PART 2

Department overview
Roles and functions

The department is responsible for designing and implementing the Australian Government’s infrastructure, transport, regional development and cities policies, programs and regulations. This helps the government achieve a strong economy and thriving communities, now and for the future.

The department delivers against five purposes through eight Budget programs:

- supporting economic growth through transport
- making travel safer
- increasing transport access
- supporting regional development, cities and local communities
- providing good governance in the territories
### Purposes

During the year the department worked to achieve the five purposes outlined in Table 2.1.

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Related Outcome set out in the 2018–19 Portfolio Budget Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supporting economic growth through transport</strong></td>
<td>Outcomes 1 and 2</td>
</tr>
</tbody>
</table>
| Improving transport efficiency and sustainability to facilitate the movement of people and freight | **Outcome 1**: Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure  
**Outcome 2**: An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations |
| **Making travel safer** | Outcomes 1 and 2 |
| Minimising the number and severity of transport safety incidents | **Outcome 3**: Strengthening the sustainability, capacity and diversity of our cities and through regional economies, including facilitating local partnerships between all levels of government and local communities; through reforms that stimulate economic growth; and providing grants and financial assistance |
| **Increasing transport access** | Outcomes 1 and 2 |
| Connecting people, communities, businesses and markets | **Outcome 4**: 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 |
| **Supporting regional development, cities and local communities** | Outcomes 1 and 3 |
| Delivering jobs and economic growth for regional Australia and improving standards of living through influencing policy, investing in infrastructure and building community capability | **Outcome 5**: Providing good governance in the territories |
| **Providing good governance in the territories** | Outcome 4 |
| Delivering services, legislative frameworks and infrastructure | **Outcome 6**: |
Mapping our purposes, programs and outcomes

Figure 2.1 Purpose, programs and outcomes at 30 June 2019

- **Purposes**
  - Supporting economic growth through transport
  - Making travel safer
  - Increasing transport access
  - Supporting regional development, cities and local communities
  - Providing good governance in the territories

- **Outcomes**
  - **Outcome 1**
    - Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure
  - **Outcome 2**
    - An efficient, sustainable, competitive and safe transport system for all transport users through regulation, financial assistance and safety investigations
  - **Outcome 3**
    - Strengthening the sustainability, capacity and diversity of our cities and regional economies including through facilitating local partnerships between all levels of government and local communities; through reforms that stimulate economic growth; and providing grants and financial assistance
  - **Outcome 4**
    - Good governance in 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

1.1 Infrastructure Investment
2.2 Surface Transport
2.3 Road Safety
2.4 Air Transport
3.1 Regional Development
3.2 Local Government
3.3 Cities
4.1 Services to Territories
Organisational structure

At 30 June 2019 the department comprised eight business divisions and a Transport Sector Skills Taskforce. These were supported by the Corporate Services and Portfolio Coordination and Research Divisions.

**Figure 2.2  Organisational structure at 30 June 2019**
Ministers

From 1 July 2018 to 28 August 2018 the department was accountable to:

- the Hon Michael McCormack MP, Deputy Prime Minister and Minister for Infrastructure and Transport
- the Hon Dr John McVeigh MP, Minister for Regional Development, Territories and Local Government
- the Hon Paul Fletcher MP, Minister for Urban Infrastructure and Cities

A reshuffle of ministerial responsibilities on 28 August 2018 meant the department was accountable to the following ministers:

- the Hon Michael McCormack MP, Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development
- Senator the Hon Bridget McKenzie, Minister for Regional Services, Sport, Local Government and Decentralisation
- the Hon Alan Tudge MP, Minister for Cities, Urban Infrastructure and Population
- the Hon Sussan Ley MP, Assistant Minister for Regional Development and Territories
- the Hon Andrew Broad MP, Assistant Minister to the Deputy Prime Minister
- the Hon Scott Buchholz MP, Assistant Minister for Roads and Transport

On 18 December 2018 the Hon Andrew Broad MP resigned his ministry and the department was accountable to:

- the Hon Michael McCormack MP, Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development
- Senator the Hon Bridget McKenzie, Minister for Regional Services, Sport, Local Government and Decentralisation
- the Hon Alan Tudge MP, Minister for Cities, Urban Infrastructure and Population
- the Hon Sussan Ley MP, Assistant Minister for Regional Development and Territories
- the Hon Scott Buchholz MP, Assistant Minister for Roads and Transport
On 25 January 2019 the Hon Andrew Gee MP was sworn in, making the department accountable to:

- the Hon Michael McCormack MP, Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development
- Senator the Hon Bridget McKenzie, Minister for Regional Services, Sport, Local Government and Decentralisation
- the Hon Alan Tudge MP, Minister for Cities, Urban Infrastructure and Population
- the Hon Sussan Ley MP, Assistant Minister for Regional Development and Territories
- the Hon Scott Buchholz MP, Assistant Minister for Roads and Transport
- the Hon Andrew Gee MP, Assistant Minister to the Deputy Prime Minister

On 2 March 2019 the Federal Election was called and the department entered caretaker provisions.

On 29 May 2019 the new ministry was sworn in making the department accountable to:

- the Hon Michael McCormack MP, Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development
- the Hon David Littleproud MP, Minister for Water Resources, Drought, Rural Finance, Natural Disaster and Emergency Management
- the Hon Alan Tudge MP, Minister for Population, Cities and Urban Infrastructure
- the Hon Mark Coulton MP, Minister for Regional Services, Decentralisation and Local Government
- the Hon Scott Buchholz MP, Assistant Minister for Road Safety and Freight Transport
- the Hon Andrew Gee MP, Assistant Minister to the Deputy Prime Minister
- the Hon Nola Marino MP, Assistant Minister for Regional Development and Territories
Executive team

Dr Steven Kennedy PSM: Secretary

Steven Kennedy was appointed Secretary of the Department of Infrastructure, Transport, Cities and Regional Development in September 2017. As Secretary and accountable authority, he is responsible for delivering quality policy advice, programs and regulatory functions to support economic growth through transport, make travel safer, increase transport access, support regional development, local communities and cities, and provide good governance in the territories.

Before this appointment, Steven held other senior positions including Deputy Secretary at the Department of the Prime Minister and Cabinet; Deputy Secretary at the Department of Industry, Innovation and Science; Deputy Secretary at the Department of the Environment; and the Head of Secretariat of the Garnaut Climate Change Review – Update 2011.

Steven began his public service career as a cadet at the Australian Bureau of Statistics. Before joining the public service, he trained and worked as a nurse.

He is a member of the National Transport Commission, the Infrastructure Partnerships Australia Advisory Board, the Foundation for Rural & Regional Renewal Board, the SMART Advisory Council and the Centre for Market Design Advisory Board.

Steven was awarded a Public Service Medal (PSM) in 2016 for outstanding public service in the area of climate change policy.

He holds a PhD and a Masters in Economics from the Australian National University and a Bachelor of Economics (First Class Honours) from the University of Sydney.

Ms Pip Spence PSM: Deputy Secretary

Pip Spence’s responsibilities include aviation and airports, surface transport policy and portfolio coordination and research.

Before being appointed Deputy Secretary, she was Executive Director of the Aviation and Airports Division. She has also held a number of senior leadership roles in the Department of the Prime Minister and Cabinet, and the Department of Broadband, Communications and the Digital Economy.

In 2013 Pip was awarded a PSM for her outstanding public service and contribution to the Australian community in managing telecommunications regulations reform associated with the National Broadband Network.

Pip is chair of the department’s Finance and Operations Committee and is the department’s disability and gender equality champion. She is a member of the Australasian New Car Assessment Program (ANCAP) board.
Mr Luke Yeaman: Deputy Secretary

Luke Yeaman’s responsibilities include infrastructure policy and investment, urban and cities policy and overseeing the delivery of major transformational projects such as the Western Sydney Airport and the Inland Rail.

Luke has held senior leadership positions in the Department of the Prime Minister and Cabinet, the Commonwealth Treasury and the Office of National Assessments.

He is the chair of the department’s People and Culture Committee and holds a Bachelor of Economics (Honours) from Monash University.

Dr Rachel Bacon: Deputy Secretary (from 19 November 2018)

Rachel Bacon is responsible for regional development and local government, territories and corporate services.

Before she joined the department, she was at the Department of the Environment and Energy leading significant reforms and building the department’s capability in risk management, performance reporting, governance, innovation and Budget. Her 20 year career in the public service has included senior positions at the Department of the Prime Minister and Cabinet, the Attorney-General’s Department and more than two years in the Northern Territory public service as Deputy CEO in the Department of the Chief Minister.

Rachel is a board member of the Australian Maritime Safety Authority. She also chairs the department’s Performance and Assurance Committee and is a member of the Audit and Risk Committee. Rachel is a graduate of the Australian Institute of Company Directors, and her PhD, awarded in 2005, focused on administrative law and organisational change.

Ms Judith Zielke PSM: Deputy Secretary (to 24 October 2018)

Until her transfer to the Commonwealth Scientific and Industrial Research Organisation (CSIRO) in October 2018, Judi Zielke was the department’s Deputy Secretary responsible for regional development and local government, territories and corporate services.
The portfolio

This report focuses on the Department of Infrastructure, Transport, Cities and Regional Development (formerly the Department of Infrastructure, Regional Development and Cities). Information on portfolio entities can be obtained from their annual reports and websites.

The entities in the portfolio at 30 June 2019 were:

- Airservices Australia
- Australian Maritime Safety Authority
- Australian Transport Safety Bureau
- Civil Aviation Safety Authority
- Infrastructure Australia
- Infrastructure and Project Financing Agency
- National Capital Authority
- National Transport Commission
- North Queensland Water Infrastructure Authority

Commonwealth companies in the portfolio at 30 June 2019 were:

- Australian Rail Track Corporation Limited
- Moorebank Intermodal Company Limited
- WSA Co Limited
Table 2.2  Information on portfolio entities in the general government sector at 30 June 2019

<table>
<thead>
<tr>
<th>Portfolio Entity</th>
<th>Secretary/Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development</td>
<td>Dr Steven Kennedy PSM</td>
</tr>
<tr>
<td>Minister for Water Resources, Drought, Rural Finance, Natural Disaster and Emergency Management</td>
<td>Mr Stuart Richey AM</td>
</tr>
<tr>
<td>Minister for Population, Cities and Urban Infrastructure</td>
<td>Mr Michael Kinley</td>
</tr>
<tr>
<td>Minister for Regional Services, Decentralisation and Local Government</td>
<td>Mr Michael Kinley</td>
</tr>
<tr>
<td>Assistant Minister for Road Safety and Freight Transport</td>
<td>Mr Michael Kinley</td>
</tr>
<tr>
<td>Assistant Minister to the Deputy Prime Minister</td>
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Outcome 1: Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure.

Outcome 2: An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations.

Outcome 3: Strengthening the sustainability, capacity and diversity of our cities and regional economies, including through facilitating local partnerships between all levels of government and local communities; reforms that stimulate economic growth; and providing grants and financial assistance.

Outcome 4: 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.
Australian Transport Safety Bureau

Chief Commissioner: Mr Greg Hood

Outcome 1: Improved transport safety in Australia including through: independent ‘no blame’ investigation of transport accidents and other safety occurrences; safety data recording, analysis and research; and fostering safety awareness, knowledge and action.

Civil Aviation Safety Authority

Chair: Mr Anthony Mathews

Chief Executive Officer and Director of Aviation Safety: Mr Shane Carmody

Outcome 1: Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training.

Infrastructure Australia

Chair: Ms Julieanne Alroe

Chief Executive Officer: Ms Romilly Madew

Outcome 1: Improve decision-making on matters relating to infrastructure; advise governments and others on matters relating to infrastructure, including better assessment of infrastructure needs and prioritisation of infrastructure projects; and promote best practice infrastructure planning, financing, delivery and operation.

Infrastructure and Project Financing Agency

Chief Executive Officer: Ms Leilani Frew

Outcome 1: Leverage additional private sector investment in infrastructure and secure better returns from the Commonwealth’s investment by assisting the government to identify, assess and broker financing opportunities for infrastructure and projects, including through engagement with Commonwealth entities, state and territory governments, and the private sector.

National Capital Authority

Chair: Mr Terry Weber

Chief Executive Officer: Ms Sally Barnes

Outcome 1: Manage the strategic planning, promotion and enhancement of Canberra as the National Capital for all Australians through the development and administration of the National Capital Plan, operation of the National Capital Exhibition, delivery of education and awareness programs, and works to enhance the character of the National Capital.
**National Transport Commission**

<table>
<thead>
<tr>
<th>Chair:</th>
<th>Ms Carolyn Walsh</th>
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<tbody>
<tr>
<td>Chief Executive Officer and Commissioner:</td>
<td>Dr Gillian Miles</td>
</tr>
</tbody>
</table>

**Outcome 1:** Improve transport productivity, efficiency, safety and environmental performance and regulatory efficiency in Australia through developing, monitoring and maintaining nationally consistent regulatory and operational arrangements relating to road, rail and intermodal transport.

**North Queensland Water Infrastructure Authority**

| Interim Chief Executive Officer: | Mr Richard McLoughlin |

**Outcome 1:** Progress the development of water resource projects in North Queensland through strategic planning and coordination of information sharing among relevant regulatory authorities and stakeholders.