Contents

Introduction ........................................ 3
Purposes ............................................. 5
Environment ......................................... 7
Performance ......................................... 8
Infrastructure ....................................... 10
Transport ........................................... 12
Regional Development and Local Government ........................................... 16
Services to Territories .............................. 20
Capability ........................................... 24
Risk Oversight and Management .................. 29
Values ................................................ 30
I am pleased to present the Department of Infrastructure and Regional Development’s 2015–16 Corporate Plan, which covers the years 2015–16 to 2018–19, as required by paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. The Corporate Plan sets out the Department’s key priorities and activities, along with our strategic agenda and the directions we will take over the next four years to achieve our purposes.

As a Department our advice supports the Australian Government to respond to a wide range of emerging and critical issues affecting the nation. From this starting point, we have the opportunity and the capacity to make a major contribution to how Australia addresses challenges such as the need to enhance our productivity in order to maintain living standards, the growing demand for infrastructure and transport, the structural changes impacting the transport industries, and the increasing complexity of demographic and economic changes affecting our regions. We also place a high value on our role in protecting and improving Australia’s safe, secure and efficient transport systems.

Addressing these challenges requires leadership by a professional and capable Australian Public Service. Through all our work we seek to foster and support a high-performing workforce, build on our policy development and delivery, and further strengthen our engagement and partnership with stakeholders and the users of our services to provide that leadership.

The Corporate Plan outlines the environment in which we work, our view on the right outcome in all areas for which we have responsibility, and how we will position ourselves to respond more effectively to the challenges and opportunities that lie ahead. It also underpins our internal business planning and individual performance plans, which have a strong link to our strategic narrative and the priorities we will focus on to achieve our goals.

I look forward to leading the Department as it works to achieve these goals.

Mike Mrdak
Secretary
Purposes

The Department of Infrastructure and Regional Development is responsible for the design and implementation of the Australian Government’s infrastructure, transport and regional development policies and programmes.

We work to:

> promote, evaluate, plan and invest in infrastructure and regional development
> foster an efficient, sustainable, competitive, safe and secure transport system
> facilitate local partnerships between all levels of government and local communities, and
> provide good governance in the Australian territories.

The Department is at the forefront of the Australian Government's efforts to secure Australia’s economic future and improve living standards, particularly through infrastructure planning, strategic investment in transport infrastructure, transport system reform, regulation of transport safety and security, and strategic development of policies and programmes. The Department assists Australia’s regions and communities to strengthen their economic base and provides the non-self-governing territories with community services and capital investment.

Our work is informed by the Department’s vision to build capability through:

> having a view on the right outcome
> driving policy reform
> leading programme and project delivery
> leading effective regulation
> leading Australian investment strategy and planning, and
> fostering a high-performing workforce.
Environment

As Australia’s population and economy grow over the coming decades, new opportunities and challenges will emerge for the country’s infrastructure and transport sectors, as well as for our regions. The growth in demand for infrastructure and access to transport systems across all modes, in both urban and regional centres, will intensify. So too will the challenges in managing increased urbanisation and social and economic pressures in our regions. Therefore, we need to ensure Australia’s infrastructure and transport systems attract the investment needed for a fully functioning, efficient and productive economy that also strengthens outcomes for Australia’s regions.

Key challenges for 2015–19 include:

> developing sustainable long-term infrastructure planning and investment strategies given the predicted slowing of productivity growth and the potential impact of this on living standards and fiscal flexibility for all levels of government
> creating the right pricing and regulatory incentives for increased public and private investment in infrastructure
> improving the safety and security of our people and freight in our transport systems to underpin growth
> ensuring the right policy and regulatory settings to encourage innovation, take up of productivity and safety-enhancing technology in the transport and infrastructure sectors, and increased competitiveness
> achieving greater productivity gains from our existing infrastructure and transport investments, while managing and improving the standards of safety, security, and environmental performance of those assets, and
> providing opportunities for economic growth and jobs in our regions and communities.

The Department’s Trends: Infrastructure and Transport to 2030 publication provides detailed analysis and forecasting to outline the most significant impacts on the infrastructure and transport sectors through to 2030. This report can be accessed at <www.infrastructure.gov.au/infrastructure/publications>.
Performance

To ensure we achieve our purposes the Department has a set of outcomes that are delivered through a suite of programmes. The Department’s annual Portfolio Budget Statement provides detailed information on each programme’s objective, resourcing and deliverables. The Portfolio Budget Statement can be accessed at <www.infrastructure.gov.au/department/statements>.

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<thead>
<tr>
<th>Outcome 1 Infrastructure</th>
<th>Programme 1.1 Infrastructure Investment</th>
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<tr>
<td>Improved infrastructure across Australia through investment in, and coordination of, transport and other infrastructure.</td>
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<tr>
<th>Outcome 2 Transport</th>
<th>Programme 2.1 Transport Security</th>
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<td>Programme 2.2 Surface Transport</td>
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<td>Programme 2.3 Road Safety</td>
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<td>Programme 2.4 Air Transport</td>
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<th>Outcome 3 Regional Development and Local Government</th>
<th>Programme 3.1 Regional Development</th>
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<td>Programme 3.2 Local Government</td>
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<tr>
<th>Outcome 4 Services to Territories</th>
<th>Programme 4.1 Services to Territories</th>
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<tr>
<td>Good governance in the Australian territories through the maintenance and improvement of the overarching legislative framework for self-governing territories, and laws and services for non-self-governing territories.</td>
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Regulator Performance Framework

The Commonwealth Regulator Performance Framework (the Framework) encourages regulators to undertake their functions with the minimum impact necessary to achieve regulatory objectives and to effect positive ongoing and lasting cultural change within regulators. As a key safety regulator, continuous improvement is already at the core of the Department’s regulatory vision. We are vigorously pursuing regulatory reforms with a particular focus on achieving efficiencies through administrative improvements and harmonising international and domestic regulatory requirements. This will maintain our high safety and security standards for Australia’s transport systems, while removing compliance costs for which there is no commensurate safety or public interest benefits.

The Framework applies to Commonwealth regulators administering, monitoring or enforcing regulation. Within the Department this aligns with all programmes under Outcome 2. The Department also provides oversight to the Civil Aviation Safety Authority and the Australian Maritime Safety Authority in implementing the Framework.

To achieve the Australian Government’s objectives, the Framework comprises outcomes-based key performance indicators to articulate the overarching expectations of regulator performance. These indicators have been incorporated into the planned performance information of each regulatory programme to reflect the drivers and needs of each of the sectors they regulate.

Further information on deregulation in the Department can be accessed at <www.infrastructure.gov.au/department/deregulation>.

Evaluation and Review

In order to achieve our purposes we must systematically and objectively examine our activities through evaluation and review. Launched in 2012, our five-year Departmental Evaluation Strategy formalises our commitment to continuous improvement and accountability. It aims to develop a culture of reflective thinking to ensure we get the best results from our activities.

Evaluation activities are planned and undertaken in accordance with the following principles:

> plan for success
> allocate sufficient resources
> learn by doing
> strategically prioritise evaluations
> conduct objective, honest and ethical evaluations
> examine the past and consider the future, and
> share and use findings to improve performance.

The Departmental Evaluation Schedule, which lists our priority and planned evaluation activities, is reviewed annually by the Secretary. Our Departmental Evaluation Strategy and further information on evaluation and review can be accessed at <www.infrastructure.gov.au/department/publications>. 
Infrastructure

Strategy

Infrastructure investment supports economic productivity across Australia through investment in, and coordination of, transport and other infrastructure. We work with states and territories on transport planning to inform future investment priorities.

Our infrastructure investment programme works to ensure improved infrastructure across Australia through increasing the efficiency and safety of Australia's land transport infrastructure while strengthening the Australian economy.
Priorities for 2015–16

Contribute to improved transport infrastructure through sound management and partnered decision-making, as well as cost estimate, assurance and compliance reviews.

Advise on potential projects to be funded under the Infrastructure Investment Programme.

Advise on transport planning and potential projects to inform future infrastructure investment.

Implement and deliver the Infrastructure Growth Package, including the Western Sydney Infrastructure Plan.

Implement and deliver the Infrastructure Investment Programme, including delivery through the Australian Rail Track Corporation and the Moorebank Intermodal Company Limited.

Implement and deliver the programme of works for land transport infrastructure priorities for funding under the Infrastructure Investment Programme, including examining opportunities for alternative funding and financing approaches.

Implement the national land freight and ports initiatives.

Continue work on national transport planning, including consideration of the role high speed rail could play in addressing long-term transport challenges.

Implement and deliver the Northern Australia Beef Roads Fund to improve the productivity and resilience of cattle supply chains in northern Australia.

Measures

Key performance indicators

We will assess our performance annually against the following qualitative key performance indicators.

- Australian land transport networks are safer.
- Australian land transport networks are more efficient.

The following quantitative key performance indicators will also measure our performance over 2015–19.

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<tr>
<td>States, territories and local governments are appropriately funded for infrastructure investment projects.</td>
<td>Payments are within 5% of forecast</td>
<td>Payments are within 5% of forecast</td>
<td>Payments are within 5% of forecast</td>
<td>Payments are within 5% of forecast</td>
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Transport

Strategy

Transport systems and infrastructure connecting Australians with domestic markets and the nation to the global economy are key determinants of our economic growth. Given the current global and local economic situation, Australia’s prosperity depends on having a transport system that is efficient, sustainable, competitive, safe, secure and productive.

Our transport programmes work to:

> ensure a viable and sustainable transport security system in Australia through regulation designed collaboratively with industry and government entities

> ensure flexible and proportionate regulation that delivers measurable benefits and ensures that the transport security regulatory model operates efficiently and effectively

> improve the performance of the surface transport sector for the benefit of all Australians

> develop a safer road transport system by working to make vehicles and occupants safer, and drivers more informed, and

> ensure the aviation industry operates within a clear and robust safety regulatory environment and Australian businesses and consumers have access to competitive domestic and international air services.
Priorities for 2015–16

Support industry and the community by continuously monitoring aviation transport, maritime transport, and offshore facility security regulatory regimes.

Work with industry to maintain a strong, layered approach to transport and offshore facility security.

Work with international partners to shape the transport security environment and build capacity overseas to mitigate security risks to Australia.

Work with the Australian Maritime Safety Authority to streamline the delivery of services to the commercial vessel sector and progress full implementation of national regulator arrangements.

Implement the Australian Government’s response to the Productivity Commission inquiry report on Tasmanian shipping and freight.

Implement the outcomes of the Review of Coastal Shipping.

Promote integrated road and rail reforms supporting the operation of single national markets and building on effective relationships with key stakeholders.

Provide advice to the Australian Government on reform options for the Motor Vehicle Standards Act 1989 and implement the decision.

Provide support and advice into the 2015 Review of the National Transport Commission.

Ensure vehicle standards deliver both safety and environmental outcomes and are consistent with international approaches.

Coordinate ongoing delivery arrangements for the National Road Safety Strategy 2011–20, including road safety data collection and progress reporting.

Implement the Australian Government’s aviation policy, including initiatives set out in the Coalition’s Policy for Aviation (2013).

Continue to promote best practice regulation through progressive improvements in guidance materials, regulatory tools and processes.

Consult extensively with state, territory and local governments and industry and, where appropriate, with foreign governments and international organisations.

Implement the Australian Government’s decision that Badgerys Creek will be the site for a western Sydney airport.
Measures

Key performance indicators

We will assess our performance annually against the following qualitative key performance indicators.

Transport Security
> Action is taken by the Australian Government to mitigate against new or emerging risks, where they are identified.
> Collaboration with industry ensures that policy and regulatory frameworks are efficient and effective.
> International and domestic engagement influences and shapes policy and future developments.
> Communication with regulated entities is clear, targeted and effective.
> Compliance and monitoring approaches are streamlined and coordinated.

Surface Transport
> Australian surface transport networks are safer and more efficient with Commonwealth regulation that is fit-for-purpose and proportionate to the risk being managed.
> Surface transport regulatory systems are subject to a focus on continuous improvement.
> Communication with regulated entities, including those subject to regulatory changes, is open, transparent and appropriately targeted to support regulated entities in meeting their obligations.
> Approvals and licenses under the Commonwealth road and vehicle safety regulatory frameworks are issued in a timeframe that meets legislative or other requirements.

Road Safety
> Australia's road and vehicle safety systems achieve safety, emissions, anti-theft and other environmental standards.
> Australia's road and vehicle safety systems are more efficient, with Commonwealth regulation that encourages efficiency and where compliance and monitoring is increasingly risk based and streamlined.
> Australia's road and vehicle safety systems are safer with Commonwealth regulation and regulatory policy fit-for-purpose and proportionate to the risks being managed.
> Statistical analysis and information published is accurate and robust and supports the continuous improvement of regulatory frameworks.
> Communication with regulated entities, including those subject to regulatory changes, is open, transparent and appropriately targeted to support regulated entities in meeting their obligations.
Air Transport

> Aviation regulation, policies and administered items support ongoing investment in safe, efficient and environmentally responsible aviation infrastructure and operations.
> Businesses and consumers have access to competitive international and domestic air services.
> Policy advice is influential in the Australian Government’s response to current and emerging international and domestic aviation industry issues.
> Aviation agency governance arrangements operate effectively.
> Aviation industry operates within a clear and robust regulatory framework.
> Regulatory frameworks take account of industry needs and are appropriately meeting policy objectives.
> Collaboration with industry is effective in continuously monitoring regulatory frameworks.
> The approach to infrastructure planning, investment and development in western Sydney is integrated through consultation and coordination with key stakeholders.
> Cost of airlines providing regular public services to designated remote communities is reduced.
> Cost of air operators providing aeromedical services to regional and remote areas is reduced.
> Safety and access at remote airstrips is improved.
Regional Development and Local Government

Strategy

We work to strengthen the sustainability, capacity and diversity of regional economies through facilitating local partnerships between all levels of government and local communities, and providing grants and financial assistance.

Our regional development programme delivers a range of regionally focused stakeholder consultation and engagement, research, policy development and programme delivery activities.

Our local government programme works to strengthen local government capacity and better support local communities through providing policy advice to the Australian Government and financial assistance to local governments.
Priorities for 2015–16

Develop and implement policies and programmes to support economic growth and services to regional communities.

Support effective planning and coordination across all levels of government on matters affecting local government and regional communities.

Lead implementation and coordinate, integrate and leverage initiatives relating to the Australian Government's northern Australia programme.

Progress projects to strengthen regional economies including in Tasmania, Murray-Darling Basin, Latrobe Valley and northern Australia design.

Deliver the National Stronger Regions Fund to support the economic growth of regions.

Manage regional and local government grants programmes, including the Community Development Grants, the Tasmanian Jobs and Growth Package and the Regional Development Australia Fund.

Support a network of regional development committees to ensure that policy making, programme implementation and advice is informed by local input and priorities.

Manage the Local Government Financial Assistance Grant programme, engage with local government on nationally significant issues and administer the National Awards for Local Government.

Measures

Key performance indicators

We will assess our performance annually against the following qualitative key performance indicators.

> Regional Ministerial Budget Statement, Partnership for Regional Growth, is delivered in the 2015–16 Budget.

> Progress in the Australian Regions series is published and accessed by the community.

> Collaboration on regional policies in areas such as health, education, skills, infrastructure, environment and industry delivers benefits to regional communities.

> Projects that receive funding through the Community Development Grants, Tasmanian Jobs and Growth Package, Latrobe Valley Economic Diversification programme, Murray–Darling Basin Regional Economic Diversification Programme, Regional Development Australia Fund and the National Stronger Regions Fund are delivered on time and on budget.
> Initiatives that improve economic productivity and sustainability in northern Australia are promoted and delivered.

> Regional Development Australia committees work with key regional stakeholders and local governments to develop a regionally supported plan and develop quality priority economic development project proposals and promote Australian Government programmes.

> Provide timely advice to the Minister for the delivery of regional infrastructure funds including the Community Development Grants, Tasmanian Jobs and Growth Package, Regional Development Australia Fund and the National Stronger Regions Fund.

> The annual National Awards for Local Government is considered a key tool for promoting innovation and leading practice service delivery by local government and sponsoring departments.

The following quantitative key performance indicators will also measure our performance over 2015–19.

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<tr>
<td>Regional Development Australia Committees receive operational funding through the Regional Development Australia programme.</td>
<td>100% of forecast</td>
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<tr>
<td>Funding provided through Financial Assistance Grant programme.</td>
<td>100% of forecast</td>
<td>100% of forecast</td>
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Services to Territories

Strategy

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

Our services to territories programme works to ensure residents of non-self-governing territories have access to equivalent scope and quality of services provided to residents in similar sized mainland communities. This is achieved through delivery of services and managing the Australian Government’s interests in the territories.
Priorities for 2015–16

Assist the territories to establish and maintain good governance and provide services and advice on ongoing administration for the non-self-governing territories.

Progress reforms towards long-term financial sustainability and improved governance on Norfolk Island.

Lead the management of national and world heritage areas in the external territories.

Deliver services, provide funding support and undertake capital works to ensure territory communities have access to similar services as equivalent state communities.

Provide continuous improvement of the administration of inter-governmental agreements and various programmes, maintain Australian Government assets in the territories and deliver state and local government-type services.

Administer the loan to the Australian Capital Territory Government to implement its Loose Fill Asbestos Insulation Eradication Scheme.

Support the Australian Government with advice on its role in the planning of the national capital and on issues relating to the Australian Government’s interest in the Australian Capital Territory.
Measures

Key performance indicators

We will assess our performance annually against the following qualitative key performance indicators.

> State-type services and grants are delivered to residents of the non-self-governing territories similar to comparable mainland communities.
> Essential infrastructure in the non-self-governing territories meets the needs of communities.
> Administration of the Australian Government's interest in self-governing territories is effective.
> Legal frameworks are in place in the territories that provide comparable rights and protections to citizens as the rest of Australia.
> Service delivery arrangements and contracts meet value-for-money criteria and deliver appropriate levels of services.
> Financial and governance reform for Norfolk Island is progressed through constructive partnerships with the Norfolk Island community.
The Department comprises seven business divisions supported by the Corporate Services Division. While each division has specific and targeted roles in delivering these outcomes, their work is informed by a Department-wide vision to build capability through: having a view on the right outcome; driving policy reform; leading programme and project delivery; leading effective regulation; leading Australian investment strategy and planning; and fostering a high-performing workforce.
Having a view on the right outcome

> Identify new and emerging policy challenges that will influence the portfolio's future directions.
> Undertake research and analysis to provide an evidence base for policy.
> Engage internationally to understand strategic drivers and address identified issues.
> Build on long-term strategic relationships with jurisdictions and industry.
> Engage in national conversations on infrastructure and regional development issues, focused on planning, economic development, sustainability, community development, economic regulation, safety and investment.

Driving policy reform

> Provide informed policy advice on infrastructure investment, regional development and financing reforms.
> Facilitate renewed microeconomic reform agenda that delivers more efficient provision and use of infrastructure and transport.
> Identify and introduce new and improved transport technologies as they become available.
> Develop policy advice and legislation to maintain effective governance and service delivery in Australia’s non-self-governing territories.
> Develop policies that address emerging issues, support existing Australian Government policies and are based on a strong understanding of available evidence, jurisdictional positions, industry perspectives and international trends.
> Engage with other agencies on policy issues, including increased interaction with other portfolios on trade, bilateral and regional international issues.
> Link strategic infrastructure planning and investment outcomes with more effective planning and efficient and sustainable energy use.

Leading programme and project delivery

> Ensure evidence-based policy advice and rationale underpins programme design and delivery.
> Understand the risk environment through effective domestic and international engagement, research and assessment while considering innovative solutions.
> Assess our performance through continuous monitoring and evaluation.
> Facilitate a safer transport system through encouraging innovation and implementing fit-for-purpose safety measures.
> Assist economic and social development by funding improved land transport infrastructure.
> Ensure appropriate consultation with both domestic and international stakeholders, including all levels of government, industry and experts.
**Leading effective regulation**
> Foster a transparent, responsive and dynamic national regulatory environment that affords the right balance of flexibility and certainty for the transport industry.
> Support economic and productivity growth through the development of efficient and effective legislation, regulation and policy.
> Provide clear and consistent best-practice regulation to the transport industry, taking into account Australia’s international agreements.
> Contribute to improving environmental outcomes by managing and monitoring the environmental effects of transport.
> Promote security and safety across the transport system for the benefit of all Australian individuals and businesses.
> Seek regulatory solutions that reduce the burden of compliance costs on industry and the community.

**Leading Australian investment strategy and planning**
> Provide advice to the Australian Government on issues of policy, planning, funding and financing to support infrastructure decisions.
> Consider means of making better use of existing infrastructure.
> Target funding to deliver high benefit infrastructure projects with sound governance.
> Know the growth corridors that are of critical importance to ensuring the right infrastructure is delivered at the right time.
> Emphasise productivity, sustainability and liveability in investment strategy and planning.
> Guide policy and investments in urban and regional Australia.
> Provide for independent, expert assessment and prioritisation of projects based on a national strategic view of infrastructure and appropriate criteria.
> Implement a transparent asset management reporting system, capable of informing quality infrastructure demand and capacity forecasting.
> Strengthen the sustainability, capacity and diversity of regional economies through facilitation of local partnerships between all levels of government and local communities, and providing grants and financial assistance.

**Fostering a high-performing workforce**
> Cultivate a firm commitment to workforce planning, career management and capability development.
> Reward and recognise high performance.
> Focus on performance improvement, prevention of under-performance and the management of performance issues.
Workforce Planning

We place a high priority on our people and ensuring we have the necessary workforce capability to deliver outcomes for the Australian Government. The Department works to be regarded as a public-sector employer that is professional, has integrity and is a rewarding place to work.

Our annual workforce planning identifies workforce issues and responses to enable us to deliver our priorities over the medium to long-term, in line with the business planning cycle.

Workforce planning encourages the Department’s leaders to think about where we are heading, the capabilities required, and the strategies we will employ. Implementing these strategies will ensure we have the workforce we need to continue delivering quality outcomes for the Australian Government, our stakeholders and the community.

Over 2015–19 the Department’s workforce planning will be focused on:

> continually assessing workforce capability requirements in terms of skills, classification, structure and size
> increasing workforce capability through formal and on-the-job learning and development opportunities
> understanding skill gaps and addressing these through partnerships with industry and higher education institutions, and
> continually providing internal mobility opportunities across the Department.

ICT Capability

The Department’s Information Services Branch is fundamental to our processes and outputs and is a core capability for the delivery of departmental services to clients and staff. Our Information and Communications Technology (ICT) Strategic Plan aligns ICT investments and deliverables to meet our capability needs. Further, the ICT Strategic Plan describes how other environmental factors such as whole-of-Government, security, fit-for-purpose and cost effective initiatives focus our ICT services and define our major ICT priorities.
Risk Oversight and Management

The core purpose of risk management in the Department is to identify and analyse the uncertainty in achieving our purposes. We do this by looking to the future and gathering the best available information required for good decision making. The outcome of good risk management is increased ability to develop innovative solutions, thereby enhancing the Department’s ability to provide the Australian Government with good policy and programme options. Ultimately, effective risk management assists the Department to make a positive contribution to the economic wellbeing of Australia.

Success depends upon developing our people, strengthening and adapting systems, and forging strong relationships with stakeholders. By carefully applying appropriate risk management principles that are fit-for-purpose, the Department will maximise the efficiency and effectiveness of planning, decision-making, managing uncertainty and our use of resources to obtain desired outcomes.

The Department’s risk framework is designed to:
> ensure risk management supports progress in achieving the Department’s vision
> encourage a culture that allows people to report incidents and take ownership of problems; ensuring continuous improvement
> ensure risk management thinking is embedded in all activities; enabling the achievement of better outcomes
> ensure stakeholders are consulted to enable the consideration of a broader perspective
> promote sharing of risk information and experiences within the Department and across the Australian Government to develop more consistent approaches to managing risk
> create an environment where staff assume responsibility for managing risk, consider and document risks as part of the decision making process, apply risk management to take advantage of opportunities for improvement and innovation, and ensure significant risks are managed and reported to the right people at the right time, and
Values

We are committed to the Australian Public Service (APS) Values set out in the Public Service Act 1999:

**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.