements.			

Outcome 3		Program 3.3		
Performance Measure 22	Delivery of the Thriving Suburbs Program to support investment in community infrastructure			
Targets to measure performance				
2024–25 Target	2025–26	2026–27	2027–28	
Funding for completed milestones under the Thriving Suburbs Program is expended based on evidence and within agreed timeframes	As for 2024–25	As for 2024–25	As for 2024–25	
Rationale	<p>The Thriving Suburbs Program delivers investment in locally-driven urban, suburban and peri-urban infrastructure and community projects.</p> <p>The department delivers the Thriving Suburbs Program in partnership with the Department of Industry, Science and Resources Business Grants Hub (Business Grants Hub). We aim to help address priority community infrastructure by providing access to funding for capital works for community and economic infrastructure that enhances liveability and prosperity in urban, suburban and peri-urban communities.</p>			

Outcome 3	Program 3.3
Data Source	Grant recipient information is maintained by the department and by the Business Grants Hub.
Methodology	Grantee information is verified, validated and assessed to determine the percentage of projects under each program contracted, in progress and/or completed by the end of each financial year. Funding expenditure measures are monitored for accuracy by balancing with payment systems.
Measure Type	Output
Owners	Regional Development and Local Government Division
Changes	The performance measure has been updated from the 2023–24 Corporate Plan and further refined from the current year table in the 2024–25 Portfolio Budget Statements.

Outcome 3	Program 3.3		
Performance Measure 23	Advice on Australian cities policy		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Policy advice is high quality and timely	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>In the 2023–24 Budget, the Australian Government announced establishment of a Cities and Suburbs Unit to deliver a new National Urban Policy and State of the Cities Report. The National Urban Policy will address urgent challenges facing our major cities — from equitable access to jobs, homes and services, to climate impacts and decarbonisation. It will present a shared government vision for the sustainable growth in our cities and seek to better integrate an urban lens across policy-making.</p> <p>The State of the Cities Report will provide measurement of the progress and performance of our cities and vital insights into the productivity, equity and resilience of Australian cities, to inform the public and support all levels of government decision making.</p> <p>Quality policy advice is a core responsibility and function of the department. High-quality and timely policy advice empower the minister to make informed policy decisions to support the government’s key urban policy priorities.</p>		
Data Source	Ministerial submissions containing departmental policy advice which are stored in the Parliamentary Document Management System.		
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality and timeliness.		
Measure Type	Output		
Owners	Partnerships and Projects Division		
Changes	This is a new measure for 2024–25.		

Program 3.4: Growing a Stronger Northern Australian Economy

Program objective

Our North, Our Future: 2021–2026: Targeted Growth is the government’s current 5-year strategic plan for developing Northern Australia. From 2021–2026, the government will invest in transformational and enabling projects through a whole-of-government approach, in partnership with state and territory governments.

Key Activity	Performance Measure(s)
Progress key initiatives and monitor whole-of-government implementation of the northern Australia agenda	24



Our performance

Outcome 3	Program 3.4		
Performance Measure 24	Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices received within the financial year processed for Ministerial consideration within statutory timeframes		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
100% of proposal notices received within the financial year are processed within statutory timeframes	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>One of the department’s key actions in its responsibility in administering NAIF is to support ministerial consideration of NAIF investment decisions.</p> <p>While NAIF’s administered appropriation is retained by the department, the Northern Australia Infrastructure Facility Act 2016 provides that investment decisions are made by the independent NAIF Board. All investment decisions are subject to a ministerial consideration period in which the Minister for Northern Australia may reject a NAIF investment proposal.</p>		
Data Source	NAIF proposal notices maintained in the Parliamentary Document Management System.		
Methodology	Data is validated and reviewed to determine what percentage of assessments were processed by the department within statutory timeframes.		
Measure Type	Output		
Owners	Partnerships and Projects Division		
Changes	The performance measure has been updated from the 2023–24 Corporate Plan.		

Outcome 4: Territories



Good governance and service delivery in the Australian territories including through the maintenance and improvement of the laws and services for non-self-governing territories, and the overarching legislative framework for self-governing territories

Outcome 4 is delivered through the following program:

Program 4.1: Services to Territories

Environment and Risk

We administer essential infrastructure and services to the residents of Norfolk Island, Christmas Island, the Cocos (Keeling) Islands and the Jervis Bay Territory. We also administer the Ashmore Cartier Islands and the Coral Sea Islands territories, and manage national interests in the Australian Capital Territory and Northern Territory.

Supporting effective governance and legal frameworks

Australia's non-self-governing territories are geographically, economically and socially diverse. The department is committed to delivering services to all non-self-governing territories, underpinned by appropriate Commonwealth legislative and governance frameworks. The department conducts this by:

- working with state and local government and private sector delivery partners to provide state-level services to the non-self-governing territories
- supporting the Australian Government to make required amendments to legislation so the legal frameworks remain fit for purpose and facilitate the effective delivery of services.

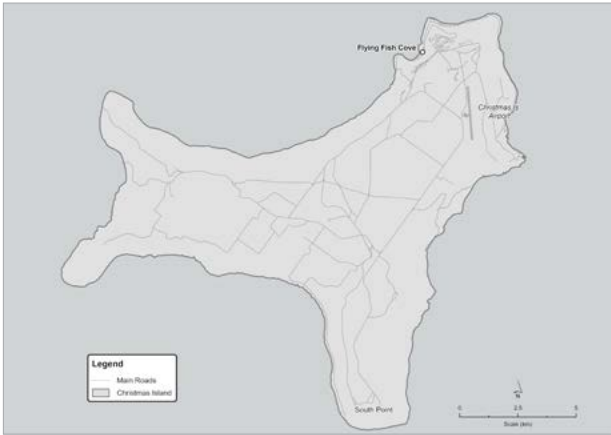
The legislative frameworks in the territories are unique, at different stages of maturity and vary based on geographical location and governance histories. In the Indian Ocean Territories of Christmas Island and the Cocos (Keeling) Islands, Western Australian laws are automatically applied but may be amended, modified or repealed by the Federal Parliament. Australian Capital Territory (ACT) legislation is similarly applied to the Jervis Bay Territory. In Norfolk Island, the legislative framework comprises a mix of continued laws made by the former Norfolk Island Legislative Assembly, and limited New South Wales (NSW) and Queensland laws that support service delivery arrangements.

Governance arrangements are reviewed based on the needs of the particular community and the service delivery arrangements in place.

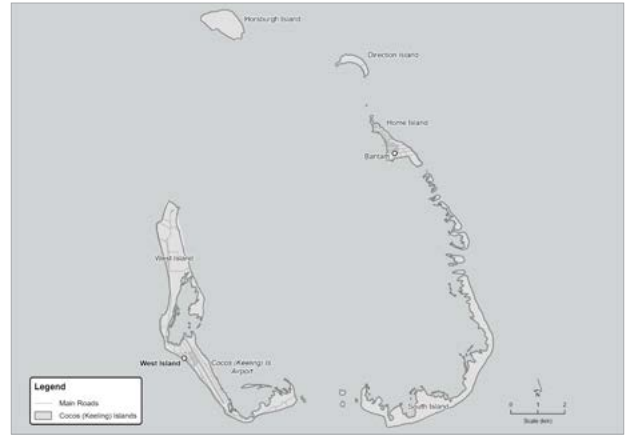
In 2024–25, the department is focused on the implementation of the government's response to the 'Restoring Democracy' report. The Joint Standing Committee on the National Capital and External Territories made a number of recommendations in the report to develop a long-term governance solution to re-establish a sustainable and self-supporting local democracy. To achieve this, we are working with the recently established Norfolk Island Governance Committee and community to develop a bespoke model of local governance in the territory for consideration by Government.

Figure 7: Non-self-governing territories

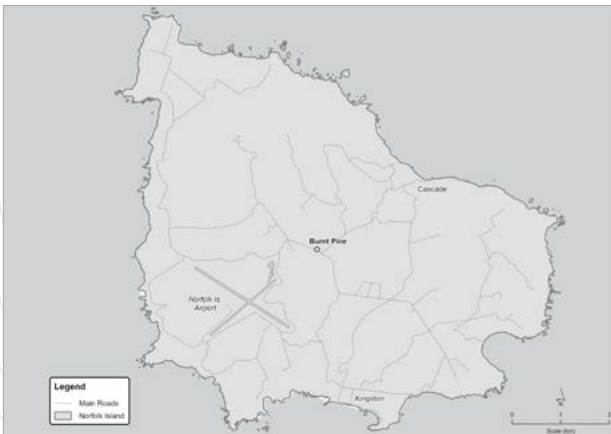
CHRISTMAS ISLAND



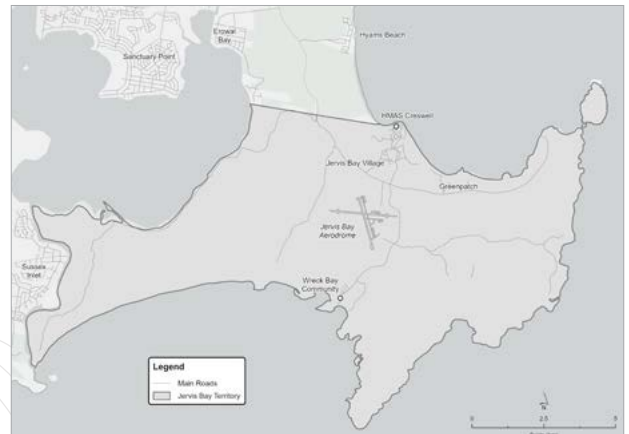
COCOS (KEELING) ISLANDS



NORFOLK ISLAND



JERVIS BAY TERRITORY



Providing essential services

We ensure residents are able to access critical state-level services through partnerships with Western Australia, Queensland, NSW and the ACT governments, and private service providers.

The following are examples of the critical services delivered through these arrangements:

- education services (primary, high school and VET training)
- health and disability services
- childcare, child protection and aged care services
- courts and corrective services
- fire and emergency services
- land administration, planning and information
- environmental protection services
- local government regulation and oversight
- heritage management.

The remoteness of the external territories poses geographical and logistical challenges to the delivery of infrastructure. The external territories have restricted access to the skills, labour and supply chains available to mainland Australia. The department provides essential infrastructure including power networks, water and sewerage plants, schools, hospitals, ports and airports across Australia's non-self-governing territories. We fund and deliver national and state-level services to residents of Norfolk Island, Christmas Island, the Cocos (Keeling) Islands and the Jervis Bay Territory. We also administer the Ashmore and Cartier Islands and the Coral Sea Islands territories, and manage the Kingston and Arthur's Vale Historic Area on Norfolk Island.

We continue to work with local communities and service providers to deliver fit-for-purpose long-term infrastructure solutions for each of the non-self-governing territories. In 2024–25 the department will:

- provide a cost-efficient and sustainable potable water solution for the Jervis Bay Territory by completing the connection for a potable water supply from the neighbouring Shoalhaven City Council.
- commence construction on a water catchment and drainage project on Christmas Island to reduce potential erosion and land slips.
- complete the design work for a new Residential Aged Care facility on Norfolk Island.

The department also manages the government's interests in the ACT and the Northern Territory (NT). This includes managing the appointment of the Administrator of the NT and appointments to the Board of the National Capital Authority. The NT Administrator represents the Commonwealth Government in the NT and is an important public office tasked with administering key statutory, civic and ceremonial responsibilities.

Supporting economic sustainability

Our work in the territories supports economic sustainability. In the Indian Ocean Territories, the department is focused on good governance, quality services and essential infrastructure. To support sustainability, the department seeks opportunities to de-risk investment and minimise barriers to sustainable development. The department underwrites critical passenger and air freight services to the external territories and invests in port and airport infrastructure to support the movement of freight.

In the Indian Ocean Territories, the department procures tourism industry support, group and vocational training services, and funds the Regional Development Organisation. The recent refresh of the Northern Australia Infrastructure Facility extended financing assistance opportunities to the Indian Ocean Territories. The department advocates across government for the inclusion of the non-self-governing territories in mainstream funding programs.

The economy of Christmas Island is experiencing uncertainty in the mining industry, and is impacted by fluctuations in immigration detention activity.

The economy of the Cocos (Keeling) Islands will be increasingly impacted by risks from coastal hazards. The release of the Coastal Hazard Risk Management and Adaptation Plan — currently in development by the Western Australian Government on behalf of the Australian Government — will inform the Australian Government's future infrastructure investment and service delivery decision making.

Program 4.1: Services to Territories

Program objective

The Services to Territories Program provides good governance and service delivery in the Australian territories, including through the maintenance and improvement of the laws and services for non-self-governing territories, and the overarching legislative framework for self-governing territories.

Key Activities ³⁴	Performance Measure(s)
<p>Ensuring governance and legislative arrangements are fit for purpose to:</p> <ul style="list-style-type: none"> a. support delivery of services and programs to Australia’s non-self-governing territories; and b. facilitate our national interests in the Australian Capital Territory and the Northern Territory 	25
<p>Provide essential infrastructure, fund and deliver services to residents of the external territories (Norfolk Island and the Indian Ocean Territories) and the Jervis Bay Territory</p>	26



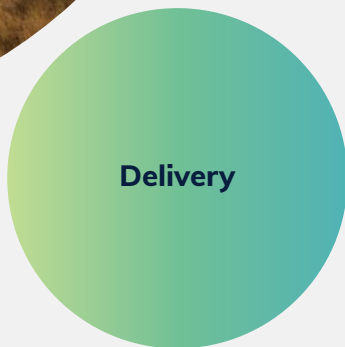
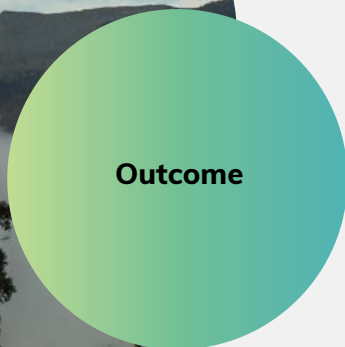
³⁴ The key activities under Program 4.1 have been updated from the department’s 2024–25 Portfolio Budget Statements.

Our performance

Outcome 4	Program 4.1		
Performance Measure 25	Advice on governance and legislative arrangements in Australia's Territories		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Policy advice is high quality, timely and evidence based	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>The Australian Government, through the department, administers our non-self-governing territories including the Indian Ocean Territories of Christmas Island and the Cocos (Keeling) Islands, Norfolk Island, the Jervis Bay Territory, the Ashmore and Cartier Islands, and the Coral Sea Islands. The department also manages the government's interests in the Australian Capital Territory (ACT), and the Northern Territory (NT).</p> <p>The department provides quality advice and agreements for the delivery of infrastructure and services to our non-self-governing territories and on its management of the government's interests in the ACT and NT.</p>		
Data Source	Ministerial submissions containing departmental policy advice which are stored in the Parliamentary Document Management System.		
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality and timeliness.		
Measure Type	Output		
Owners	Territories Division		
Changes	The performance measure has been updated from the 2023–24 Corporate Plan and further refined from the current year table in the 2024–25 Portfolio Budget Statements.		

Outcome 4	Program 4.1		
Performance Measure 26	Availability of key services in the non-self-governing Territories		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Active agreements are in place for the delivery of health, education and corrections services in the non-self-governing Territories	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>The department delivers essential services to our non-self-governing territories through service delivery arrangements with state, local and private partners. The services the department makes available are demand driven.</p> <p>This measurement of the department's performance reflects the work we undertake to provide health, education and corrections services to the Indian Ocean Territories, Norfolk Island and Jervis Bay Territory. The services selected as part of this performance measure are those that have the greatest negative impact on a community if not delivered.</p>		
Data Source	Active agreements between the department and external suppliers. Active agreements are those that are validly executed and are being delivered by the parties to the agreements.		
Methodology	Assessment of agreements to demonstrate availability of key services.		
Measure Type	Output		
Owners	Territories Division		
Changes	This is a new measure for 2024–25.		

Outcome 5: Communications Connectivity



Promote an innovative and competitive communications sector, through policy development, advice and program delivery, so all Australians can realise the full potential of digital technologies and communications services

Outcome 5 is delivered through the following program:

Program 5.1: Digital Technologies and Communications Services

Environment and Risk

Our work enables Australians to connect to effective, safe communications services and foster investment in communications technologies, for inclusiveness and sustainable economic growth.

Connecting Australians and businesses through safe and resilient communications access

Access to communications services is integral to an inclusive, productive and cohesive society — from satellites delivering remote educational services, to enabling productive farms and water management systems. Investment in communications infrastructure and programs, and the digital technologies it enables, provides an important foundation for a modern, resilient and productive economy.

Demand for communications services is growing rapidly and is supplied by a large number of providers in a competitive market. Global and domestic communications sectors continue to undergo major structural changes. We work closely with industry to ensure that the telecommunications sector is able to keep investing in new digital connectivity in line with community expectations.

The portfolio is continuing to deliver improved communications outcomes through new assets and upgrades to ensure Australians continue to have access to essential services, strengthened regional and remote community access and connectivity, and improved mobile coverage. This is conducted through programs such as; the Better Connectivity Plan for Regional and Rural Australia;³⁵ and the upgrades to the National Broadband Network (NBN). The portfolio also works with mobile network operators to expand place-based digital connectivity under programs such as the Mobile Black Spot Program and the Regional Connectivity Program.³⁶

The portfolio is also supporting the continuation of the Australian Government funded Viewer Access Satellite Television (VAST) service to 2031, providing much needed stability and certainty for regional broadcasters. The VAST service is the only source of

commercial television in many areas in regional and remote Australia. As a result, it provides significant benefits to regional communities, including social and cultural inclusion, education, access to news services and a source of information during natural disasters.

These programs are designed to address needs that are unlikely to be resolved by commercial investment alone. The programs can be used to respond to some of the areas of greatest need and hardest to serve such as remote Indigenous communities.

Spectrum remains a valuable finite input which is essential to the delivery of many types of digital services.³⁷ These invisible radio signals underpin broadcasting and communications technologies, both terrestrial and satellite. They also support scientific, defence and other activities. Demand for spectrum is increasing as technologies advance and consumer consumption increases. Having a fit-for-purpose regulatory framework that establishes a fair and transparent approach to spectrum allocation is an important part of our work.

Consumer expectations regarding the quality of telecommunications services have evolved due to the impacts of ongoing digitalisation and changes in work patterns — particularly following the COVID-19 pandemic. With shifts also occurring in delivery models due to new and improved technologies becoming available. The pandemic also drove rapid and enduring changes in consumer retail behaviour — for example, postal providers invested in their networks to support a maturing domestic eCommerce sector to keep Australian consumers and businesses connected.

Ongoing natural disasters and emergencies continue to highlight reliance on communications and connectivity and the importance of the national emergency call service, Triple Zero, and necessitates an ever-increasing focus on the resilience and security of networks.

Our work ensures Australians are able to access communications and postal services, and that investment in the broad range of services continues. This includes arrangements for nationally providing access to broadband, telephone, broadcasting and payphone services regardless of where you live in Australia. We are continuing to provide support and safeguards to protect vulnerable members of the community, through the universal telecommunications service arrangements, the National Relay Service, and the Regional Tech Hub.

35 [Further information can be found at: Better Connectivity Plan for Regional and Rural Australia | Department of Infrastructure, Transport, Regional Development, Communications and the Arts.](#)

36 The Mobile Black Spot Program and Regional Connectivity Program are funded by the Better Connectivity Plan for Regional and Rural Australia.

37 Spectrum refers to electromagnetic spectrum — the resource that allows us to send wireless signals. Most electronic devices we use today, including smartphones, satellites, tablets, televisions, radio and radars rely on spectrum frequencies to carry information. We advise the Australian Government about how this scarce resource can be managed effectively and efficiently.

Keeping pace with digital transformation

Digital transformation is providing new opportunities and challenges globally. Productivity investments, such as automation, are critical to protecting and supporting growth in the future. We will continue to focus on increasing access to reliable, high speed broadband through the NBN, on the deployment of next generation mobile services, and supporting industry in its uptake and investment of new technologies.

Industry is focusing on capital investments which enable new technologies, such as 5G, alongside structural changes such as mobile network operators divestment of tower assets. Future transformative technologies like 6G and quantum capability have also emerged on the horizon. New satellite systems, such as Low Earth Orbit Satellites are now providing services and are developing future product options such as direct to device services via satellite to mobile phones. This developing capability offers potential options for future delivery of telecommunications services in some of the hardest to serve areas of Australia.

Universal access to telecommunications services through the Universal Service Obligation and the Statutory Infrastructure Provider regime is critical to ensure all Australians can remain connected. Work is underway on modernisation of universal telecommunications service arrangements to ensure they are fit for purpose in the face of changing consumer preferences and new technology.

New digital services continue to evolve and emerge resulting in both disruptions to and transformations of key industries. We work to understand these impacts on the media sector and, where necessary, support the ongoing provision of services and transformation of sectors, such as public interest news and journalism.

Strengthening our legislative and regulatory environment

Our work ensures all Australians can take full advantage of the digital economy and have trust in our systems while protecting our society and democracy. We assist government in developing legislation and regulations which combat online harms, safeguard the benefits of Australian news, and support culture and social cohesion.



We are progressing initiatives to enhance the ability of Australians to safely access online and digital content including streaming services, broadcasting, films, and computer games. Reforms to the Classification Scheme are underway to ensure Australians have a framework which supports them making informed choices about content they and those in their care consume.

As the range and reach of digital platform services have grown, so has the potential for harm. We are supporting a review of the *Online Safety Act 2021* (OSA) to ensure Australians can engage confidently and safely in an online world. This review aims to meet community expectations in the interests of child safety by protecting them from harmful content and issues raised by generative artificial intelligence. This includes how the OSA should address issues such as online hate speech. We are also taking actions to make online dating services safer.

As the online and digital content environment continues to evolve, so does the way Australians view, consume and engage with media. Together we are providing advice and support to government on how to address and develop new laws to provide the Australian Communications and Media Authority new powers to combat mis/disinformation. We will enhance the integrity of the information environment by supporting healthy civic discourse and an informed democracy. We also advise on policy measures to support public interest journalism and community broadcasting, as well as delivering efficient and effective grant programs and services, and working on developing a national media literacy strategy.

We are progressing reforms to harmonise Australia's media regulations and have consulted with industry on critical technical, market, and consumer issues. This work will support the development of proposals to address gaps and inconsistencies in the existing regulatory frameworks governing broadcasting and online services, and enable industry and government to make informed choices regarding the future delivery of media services and content.

Key legislation includes the *Telecommunications Act 1997*, *Telecommunications (Consumer Protection and Service Standards) Act 1999* and parts of the *Competition and Consumer Act 2010*. This legislation collectively provides a framework for competition, consumer safeguards and sustainable investment in telecommunications. It also protects the privacy and security of communications, and enables the use of telecommunications information for public interest purposes. We also manage the NBN Regulatory Framework (providing for oversight and effective use of the NBN) and the *Radiocommunications Act 1992* (which provides for the efficient allocation and use of spectrum in the long-term public interest).

To ensure communications and postal networks can easily and seamlessly interconnect around the world, we contribute to international policy development in the International Telecommunication Union (ITU), Universal Postal Union (UPU), Internet Corporation for Assigned Names and Numbers (ICANN) and related bodies. We actively promote initiatives that help to bridge the digital divide, improve governance and shape these organisations and their activities to respond to the challenges and opportunities ahead.

Technology advancements have changed the way individuals, charities, businesses and governments use postal services. Letter volumes and Post Office visits continue to decline as digital communications channels are adopted. At the same time, Australians are increasingly relying on parcel delivery services, with almost 1 in 5 retail sales now online. In December 2023, the government announced a package of reforms to help Australia Post adapt to these changes to provide ongoing essential services, and continue to support the economic and social wellbeing of many rural cities and towns. This included amending Australia Post's Performance Standards for letters, which became operational from 15 April 2024.

There are significant areas of common intersection between the Communications and Arts portfolios, such as Australian screen content on streaming platforms. The department works proactively to ensure it recognises the opportunities for added value that come from collaboration between the Communications and Arts portfolios.

Program 5.1: Digital Technologies and Communications Services

Program objective

To provide an environment in which all Australians can access and benefit from digital technologies and communications services, supporting inclusiveness and sustainable economic growth.

Key Activities ³⁸	Performance Measure(s)
Provide advice to the government on, and deliver, communications programs, including in regional and remote Australia	27 and 28
Provide effective and inclusive communications services and technologies	29
Advise on spectrum management and the regulatory and legislative framework for broadband and other telecommunications	30
Advise on the news, broadcasting and media industry	31
Advise on harmful online and digital content, and activities	32



38 The key activities under Program 5.1 have been updated from the department's 2024–25 Portfolio Budget Statements.

Our performance

Outcome 5	Program 5.1		
Performance Measure 27	Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
For each program ≥90% of total contracted coverage (i.e. combined total of new and improved handheld coverage) are delivered by assets for which asset completion reports are received and approved in the financial year	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>Providing mobile coverage to regional areas with poor or no existing coverage ensures people living, working and travelling in the regions are able to realise the social and economic benefits from digital technologies.</p> <p>The target is consistent with the program's objective of increasing the amount of new mobile coverage, and is within the contracted coverage metric thresholds each of the funding recipients are contracted to deliver under respective rounds of the program. The target is achievable, measurable and provides confidence to the community that the program is improving mobile coverage and connectivity across Australia.</p>		
Data Source	Data sources for this measure are program contracts and asset completion reports (ACR).		
Methodology	An ACR is submitted by the funding recipients following completion of each contracted base station. The department undertakes an analysis to compare contracted coverage against as-built coverage detailed in each ACR. This then provides the percentage of total contracted coverage delivered.		
Measure Type	Output		
Owners	Communications Services and Consumer Division		
Changes	Nil		

Outcome 5	Program 5.1		
Performance Measure 28	Total amount of new or improved contracted outcomes delivered through the Regional Connectivity Program		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
≥90% of total contracted outcomes (i.e. new and improved coverage, or relevant key service improvement metric) are delivered by assets for which completion reports are received and approved in the financial year	As for 2024–25	As for 2024–25	As for 2024–25

Outcome 5	Program 5.1
Rationale	<p>The key objective of the Regional Connectivity Program (the Program) is to enable people in regional, rural and remote areas to access and benefit from digital technologies and communications services, supporting inclusiveness and sustainable economic growth.</p> <p>This performance measure demonstrates the department's delivery of the Program and its intent to improve digital connectivity across regional, rural and remote locations.</p>
Data Source	Acquisition, Approvals and Access Reports, Grant Agreements, Asset Completion Reports (ACR), Progress Reports and Capital Works Completion Reports.
Methodology	An ACR is submitted by the funding recipients following completion of each contracted work. The department undertakes an analysis to compare Grant Agreements and Asset Completion Reports (ACR) to assess contracted coverage with delivered coverage across the Program.
Measure Type	Output
Owners	Communications Services and Consumer Division
Changes	The performance measure has been updated from the 2024–25 Portfolio Budget Statements.

Outcome 5	Program 5.1
Performance Measure 29	<p>Accessible communication services for Australians, through:</p> <ol style="list-style-type: none"> National Relay Service (NRS) Audio Description services Broadcaster Captioning compliance

Targets to measure performance

2024–25 Target	2025–26	2026–27	2027–28
a. NRS: Provider meets or exceeds contractual service levels	As for 2024–25	As for 2024–25	As for 2024–25
b. Audio description: National broadcasters provide more than 30 hours per week, on average, of audio described content			
c. Captioning: Broadcasters meet or exceed statutory captioning obligations			

Rationale	<p>The communications accessibility programs aim to support inclusiveness by providing individuals who are deaf, hard of hearing, who have speech communication difficulty or are blind or have low vision with access to telecommunications and broadcasting services.</p> <p>This demonstrates that relevant providers regulated by the department are meeting legislative requirements or contractual service levels in support of an inclusive media environment.</p>
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Outcome 5	Program 5.1						
Data Source	The data source for each composite measure varies and is captured differently. <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. NRS</td> <td>Concentrix provides monthly and quarterly performance reports</td> </tr> <tr> <td>b. Audio description services</td> <td>National broadcaster Reports</td> </tr> <tr> <td>c. Broadcaster captioning compliance</td> <td>Australian Communications and Media Authority (ACMA) annual captioning compliance report, published on its website each January for prior financial year</td> </tr> </table>	a. NRS	Concentrix provides monthly and quarterly performance reports	b. Audio description services	National broadcaster Reports	c. Broadcaster captioning compliance	Australian Communications and Media Authority (ACMA) annual captioning compliance report, published on its website each January for prior financial year
a. NRS	Concentrix provides monthly and quarterly performance reports						
b. Audio description services	National broadcaster Reports						
c. Broadcaster captioning compliance	Australian Communications and Media Authority (ACMA) annual captioning compliance report, published on its website each January for prior financial year						
Methodology	The department applies custom methodologies suited to each service. <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. NRS</td> <td>Monthly service level requirements. The service provider provides monthly performance statements against service levels. These performance statements have been audited and found to be accurate. The data is automatically recorded via the service providers platforms and collated into the performance statements against the contracted service levels.</td> </tr> <tr> <td>b. Audio description services</td> <td>Hours of programming broadcast with audio description as reported by the national broadcasters at the end of each financial year.</td> </tr> <tr> <td>c. Broadcaster captioning compliance</td> <td>Percentage of programming broadcast with captions. Licensed broadcasters are required under legislation to keep records and report to ACMA on the percentage of content captioned in the previous year. ACMA is an independent regulatory agency and identifies its own compliance priorities, including whether to audit the results reported.</td> </tr> </table>	a. NRS	Monthly service level requirements. The service provider provides monthly performance statements against service levels. These performance statements have been audited and found to be accurate. The data is automatically recorded via the service providers platforms and collated into the performance statements against the contracted service levels.	b. Audio description services	Hours of programming broadcast with audio description as reported by the national broadcasters at the end of each financial year.	c. Broadcaster captioning compliance	Percentage of programming broadcast with captions. Licensed broadcasters are required under legislation to keep records and report to ACMA on the percentage of content captioned in the previous year. ACMA is an independent regulatory agency and identifies its own compliance priorities, including whether to audit the results reported.
a. NRS	Monthly service level requirements. The service provider provides monthly performance statements against service levels. These performance statements have been audited and found to be accurate. The data is automatically recorded via the service providers platforms and collated into the performance statements against the contracted service levels.						
b. Audio description services	Hours of programming broadcast with audio description as reported by the national broadcasters at the end of each financial year.						
c. Broadcaster captioning compliance	Percentage of programming broadcast with captions. Licensed broadcasters are required under legislation to keep records and report to ACMA on the percentage of content captioned in the previous year. ACMA is an independent regulatory agency and identifies its own compliance priorities, including whether to audit the results reported.						
Measure Type	Output						
Owners	Communications Services and Consumer Division						
Changes	Nil						

Outcome 5	Program 5.1		
Performance Measure 30	Policy advice on the regulatory and legislative framework for spectrum management, broadband and other telecommunications matters		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Policy advice is high quality, timely and evidence based	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	A key function of the department is to provide advice on broadband, NBN Co. matters, spectrum management policy, telecommunications deployment, telecommunications security and resilience, telecommunications competition, Australia’s universal service framework (payphone, voice and broadband services), and digital inclusion.		
Data Source	Ministerial submissions containing departmental policy advice which are stored in the Parliamentary Document Management System.		
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality and timeliness.		
Measure Type	Output		
Owners	Communications Infrastructure Division		
Changes	This is a new measure for 2024–25		

Outcome 5	Program 5.1		
Performance Measure 31	Policy advice about the news, broadcasting and media industry		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Policy advice is timely and high quality	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>The government supports a diverse and sustainable media sector. It also recognises that quality news and public interest journalism play an important role in the functioning of Australian society and democracy and is essential to keeping communities informed.</p> <p>This performance measure assesses the efficacy of the department in supporting this aim through policy advice.</p>		
Data Source	Ministerial submissions containing departmental policy advice which are stored in the Parliamentary Document Management System.		
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality and timeliness.		
Measure Type	Output		
Owners	Online Safety Media Platforms Division		
Changes	This is a new measure for 2024–25.		

Outcome 5	Program 5.1		
Performance Measure 32	Policy advice about harmful online and digital content and activities		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
Policy advice is timely and high quality	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>Australians rely on the news, broadcasting and media industry to inform their lives. These services should ensure information is accurate to support healthy civic discourse, whilst protecting consumers from harmful material. This performance measure assesses the efficacy of the department in supporting this aim through policy advice.</p>		
Data Source	Ministerial submissions containing departmental policy advice which are stored in the Parliamentary Document Management System.		
Methodology	Policy advice is assessed and scored against criteria, by an internal panel, to determine quality and timeliness.		
Measure Type	Output		
Owners	Online Safety, Media and Platforms Division		
Changes	This is a new measure for 2024–25.		

Outcome 6: Creativity and Culture

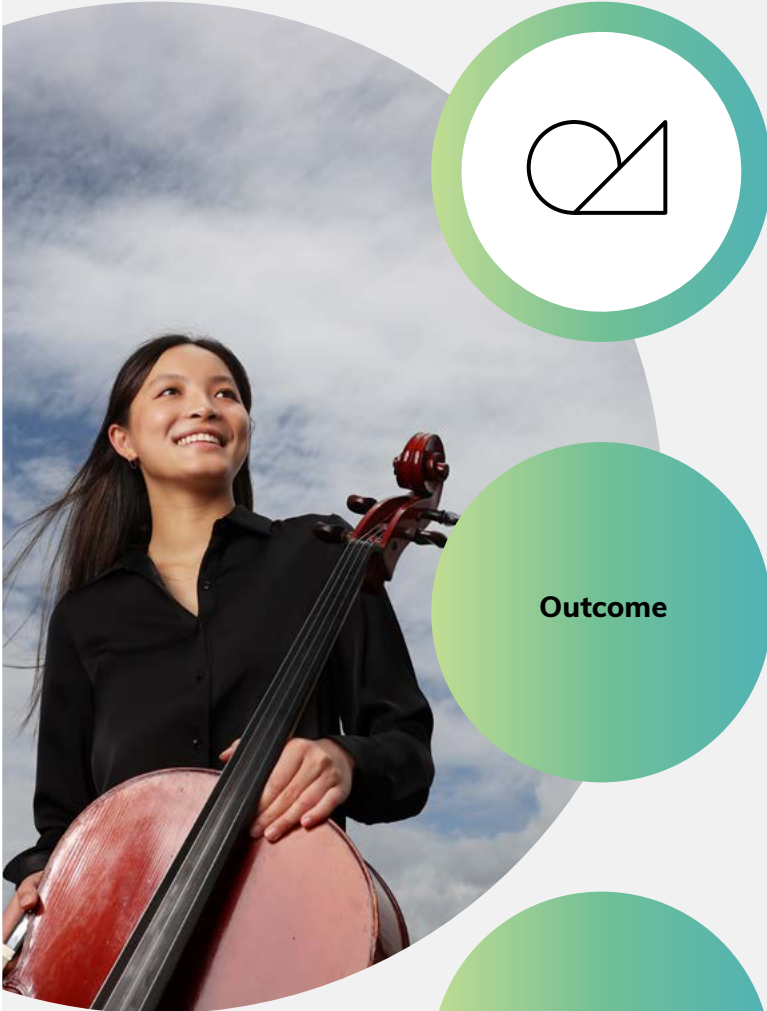


Image: Australian Youth Orchestra.
Credit: Lisa Maree Williams

Outcome

Participation in, and access to, Australia's arts and culture through developing and supporting cultural expression

Delivery

Outcome 6 is delivered through the following program:

Program 6.1: Arts and Cultural Development

Environment and Risk

Our work in the arts has economic, cultural, educational and social importance.

On 30 January 2023, the Australian Government released the [National Cultural Policy, Revive: a place for every story, a story for every place](#) (Revive). Revive is the primary vehicle through which the Australian Government is delivering on its commitments for the arts and creative sector. Revive serves as the strategic framework for contributing to whole-of-government outcomes including health, education, social cohesion, community resilience, tourism and regional development. Further, Revive has enabled dialogue between all levels of government to address national challenges in the arts and culture sectors.

Revive is structured around 5 interconnected pillars:

- **First Nations First:** Recognising and respecting the crucial place of First Nations stories at the centre of Australia's arts and culture.
- **A Place for Every Story:** Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture.
- **Centrality of the Artist:** Supporting the artist as worker and celebrating artists as creators.
- **Strong Cultural Infrastructure:** Providing support across the spectrum of institutions which sustain our arts, culture and heritage.
- **Engaging the Audience:** Making sure our stories connect with people at home and abroad.

The implementation of Revive is a whole-of government endeavour, led by the Office for the Arts. A National Cultural Policy Steering Committee comprising of senior executives across government has strategic oversight of, and is responsible for, monitoring and evaluating the outcomes of the actions in Revive.

All delivered actions are published on the [Office for the Arts](#) website.

Investment in the arts — Creative Australia

On 24 August 2023, Creative Australia, including Music Australia and Creative Workplaces, was launched following the passing of the *Creative Australia Act 2023*. Music Australia supports the Australian music industry to grow, including through strategic initiatives and industry partnerships, research, skills development and export promotion. Creative Workplaces promotes fair, safe and respectful workplaces for all Australian artists and arts workers.

Further amendments to the *Creative Australia Act 2023* have now been made to establish a First Nations Board and Writing Australia Council.

The First Nations Board will invest in, create and produce First Nations arts and priorities and will determine priorities and funding decisions.

The Writing Australia Council will commence in 2025 and will support writers and illustrators to create new works, invest in a network of key organisations delivering public value for Australians, develop national industry initiatives and international markets. It will also establish a National Poet Laureate to promote poetry and mentor up and coming poets.

Creative Australia has launched the [Creative Futures Fund](#) to support works of scale that will enable the telling of Australian stories to new audiences in new ways. The fund will commission works from Australian artists and arts organisations that will reach greater numbers of audiences across Australia.

These initiatives will complement the existing work of Creative Australia and provide support and new opportunities to arts workers and organisations from across the sector.

Addressing skills shortages in the creative sector

As committed to in Revive, we are also working with other government departments and agencies to address critical skills shortages in the creative sector. This includes responding to the outcomes of the Modern Awards Review, which is investigating existing award coverage and minimum standards for the arts and culture sector, including potential coverage gaps, and working with Service and Creative Skills Australia on a scoping study into the critical workforce challenges across the creative sectors. We are also working with the newly created Creative Workplaces to promote fair, safe and respectful workplaces for Australian artists and arts workers.

We continue to support the National Arts Training Organisations (ARTS8) through grants administration and policy development. The ARTS8 organisations include the Australian Ballet School, Australian Film, Television and Radio School (AFTRS), Australian National Academy of Music, Australian Youth Orchestra, Flying Fruit Fly Circus, NAISDA Dance College, National Institute of Circus Arts and the National Institute of Dramatic Art. AFTRS is a Corporate Commonwealth Entity, for which the Office for the Arts provides policy advice and oversight. AFTRS publishes its own annual corporate plan, which is accessible from its [website](#).

Through the 2024–25 Budget, the government is providing the ARTS8 with an additional \$115.2 million over 4 years plus \$36.4 million in ongoing funding from 2028–29, to ensure the sustainability of these National Arts Training Organisations and that world class training and career pathways for Australia's most talented artists are maintained into the future.

Literature and technological developments

We are aware of the ways in which technological developments, including generative artificial intelligence and increased digital consumption of literary content, are affecting the literature sector, book industry and Lending Right Schemes, as well as other parts of the arts sector. Through Revive, the Office for the Arts is responding to these issues by preparing for the establishment of Writing Australia within Creative Australia. Additionally, Revive supports the modernisation of the Public and Educational Lending Rights Schemes, with a completed action to include digital content under the schemes.

Culture and content — inclusive and accessible by all Australians

Under Revive's fifth pillar 'Engaging the Audience', we seek to ensure high-quality creative content is accessible by all Australians.

Arts development and investment

Revive highlights the importance of activities, such as music, literary and multicultural festivals, that give people opportunities to come together and affirm cultural networks, support individual wellbeing, and build social cohesion. Each year, the department delivers over \$80 million in funding that supports the arts and culture in regional and remote Australia. This investment includes over \$60 million per year to specifically support First Nations arts and languages. Local voices and place-based arts and cultural activities enable communities across Australia to tell their stories, evolve their own cultural identities and build local resilience.

Recovery from the COVID-19 pandemic, changing economic conditions and audience behaviours are continuing to have an impact on the arts, cultural and entertainment sectors. While a number of arts and music festivals have been cancelled or discontinued over this time, new events are also emerging and live performance is adapting to the changing conditions.

Support for regional arts festivals, exhibitions and performances, such as through the Festivals Australia Program and the Regional Arts Fund, remains in strong demand. The Australian Government's ongoing increase to the Regional Arts Fund of \$8.5 million over 4 years under Revive will continue to provide significant cultural and creative development opportunities for artists and arts organisations, and the communities they support.

Support for the Screen sector

Consistent with Revive, the government provides significant support to the Australian screen industry, recognising the important role it plays in shaping Australia's national identity.

Screen Australia is the government's primary agency for supporting Australian film, television, documentary and digital media makers, through direct investment in screen development and production. Screen Australia is a portfolio entity, for which the Office for the Arts provides policy advice and oversight. Screen Australia publishes its own annual corporate plan, which is accessible from its [website](#).

Through the 2024–25 Budget, the government is providing \$14.5 million over 4 years, from 2024–25, and \$3.8 million per year ongoing, to the Australian Children's Television Foundation to support the production of Australian children's screen content, recognising the importance of Australian children seeing themselves reflected in the stories they watch.

Legislative amendments as part of the *Treasury Laws Amendment (Delivering Better Financial Outcomes and Other Measures) Bill 2024* to increase the Location Offset rebate rate from 16.5% to 30% and make amendments to the Producer Offset were enacted on 9 July 2024. These legislative amendments deliver on the government's commitment in Revive, Australia's cultural policy, to encourage investment by large-budget screen productions in Australia.

The department works closely with Ausfilm, an organisation that promotes Australia as a destination for film production to attract work to our shores that will generate jobs and investment. Ausfilm promotes Australia's screen industry and government incentives including the Australian Government's Australian Screen Production Incentive, generating foreign investment, Australian jobs and skills development opportunities.

Australian live music industry

The Australian music industry continues to experience significant business disruption and financial instability resulting in unprecedented closures of live music venues and the cancellation of some of Australia's iconic music festivals. The factors contributing to these pressures include changing behaviours of consumers and a reluctance of consumers to buy tickets in advance of events, rising costs of presenting and touring live music, the loss of skilled workers, extreme weather events, and the increasing costs and availability of public liability insurance.

Revive made commitments to expand income opportunities for artists, increase opportunities for more diverse programming, support stronger cultural infrastructure, increase audiences for Australian original live music, and increase equity in access to arts and culture — Revive Live is delivering on these commitments.

Announced through the 2024–25 Budget, Revive Live will deliver \$7.7 million in grant funding, to:

- support live music venues and contemporary music festivals showcasing Australian bands and artists, and
- improve access and inclusion for audiences and artists with disability.

Funding will assist music businesses to withstand the current operating climate by limiting venue closures and event cancellations, and stimulating long-term sustainability.

Also, under Revive, the Australian Government established Music Australia within Creative Australia. With new funding of \$69.4 million over 4 years, Music Australia will support the Australian music industry to grow, including through strategic initiatives and industry partnerships, research, skills development and export promotion. It will invest to stimulate a vibrant and sustainable music industry ecosystem in which artists can thrive.

National Collecting Institutions

The Office for the Arts oversees the 9 National Collecting Institutions in the Arts portfolio and provides policy advice to the Minister for the Arts and to the government. These institutions are the Australian National Maritime Museum, Bundanon Trust, Museum of Australian Democracy at Old Parliament House, National Archives of Australia, National Film and Sound Archive of Australia (NFSA), National Gallery of Australia, National Library of Australia, National Museum of Australia, and the National Portrait Gallery of Australia.

In 2023–24, the Minister for Arts issued each institution his Statement of Expectations, and each institution responded with their Statement of Intent — both documents are accessible on each institution’s website.

In the 2024–25 Budget, funding of \$9.3 million over 4 years was announced for the NFSA to improve and extend its nitrate film storage facility in Canberra.

In 2024–25, we expect to continue to develop legislative amendments for the *Protection of Movable Cultural Heritage Act 1986* and the *Archives Act 1983*.

In the 2023–24 Budget, funding of \$11.8 million over 4 years was provided under Revive to enable the National Gallery of Australia to undertake a pilot program to provide long-term loans to regional and suburban cultural institutions across Australia. The Minister for Arts and the department will continue to work closely with the National Gallery in implementing the program throughout 2024–25.

Making the arts accessible and improving equity

Revive recognises that arts and culture belong to everyone in Australia’s diverse communities, and that there is a place for every story in a thriving arts ecology. Revive promotes the principles of access, equity, participation and representation in arts and cultural activities for all Australians. It also recognises the role of the arts in addressing cross-cutting policy challenges in areas such as disability, youth engagement, and health and wellbeing.

In 2024–25, the department will release a new Arts and Disability Associated Plan (Associated Plan), under Revive and [Australia’s Disability Strategy 2021–31](#). Within the broader government context of disability policy reform, the Associated Plan will focus on removing barriers to arts and cultural participation, and establishing the groundwork for long-term change to achieve equity for artists, arts workers and audiences with disability in the arts and cultural sector.

In addition, in 2024–25, a pilot program to support expanded access to creative therapy programs in targeted communities of need will commence. A key objective of this program will be to understand its impact on the mental health and wellbeing of participants, as well as community demand for these services.

The department is working with Creative Australia and the Office for Youth to support the Australian Government’s first ever Creative Industries Youth Advisory Group, formed in February 2024. The group includes 8 passionate young people with diverse backgrounds from across Australia, representing a wide range of creative industries. We will work together in partnership over the next 12 months on an agreed work plan that directly engages youth voices in the development and implementation of key Revive commitments affecting young people, including:

- initiatives that support access to an arts-rich education, including programs that support specialist in-school arts education and the Australian Curriculum
- the implementation of arts and creative therapy initiatives
- improving accessibility and inclusion in the arts and cultural sector, including supporting implementation of the Associated Plan.

Additionally, Creative Australia will seek advice on what support or initiatives it could deliver to best help young people build a career in the creative industries, and more broadly, advice on what projects and initiatives would best support youth arts.

Strengthening First Nations languages

Revive recognises that First Nations languages underpin all forms of cultural expression, and the preservation and safeguarding of First Nations languages will support the transmission of cultures, customs, inventions, innovations and history for future generations. Culture is central to the health, wellbeing and identity of First Nations people. Revive also recognises that most First Nations languages within Australia are under threat. Without urgent action to support language learning and intergenerational transfer of knowledge, many First Nations languages are at risk of not being spoken beyond the end of the International Decade of Indigenous Languages (2022–2032).

Through the 2024–25 Budget, the government is providing an additional \$52.7 million over 4 years to increase the number of First Nations Languages speakers, through enhanced support for community-led language learning programs and activities across Australia. This includes \$49.5 million over 4 years for enhanced community language learning, and \$3.2 million to establish 2 new Indigenous language centres. In addition to the above, the government will provide ongoing funding of around \$17.6 million annually from 2028–29 for language learning. Total annual funding to be invested through the Indigenous Languages and Arts Program will be around \$48 million in 2027–28, an increase of approximately 60% from 2023–24.

The Indigenous Languages and Arts Program is the mechanism to invest in Indigenous-led organisations to support First Nations Peoples to express, conserve and sustain their cultures through languages and arts activities throughout Australia.

The additional funding commencing in 2024–25 builds upon the commitment made under Revive where the government announced \$11 million for the Languages Policy Partnership (the Partnership) and Languages Data Infrastructure. This funding includes \$9.8 million (2022–23 to 2024–25) to establish the Partnership between First Nations representatives and the Australian, state and territory governments to improve outcomes for First Nations peoples.

Of this, \$7.8 million is for the peak organisation — First Languages Australia to:

- support the secretariat and policy function of the Partnership
- build policy and data capability
- undertake research and other related activities
- deliver an evaluation of the Partnership.

Program 6.1: Arts and Cultural Development

Program objective

To provide an environment in which all Australians can access and benefit from creative experiences and culture, supporting inclusiveness and growth in Australia's creative sector, and protecting and promoting Australian content and culture.

Key Activities ³⁹	Performance Measure(s)
Protecting and promoting Australian content	33 and 34
Deliver policy and programs that support the cultural and creative sectors and enable all Australians to access and participate in cultural and creative activities	33 and 34
Deliver policies and programs to support Australian cultural heritage, including Indigenous cultural heritage, arts, languages and repatriation	33 and 34



39 The key activities under Program 6.1 have been updated from the department's 2024–25 Portfolio Budget Statements.

Our performance

Outcome 6	Program 6.1		
Performance Measure 33	Contribute to the delivery of actions within Revive, the National Cultural Policy 2023–2027		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
50% of the 54 Revive actions and components held by the Office for the Arts delivered	60% of the 54 Revive actions and components held by the Office for the Arts delivered	70% of the 54 Revive actions and components held by the Office for the Arts delivered	90% of the 54 Revive actions and components held by the Office for the Arts delivered
Rationale	<p>Revive, Australia’s National Cultural Policy is the Australian Government’s flagship commitment in the Arts and serves as the framework through which policy commitments are delivered. Arts and culture intersect with all aspects of government. Revive champions the arts as central to modern Australian life: affirming cultural networks, fostering a robust cultural economy, supporting individual wellbeing and enhancing community resilience and cohesion.</p> <p>Revive commits to 85 whole-of-government actions covering legislation, policy, the establishment and improvement of new bodies/infrastructure, programs and research. The Office of the Arts is responsible for leading 54 Revive commitments. These comprise of both listed actions, and action components (where an action has multiple components that are to be implemented at different times). The measure reflects reporting on completion of these department-led actions and components.</p> <p>The measure accurately reflects Revive’s breadth of activities and the broader policy agenda focused on participation in and access to Australia’s arts and culture through developing and supporting cultural expression.</p> <p>The set targets provide flexibility to allow for factors which may impact the delivery of this measure. This may include legislative timing changes, changes to governmental priorities and crisis events.</p>		
Data Source	<p>A Revive action is considered delivered for reporting purposes when it is published on the Office for the Arts website.</p> <p>This measure uses percentages to capture delivery metrics of the 54 Office for the Arts actions and action components.</p>		
Methodology	<p>Information on completion of each Revive action or action component is extracted from program monitoring reports and centralised for review and analysis in a departmental tracking document. Updates made to the tracker must also comply with internal clearance protocols.</p> <p>Completed activities under the policy are published on the Office for the Arts website.</p>		
Measure Type	Output		
Owners	Office for the Arts Division		
Changes	This new performance measure focuses on the delivery of Revive commitments and aggregates key activities under Program 6.1.		

Outcome 6	Program 6.1		
Performance Measure 34	Administered grants are paid within a timely manner		
Targets to measure performance			
2024–25 Target	2025–26	2026–27	2027–28
90% of payments are paid within 20 days from the receipt of a correctly rendered invoice	As for 2024–25	As for 2024–25	As for 2024–25
Rationale	<p>The department’s investment in Australian arts and cultural activities provides significant cultural and creative development opportunities that enable communities across Australia to tell their stories, evolve their cultural identities and build resilience.</p> <p>Administered grants are a key mechanism for delivering support to the sector and grant administration represents a large body of work undertaken by the division.</p> <p>Grant recipients benefit from the measure in that payment is made in accordance with expectations of reasonable timeframes.</p> <p>A 90% target is reasonable, noting there may be events beyond the control of the Office for the Arts that may impact the achievement of the performance measure.</p>		
Data Source	The department’s payment system has appropriate workflows and controls for retaining financial and payment data, including to support audit activities.		
Methodology	The target will be measured through analysis of reports generated from the department’s payment processing system.		
Measure Type	Output		
Owners	Office for the Arts Division		
Changes	This is a new measure for 2024–25.		

Our Performance Measure Journey — Changes to Performance Measures

Table 3: Changes to Performance Measures

Program	Number changes		Corporate Plan	Portfolio Budget	Corporate Plan
	2023–24	2024–25	2023–24	2024–25	2024–25
1.1	1	1	Progress of Land Transport Infrastructure Investment Projects agreed to in the October Budget 2022–23	Provide policy advice for funding decisions on infrastructure investment projects, as listed in the Schedules to the National Partnership Agreement on Land Transport Infrastructure Projects	Policy advice on Infrastructure Investment Program (IIP) Project Assessment Report(s)
1.1		2			Proportion of payments on Infrastructure Investment Program projects (listed in the relevant tables in the FFAS) delivered within requirements
1.1		3			Shared oversight for the delivery of Commonwealth infrastructure projects in relation to: <ul style="list-style-type: none"> a. Australian Rail Track Corporation Limited b. WSA Co Limited c. National Intermodal Corporation Limited
2.1	2	4	<ul style="list-style-type: none"> a. Provide quality and timely policy advice to support progress on reforms to support rail safety and productivity, including improving rail interoperability b. Provide quality and timely policy advice to support progression towards implementation of the Heavy Vehicle National Law (HVNL) and Heavy Vehicle Road Reform (HVRR) proposals 	Policy advice to support rail safety and productivity reforms (including rail interoperability), and progression towards the implementation of the Heavy Vehicle National Law (HVNL) and Heavy Vehicle Road Reform (HVRR) proposals	Policy advice relating to: <ul style="list-style-type: none"> a. heavy vehicle, maritime and rail safety b. surface transport productivity and effectiveness c. surface transport decarbonisation and maritime environment protection d. national freight and supply chains

Program	Number changes		Corporate Plan 2023–24	Portfolio Budget Statements		Corporate Plan 2024–25
	2023– 24	2024– 25		2024–25	2024–25	
2.1	3		Measure: Progress of reforms to support the safe, legal and nationally consistent introduction and update of Connected and Automated Vehicles (CAVs) in Australia			
2.1	4	4	Measure: Progress implementing the National Freight and Supply Chain Strategy (the Strategy) to 2040	Measure: Progress implementing the National Freight and Supply Chain Strategy (the Strategy) to 2040		Measure: Provide policy advice relating to: <ul style="list-style-type: none"> a. heavy vehicle, maritime and rail safety b. surface transport productivity and effectiveness c. surface transport decarbonisation and maritime environment protection d. national freight and supply chains
2.1	5	4	Measure: Advice on reducing CO ₂ emissions for the transport sector	Measure: Advice on reducing CO ₂ emissions for the transport sector		Measure: Policy advice relating to: <ul style="list-style-type: none"> a. heavy vehicle, maritime and rail safety b. surface transport productivity and effectiveness c. surface transport decarbonisation and maritime environment protection d. national freight and supply chains
2.1	6	4	Measure: Provide policy advice supporting maritime safety	Measure: Provide policy advice supporting maritime safety		Measure: Policy advice relating to: <ul style="list-style-type: none"> a. heavy vehicle, maritime and rail safety b. surface transport productivity and effectiveness c. surface transport decarbonisation and maritime environment protection d. national freight and supply chains

Program	Number changes		Corporate Plan 2023–24	Portfolio Budget Statements		Corporate Plan 2024–25
	2023– 24	2024– 25		2024–25		
2.1		5				Measure: Administration of regulatory functions for: <ul style="list-style-type: none"> a. Maritime regulation b. New Vehicle Efficiency Standard (NVES) regulator
2.1		6				Measure: Provide effective administration of surface transport and emissions program functions for: <ul style="list-style-type: none"> a. Tasmanian Shipping Programs (TFES and BSPVES) b. Heavy Vehicle Safety Initiative c. Real World Testing of Vehicle Efficiency d. Strategic Local Government Asset Assessment Project e. Regional Australia Level Crossing Safety Program
2.2	7		Measure: Progress of the implementation of the National Road Safety Strategy 2021–30 (the Strategy) through delivery of the Australian Government’s commitments under the National Road Safety Action Plan 2023–25	Measure: Progress of the implementation of the National Road Safety Strategy 2021–30 (the Strategy) through delivery of the Australian Government’s commitments under the National Road Safety Action Plan 2023–25		
2.2	8	7	Measure: Administration of the Road Vehicle Standards (RVS) legislation	Measure: Administration of the Road Vehicle Standards (RVS) legislation	Measure: Administration of the Road Vehicle Standards (RVS) legislation	
2.2	9	8	Measure: Delivery of road safety grants programs/projects within budget and achieving the outputs outlined in individual grant agreements	Measure: Delivery of non-infrastructure road safety grants programs to support the implementation of the National Road Safety Action Plan 2023–25	Measure: Delivery of road safety programs and projects within budget and achieving the outputs outlined in individual project funding agreements and program guidelines	

Program	Number changes		Corporate Plan 2023–24	Portfolio Budget Statements 2024–25	Corporate Plan 2024–25
	2023–24	2024–25			
2.3	10	9	Measure: Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport (WSI)	Measure: Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport	Measure: Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport
2.3	11	10	Measure: Percentage of Master Plans and Major Development Plans processed for leased federal airports within statutory timeframes	Measure: Percentage of Master Plans and Major Development Plans processed for leased federal airports within statutory timeframes	Measure: Percentage of Master Plans and Major Development Plans processed for leased federal airports within statutory timeframes
2.3	12	11	Measure: Performance of the Regional Airports Program (RAP) and Remote Airstrip Upgrade (RAU) Program	Measure: Performance of the Regional Airports Program (RAP) and the Remote Airstrip Upgrade (RAU) Program	Measure: Performance of the Regional Airports Program (RAP) and Remote Airstrips Upgrade (RAU) Program
2.3	13		Measure: Remote Air Services Subsidy (RASS) Scheme performance is indicated by eligible and approved communities in remote and isolated areas of Australia having access to a regular air transport service for the carriage of passengers and goods	Measure: Remote Air Services Subsidy (RASS) Scheme performance as indicated by eligible and approved communities in remote and isolated areas of Australia having access to a regular air transport service for the carriage of passengers and goods	
2.3	14	12	Measure: The number of per-fluoroalkyl and poly-fluoroalkyl substances (PFAS) investigations commenced at civilian airports	Measure: The number of per-fluoroalkyl and poly-fluoroalkyl substances (PFAS) investigations commenced at civilian airports	Measure: The number of per-fluoroalkyl and poly-fluoroalkyl substances (PFAS) investigations undertaken at civilian airports
2.3	15	13	Measure: Contribute to a reduction in the number of aviation fatalities per 100,000 people for the current years 10-year average	Measure: Contribute to a reduction in the number of aviation fatalities per 100,000 people for the current years 10-year average	Measure: Contribute to maintain or reduce the number of aviation fatalities per 100,000 people for the current year's 10-year average
2.3		14			Measure: Policy advice supporting aviation safety

Program	Number changes		Corporate Plan 2023–24	Portfolio Budget Statements		Corporate Plan 2024–25
	2023– 24	2024– 25		2024–25	2024–25	
3.1	16		Measure: Performance in delivering regional programs indicated through projects contracted, completed and funds expended for: <ol style="list-style-type: none"> 1. Community Development Grants (CDG) 2. Stronger Communities Programme (SCP) 3. Building Better Regions Fund (BBRF) 			
3.1	17	15	Measure: Establishment and implementation of the regional Precincts and Partnerships Program (rPPP) following consultation on program design, within agreed timeframes	Measure: Establishment and implementation of the regional Precincts and Partnerships Program (rPPP) within agreed timeframes		Measure: Delivery of the regional Precincts and Partnerships Program (rPPP), following consultation on program design, within agreed timeframes
3.1		16				Measure: Percentage of Regional Development Australia (RDA) Committees achieving agreed outcomes as demonstrated by: <ol style="list-style-type: none"> a. stakeholders satisfied with the performance of their RDA b. departmental review of RDA reporting
3.1	18		Measure: Delivery of City and Regional Deal (Deals) project components are measured against the objectives and timelines set out in Implementation Plans and funding agreements as reported by Delivery Partners			
3.1		17				Policy advice on regional development and local government

Program	Number changes		Corporate Plan 2023–24	Portfolio Budget Statements 2024–25	Corporate Plan 2024–25
	2023– 24	2024– 25			
3.2	19	18	Measure: Financial assistance is provided to local government in accordance with <i>Local Government (Financial Assistance) Act 1995</i> consisting of: <ul style="list-style-type: none"> a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis) an identified local road component which is distributed between the states and territories according to fixed historical shares 	Measure: Financial assistance is provided to local government in accordance with the <i>Local Government (Financial Assistance) Act 1995</i> consisting of: <ol style="list-style-type: none"> a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis) an identified local road component which is distributed between the states and territories according to fixed historical shares 	Measure: Financial assistance is provided to local government in accordance with the <i>Local Government (Financial Assistance) Act 1995</i> consisting of: <ol style="list-style-type: none"> general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis) an identified local road component which is distributed between the states and territories according to fixed historical shares
3.3		19		Measure: Provide policy advice on Brisbane 2032 Olympic and Paralympic venue infrastructure projects	Measure: Policy advice on Brisbane 2032 Olympic and Paralympic venue infrastructure projects
3.3		20			Measure: Approval of Brisbane 2032 Olympic and Paralympic venue infrastructure project milestones in line with the Federation Funding Agreement (FFA) schedule
3.3	20	21	Measure: Establishment and implementation of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes	Measure: Establishment and implementation of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes	Measure: Delivery of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes
3.3	21	22	Measure: Establishment of the Thriving Suburbs program, to complement the existing Growing Regions program to support investment in community infrastructure	Measure: Establishment and implementation of the <i>Thriving Suburbs program</i> to support investment in community infrastructure	Measure: Delivery of the Thriving Suburbs Program to support investment in community infrastructure
3.3		23			Measure: Advice on Australian cities policy

Program	Number changes		Corporate Plan 2023–24	Portfolio Budget Statements 2024–25	Corporate Plan 2024–25
	2023– 24	2024– 25			
3.4	22	24	Measure: Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices processed for Ministerial consideration within statutory timeframes	Measure: Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices received within the financial year processed for Ministerial consideration within statutory timeframes	Measure: Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices received within the financial year processed for Ministerial consideration within statutory timeframes
4.1	23	25	Measure: Evaluation of legal and governance frameworks in the territories to enhance essential service delivery and facilitate social, civic and economic participation	Measure: Evaluation of legal and governance arrangements in the territories to continue to administer essential services	Measure: Advice on governance and legislative arrangements in Australia's Territories
4.1	24		Measure: Communities in the external territories and Jervis Bay Territory have fit-for-purpose health and education services and essential infrastructure	Measure: Advice on delivery of essential infrastructure and services, such as, health and education to non-self-governing territory communities	
4.1		26			Measure: Availability of key services in the non-self-governing Territories
5.1	25	27	Measure: Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program	Measure: Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program	Measure: Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program
5.1	26	28	Measure: Number of new and improved contracted outcomes delivered through regional communications programs	Measure: Percentage of new and improved contracted outcomes delivered through the Regional Connectivity Program	Measure: Total amount of new or improved contracted outcomes delivered through the Regional Connectivity Program
5.1	27		Measure: Provision of the Viewer Access Satellite Television (VAST) services	Measure: Provision of the Viewer Access Satellite Television (VAST) services	
5.1	28		Measure: Affordability of telecommunications services (mobile and fixed) on offer		

Program	Number changes		Corporate Plan 2023–24	Portfolio Budget Statements		Corporate Plan 2024–25
	2023– 24	2024– 25		2024–25	2024–25	
5.1	29	29	Measure: Access to communications for people with a disability, indicated through: <ul style="list-style-type: none"> a. National Relay Service (NRS) performance b. Audio Description (AD) implementation by the national broadcasters c. Broadcaster Captioning compliance 	Measure: Access to communications for people with a disability, indicated through: <ul style="list-style-type: none"> a. National Relay Service (NRS) performance b. audio description implementation by the national broadcasters. This is a narrated sound track provided by the ABC and SBS for specific TV shows to provide accessibility to blind or vision impaired people c. broadcaster captioning compliance. This is a legislative requirement for all broadcasters for deaf and hearing-impaired people. There are different obligations for free to air broadcasters and pay TV. The ACMA is the regulator for these obligations and releases compliance data every year 	Measure: Accessible communication services for Australians, through: <ul style="list-style-type: none"> a. National Relay Service (NRS) b. Audio Description (AD) services c. Broadcaster Captioning compliance 	
5.1		30			Measure: Policy advice on the regulatory and legislative framework for spectrum management, broadband and other telecommunications matters	
5.1	30		Measure: Effectiveness of the current Australian classification framework	Measure: Classification decisions are published in line with legislative requirements		
5.1		31		Measure: Provide policy advice about the news, broadcasting and media industry	Measure: Policy advice about the news, broadcasting and media industry	
5.1		32			Measure: Policy advice about harmful online and digital content and activities	

Program	Number changes		Corporate Plan 2023–24	Portfolio Budget Statements 2024–25	
	2023– 24	2024– 25		Corporate Plan 2024–25	
6.1	31		Measure: Effectiveness of the current Australian content frameworks		
6.1	32		Measure: Progress against the development, release and implementation of the Arts and Disability Associated Plan		
6.1	33		Measure: Number of students completing courses at national performing arts training organisations		
6.1	34		Measure: Number of payments made to claimants (including authors, illustrators and publishers) through lending rights		
6.1		33		Contribute to the delivery of actions within Revive, the National Cultural Policy 2023–2027 (Revive)	Contribute to the delivery of actions within Revive, the National Cultural Policy 2023–2027
6.1		34		Measure: Administered grants are paid within a timely manner	Measure: Administered grants are paid within a timely manner
6.1	35		Measure: Number of Indigenous Art Centres funded through the Indigenous Visual Arts Industry Support (IVAIS) program		
6.1	36		Measure: Activities to support the repatriation of Aboriginal and Torres Strait Islander ancestral remains (ancestors) and secret sacred objects (objects): a. number of new agreements to repatriate ancestors from overseas b. number of ancestors and/or objects repatriated to their community c. number of ancestors repatriated to Australia with no known community	Measure: Support the repatriation of Aboriginal and Torres Strait Islander ancestral remains (ancestors) and secret sacred objects (objects) through: a. new agreements to repatriate ancestors from overseas b. ancestors and/or objects repatriated to their community c. ancestors repatriated to Australia with no known community	

Program	Number changes		Corporate Plan	Portfolio Budget Statements	Corporate Plan
	2023–24	2024–25	2023–24	2024–25	2024–25
6.1	37		Measure: Reach of Indigenous languages and arts activities (excluding visual arts) that support Aboriginal and Torres Strait Islander people to express, preserve and maintain their cultures: <ul style="list-style-type: none"> a. Number of people attending an Indigenous language activity delivered through an ILA program-funded Indigenous language centre and their level of satisfaction with the experience b. Effectiveness of an Indigenous arts activity experienced by participants/audience through themes emerging through qualitative data 	Measure: Reach of Indigenous Languages and Arts (ILA) activities (excluding visual arts) that support Aboriginal and Torres Strait Islander people to express, preserve and maintain their cultures: ⁴⁰ <ul style="list-style-type: none"> a. People attending an Indigenous language activity b. People attending an Indigenous arts activity 	

Note: The department made minor amendments to several performance measures published in the 2023–24 Corporate Plan via the [2024–25 Portfolio Budget Statements](#). Amendments were made to the current year 2023–24 component of each amended measure — these measures are shown in italics in the above table.

40 The department has updated the performance measure from the 2023–24 Corporate Plan to reflect what the department can report based on data provided by the grant funding recipients. The department ran a pilot project with 2 Indigenous Language centres to record the satisfaction of people attending language activities and the effectiveness of art activities funded by the program. Due to the renewed focus on working in partnership with communities and the cultural appropriateness of data collection and sovereignty, the department was not able to record this information in a consistent or meaningful way.



Navigation aids



PGPA Act List of Requirements

The corporate plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act
- subsection 16E(2) of the Public Governance, Performance and Accountability Rule 2014.

The table below details the requirements met by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts' corporate plan and the page reference(s) for each requirement.

Table 4: PGPA Act and PGPA Rule requirements

Topic	Matters to be included	Page
Introduction	The following: <ol style="list-style-type: none"> a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act the reporting period for which the plan is prepared the reporting periods covered by the plan. 	9
Purpose	The purposes of the entity.	12
Operating Context	For the entire period covered by the plan, the following: <ol style="list-style-type: none"> the environment in which the entity will operate the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes how any subsidiary of the entity will contribute to achieving the entity's purposes.^a 	17–39
Key Activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	13, 47, 53, 57, 60, 70, 73, 75, 79, 84, 91, 101
Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: <ol style="list-style-type: none"> specified performance measures for the entity that meet the requirements of section 16EA^b specified targets for each of those performance measures for which it is reasonably practicable to set a target. 	41–113

Note a: The department does not have subsidiary entities.

Note b: 16EA of the PGPA Rule states that performance measures must: relate directly to one or more purposes or key activities; use sources of information and methodologies that are reliable and verifiable; and provide an unbiased basis for the measurement and assessment of the entity's performance; and where reasonably practicable, comprise a mix of qualitative and quantitative measures; and include measures of the entity's outputs, efficiency and effectiveness if those things are appropriate measures of the entity's performance; and provide a basis for an assessment of the entity's performance over time.

Glossary

Administered item	A component of an administered program.
Asset Completion Report (ACR)	An ACR is submitted by Regional Connectivity Program, Mobile Black Spot Program and Peri-Urban Mobile Program funding recipients following completion of each contracted work.
Australian Government Business Enterprise (GBE)	A GBE is a Commonwealth entity or Commonwealth company prescribed by the PGPA Rule.
Australian Transport Safety Bureau	An independent Commonwealth Government statutory agency that categorises and codes aviation safety data, and provides the National Aviation Occurrence Database.
Carrier	Holder of a telecommunications carrier licence.
CO₂ emissions	Emissions of carbon dioxide, the primary greenhouse gas contributing to climate change. Other greenhouse gases include nitrous oxide and methane. In vehicles, CO ₂ is the principal greenhouse gas emitted.
Division	An organisational unit within the department managed by a First Assistant Secretary that reports to the Executive.
Embodied, operational and enabled carbon	<p>Embodied carbon is the carbon released from buildings and infrastructure throughout the construction process and beyond — from material extraction, to transport, manufacturing, installation and disposal.</p> <p>Operational carbon are emissions associated with the operation of assets.</p> <p>Enabled carbon are emissions associated with activities enabled by an asset.</p>
Environmental Impact Statement	The environmental impact statement for Western Sydney Airport assesses the noise, social and environmental impacts of WSI preliminary flight paths and contains the Australian Government’s proposed actions to address areas of concern.
Federally-leased airport	The leased federal airports in each state and territory which granted long-term leases to private entities between 1997 and 2003.
Federation Funding Agreement	Outlines the objectives, principles and institutional arrangements governing financial relations between the Commonwealth and the state and territory governments.
Federation Funding Agreement Schedule	Schedule outlines specific funding by program and other agreement types.
Financial results	The results shown in the financial statements of an entity.
Free-to-air	The broadcast services available without a subscription or fee.
Freight	Goods transported by truck, train, ship or aircraft.
Grant	Australian Government financial assistance as defined under the Commonwealth Grants Rules and Guidelines.
Intermodal terminals	Facilities that enable freight containers to be stored and transferred between different modes of transport (e.g. road and rail).
Major Development Plans	A proposal for a major development activity.

Mobile black spot	A location with poor or non-existent mobile coverage.
National Arts Training Organisations (ARTS8)	Includes the Australian Ballet School, Australian Film, Television and Radio School, Australian Youth Orchestra, Flying Fruit Fly Circus, NAISDA Dance College, National Institute of Circus Arts, National Institute of Dramatic Art, and the Australian Film, Television and Radio School.
National Broadband Network	National Broadband Network is a major upgrade to Australia's national telecommunications infrastructure, and will deliver fast broadband to all Australian homes and businesses.
Non-self-governing territories	Includes the Indian Ocean Territories of Christmas Island and the Cocos (Keeling) Islands, Norfolk Island, the Jervis Bay Territory, the Ashmore and Cartier Islands, and the Coral Sea Islands.
Operations	Functions, services and processes performed in pursuing the objectives or discharging the functions of an entity.
Outcomes	The results, impacts or consequences of actions by the Australian Government on the Australian community — these should be consistent with those listed in the entity's Portfolio Budget Statements and Portfolio Additional Estimates Statements.
Parliamentary Documentary Management System (PDMS)	The PDMS digital platform supports Ministerial level correspondence, briefings and submissions, parliamentary questions on notice, Senate estimates briefings and questions on notice, executive level communications, and general communications and media.
Per- and poly-fluoroalkyl substances (PFAS)	PFAS comprise a group of over 4,000 chemicals. PFAS do not naturally break down in the environment and are toxic to a range of animals.
Performance information	Evidence about performance that is collected and used systematically. It may relate to appropriateness and effectiveness, as well as efficiency and the extent to which an outcome can be attributed to an intervention.
Place-based	Place-based approaches target the specific circumstances of a place and engage the community and a broad range of local organisations from different sectors as active participants in their development and implementation.
Portfolio Budget Statements	A Budget-related paper detailing Budget initiatives and appropriations, by outcome and program, for each entity within a portfolio.
Program	An activity or group of activities that delivers benefits or services or transfers payments to individuals, industry or the community as a whole.
Purpose	The objectives, functions or role of the entity or company. In relation to performance management, purposes are the reasons or ideal state or outcomes, for which the entity or company undertakes its activities.
Regional Development Inter-Departmental Committee (RDIDC)	The RDIDC was established to ensure investments in regions are complementary and coordinated across agencies, and utilise local data and intelligence on key regional issues.
ROVER (Road Vehicle Regulator)	ROVER is the department's RVS support system which contains data for monitoring decision-making timeframes and voluntary recalls.
Spectrum	Spectrum refers to electromagnetic spectrum — the resource which allows wireless signals to be sent.

Strategic Local Government Asset Assessment Project	Provides funding to the National Heavy Vehicle Regulator (NHVR) to assist local government road managers to undertake capacity assessments of bridges and culverts on key heavy vehicle routes.
Universal Service Obligation	The obligation placed on universal service providers of telecommunications to ensure that all people in Australia have reasonable access to standard telephone services.
Viewer Access Satellite Television (VAST)	VAST provides commercial free-to-air satellite television to those who cannot access terrestrial television.
Vision Zero	Australian Government's goal of zero road crash deaths and serious injuries by 2050.

Abbreviations and Acronyms

AAA	Australian Automobile Association
ABC	Australian Broadcasting Corporation
ABS	Australian Bureau of Statistics
ACMA	Australian Communications and Media Authority
ACR	Asset Completion Report
ACT	Australian Capital Territory
ALGA	Australian Local Government Association
ANAO	Australian National Audit Office
ARC	Audit and Risk Committee
ARTC	Australian Rail Track Corporation
ARTS8	National Arts Training Organisations
ATSB	Australian Transport Safety Bureau
BSPVES	Bass Straight Passenger Vehicle Equalisation Scheme
BITRE	Bureau of Infrastructure and Transport Research Economics
CAV	Connected Automated Vehicles
CBD	Central Business District
DITRDCA	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
EIS	Environmental Impact Statement
FFA	Federation Funding Agreement
FFAS	Federation Funding Agreement Schedule
GBE	Government Business Enterprise
GDP	Gross Domestic Product
ICANN	Internet Corporation for Assigned Names and Numbers
IIOC	Investing in Our Communities
IIP	Infrastructure Investment Program
IPS	Infrastructure Policy Statement
ITU	International Telecommunication Union
MDP	Major Development Plan
MERNAP	Maritime Emissions Reduction National Action Plan
NAIF	Northern Australia Infrastructure Facility
NBN	National Broadband Network
NFSA	National Film and Sound Archive of Australia

NPA	National Partnerships Agreement
NRS	National Relay Service
NSW	New South Wales
NT	Northern Territory
NVES	New Vehicle Efficiency Standard
ONA	Office of Northern Australia
OSA	Online Safety Act 2021
PAES	Portfolio Additional Estimates Statements
PBS	Portfolio Budget Statements
PCIP	Priority Community Infrastructure Programs
PDMS	Parliamentary Documentary Management System
PGPA	Public Governance, Performance and Accountability
QLD	Queensland
RAP	Regional Airports Program
RASS	Remote Air Services Subsidy
RAU	Remote Airstrips Upgrade
RCP	Regional Connectivity Program
RDA	Regional Development Australia
ROVER	Road Vehicle Regulator
rPPP	regional Precincts and Partnerships Program
RVS	Road Vehicle Standards
SA	South Australia
SBS	Special Broadcasting Service
SES	Senior Executive Service
SLGAAP	Strategic Local Government Asset Assessment Project
TAS	Tasmania
TFES	Tasmanian Freight Equalisation Scheme
uPPP	urban Precincts and Partnerships Program
UPU	Universal Postal Union
VAST	Viewer Access Satellite Television
WA	Western Australia
WHS	Work Health and Safety
WSA	Western Sydney Airport Co Limited
WSI	Western Sydney International (Nancy-Bird Walton) Airport

Connections

About the artwork

The artwork, *Connections*, acknowledges the journey of the department's ongoing commitment to creating positive outcomes for First Nations employees and communities across Australia. It tells the story of the cultural objectives that underpin the department's journey of shared purpose: Embracing Cultures; Yarning with Communities; and Connecting to Countries.

The blue rings represent embracing cultures — the department's values and ongoing commitment to Reconciliation and supporting mob through a united effort, fueled by curiosity and integrity.

The expansive pink circles embody the concept of yarning with communities — we all come together to listen, yarn and learn from each other and build strong connections.

The intricate green and pink circles represent connecting to Countries — celebrating the many cultures that make up First Nations Australia and symbolising the department's national footprint.

The cultural objectives are supported by the individual voices, experiences, perspectives and unique skills that the First Nations mob, employees and communities bring to the department — as we walk this journey together, celebrating the oldest continuing living cultures in the world, we create positive change.

About the artist

Mahalia Mabo is a proud Manbarra, Nywaigi, and Meriam woman. She comes from a long line of artists and creatives. Her paternal grandparents, the late activists Dr Eddie Koiki Mabo and Dr Bonita Mabo, were both artists and creatives, her father a sculptor, and mother and maternal grandmother painters. Mahalia is an intuitive artist. Her artwork represents her connection to Country, family and her saltwater heritage. Her paternal grandfather connects her to Mer in the Torres Straits and her paternal grandmother connects her to the Great Barrier Reef and its creation story.

