Portfolio Legislation (Urban Infrastructure and Cities)

This directory matches the Administrative Arrangements Order (AAO) which was last amended on 2 April 2020.

Program 1.1: Infrastructure Investment

**Infrastructure Australia Act 2008**

*Purpose*

The Infrastructure Australia Act 2008 establishes Infrastructure Australia and provides for its related purposes.

**Contact:** Mitch Pirie, Assistant Secretary, Investment Advisory and Business Improvement Branch, Infrastructure Investment Division

**Phone:** 02 6274 6114

**National Land Transport Act 2014**

*Purpose*

The purpose of the Act is to assist national and regional economic and social development by the provision of Commonwealth funding aimed at improving the performance of land transport infrastructure.

Funding may be provided for:

- road and rail projects
- research, planning and investigation of matters relating to the National Network (Transport Development and Innovation Projects)
- land transport research entities
- road safety improvements at road sites that have or are likely to contribute to serious motor vehicle crashes involving death or personal injury (Black Spot Projects)
- Local Councils and unincorporated areas under the Roads to Recovery Program

**Contact:** Daniel Caruso, Assistant Secretary, Policy, Program and Budget, Infrastructure Investment Division

**Phone:** 02 6274 6522
Portfolio Entities (Urban Infrastructure and Cities)

The entities are current and match the information available on www.directory.gov.au

Principal Australian Government Entities

- Infrastructure Australia
- Moorebank Intermodal Company Limited
- WSA Co Limited
Infrastructure Australia

Description
Infrastructure Australia (IA) is established by Part 2 of the Infrastructure Australia Act 2008 (IA Act). IA is a statutory authority that advises governments, investors and infrastructure owners on a wide range of issues including Australia’s current and future infrastructure needs; policy, pricing and regulation and their impact on investment and on the efficiency of the delivery, operation and use of national infrastructure networks.

Legal status
Statutory Authority; Corporate Commonwealth entity (PGPA Act).

Ministerial role/responsibilities
The responsible portfolio Minister may give written directions to the IA Board about the performance of its functions in giving directions may have regard to any decisions by COAG directions given must be of a general nature only and must not give directions about the content of any audit, list, evaluation, plan or advice to be provided by IA.

The responsible portfolio Minister appoints the Chair, and members of the IA Board.

Departmental role/responsibilities
The department is responsible for advising IA of government policy, administrative arrangements and budget matters. The department may seek assistance from IA in the preparation of replies to ministerial correspondence, submissions to Senate Committees and other parliamentary inquiries.

The department provides policy advice to the responsible portfolio Minister on all aspects of IA’s operations.

The department is responsible for supporting the responsible portfolio Minister in appointing the Chair and members.

Governance
The IA Board comprises 12 members. A quorum for a meeting is eight members. The Board is responsible for ensuring that IA’s functions are performed in a proper, efficient and effective manner.

Membership
Chair: Ms Julieanne Alroe
CEO: (appointed by the IA Board) Ms Romilly Madew AO
Members: Mr Mark Balnaves, Mr Peter Corish AM, Mr John Fitzgerald, Ms Marion Fulker, Mr Peter Harris AO, Mr Rod Hook, Ms Samantha Hogg, Ms Deena Shiff, Mr Graham Quirk, Ms Gabrielle Trainor AO and Mr Reece Waldock AM

Contact
Ms Romilly Madew AO
CEO
(02) 8114 1905
romilly.madew@infrastructure.gov.au

Website
www.infrastructureaustralia.gov.au
Moorebank Intermodal Company Limited

**Description**
The Moorebank Intermodal Company Limited (MIC) is a Commonwealth Company under the Corporations Act 2001. MIC was established to facilitate the development of an intermodal terminal at Moorebank in Sydney’s south-west. MIC is wholly owned by the Australian Government, which is represented by the relevant portfolio Minister and the Minister for Finance as MIC’s two Shareholder Ministers.

MIC will oversee the development of the Moorebank Intermodal Terminal. MIC aims to optimise private sector expertise and investment, through a competitive process, to develop and operate the intermodal terminal and meet the project’s objectives.

MIC’s objectives for the project are to:
- boost national productivity over the long-term through improved freight network capacity and rail utilisation
- create a flexible and commercially viable common user facility for rail operators and other terminal users
- attract employment and investment to south-western Sydney
- achieve sound environmental and social outcomes that are considerate of community views
- optimise value for money for MIC having regard to the other stated project objectives

**Legal status**
Commonwealth Company (PGPA Act) limited by shares under the Corporations Act 2001; Government Business Enterprise (PGPA Rule); Public Non-financial Corporation (PGPA Act).

The responsible portfolio Minister, together with the Minister for Finance, are Shareholder Ministers of MIC on behalf of the Australian Government.

**Ministerial role/responsibilities**
The Minister has portfolio responsibilities for the development of the Australian Government’s policy about freight and rail. The Minister for Finance is responsible for the PGPA Act and the GBE Guidelines.

Shareholder Ministers appoint the Chair and Directors to the MIC Board. Subject to the approval of Shareholder Ministers, the Directors may appoint a CEO for any period in accordance with the MIC Constitution. Shareholder Ministers do not hold a directions power over the activities of the Company

**Departmental role/responsibilities**
The department provides an oversight role, ensuring the MIC meets its governance obligations. The department and the Department of Finance advise their Ministers on statutory obligations, including PGPA Act obligations. The department provides advice to the Minister about MIC’s progress in facilitating the implementation of the intermodal terminal.

The department is also responsible for supporting the Shareholder Ministers in appointing the Chair, Director and CEO.

**Governance**
The key roles and responsibilities are guided by the GBE Guidelines.

**Membership**
Chair: Ms Erin Flaherty
CEO: Mr James Baulderstone
Directors: Mr Lucio di Bartolomeo, Ms Christine Holman, The Hon James Lloyd, Mr Ray Wilson, and Mr Ron Koehler.

**Contact**
Mr James Baulderstone, CEO
(02) 8265 5601
james.baulderstone@micl.com.au

**Website**
www.micl.com.au
WSA Co Limited

**Description**
WSA Co Limited (WSA) was established by the Australian Government to develop and operate Western Sydney International (Nancy-Bird Walton) Airport (the Airport) at Badgerys Creek. WSA is required to execute its responsibilities in accordance with a Project Deed with the Government in order to open the Airport by 2026.

In delivering the WSA Airport, WSA's Co's objectives are to:
- improve access to aviation services in Western Sydney
- resolve the long term aviation capacity issue in the Sydney basin
- maximise the value of the Airport as a national asset
- optimise the benefit of the Airport on employment and investment in Western Sydney
- effectively integrate with new and existing initiatives in the Western Sydney area
- operate on commercially sound principles having regard to the Government’s intention to preserve its options with respect to ownership and governance arrangements.

**Legal status**
Commonwealth Company (PGPA Act) limited by shares under the Corporations Act 2001; Government Business Enterprise (PGPA Rule); Public Non-financial Corporation (PGPA Act). The responsible portfolio Minister and the Minister for Finance and the Public Service are shareholder ministers.

**Ministerial role/responsibilities**
The Minister has portfolio responsibilities for the development of the Western Sydney Airport. The Minister for Finance is responsible for the PGPA Act and the GBE Guidelines. Shareholder ministers appoint the Chair and Directors, with a minimum of 3 and maximum of 7 directors. There are currently 7 Directors, with appointments currently in place until at least August 2021. Subject to consultation with the shareholder ministers, the directors may appoint a CEO in accordance with the constitution.

**Departmental role/responsibilities**
The shareholder departments (the department and the Department of Finance) provide an oversight role, ensuring that WSA meets its governance obligations. They advise their ministers on statutory obligations, including PGPA Act obligations and WSA performance. The departments are responsible for supporting the shareholder ministers in executing their duties, such as approving WSA’s annual equity cap and appointing the Chair and Directors.

**Governance**
WSA acts in accordance with the GBE Guidelines, the PGPA Act, the Corporations Act, a Statement of Expectations, Commercial Freedoms Framework, Project Deed, Company Constitution and the Western Sydney Airport Plan.

**Membership**
Chair: Mr Paul O’Sullivan
CEO: Mr Simon Hickey
Directors: Mrs Fiona Balfour AO, Mr Timothy Eddy, Mr Vincent Graham, Ms Anthea Hammon, Ms Christine Spring and Mr John Weber

**Contact**
Mr Paul O’Sullivan
Chair, WSA Co Limited
posullivan@wsaco.com.au

**Website**
Key stakeholders (Urban Infrastructure and Cities)

<table>
<thead>
<tr>
<th>WSA Co</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moorebank Intermodal Company Limited</td>
<td>1</td>
</tr>
<tr>
<td>State and Territory Government Ministers</td>
<td>1</td>
</tr>
<tr>
<td>Australian Capital Territory Government</td>
<td>1</td>
</tr>
<tr>
<td>New South Wales Government</td>
<td>2</td>
</tr>
<tr>
<td>Northern Territory Government</td>
<td>2</td>
</tr>
<tr>
<td>Queensland Government</td>
<td>2</td>
</tr>
<tr>
<td>South Australian Government</td>
<td>2</td>
</tr>
<tr>
<td>Tasmanian Government</td>
<td>3</td>
</tr>
<tr>
<td>Victorian Government</td>
<td>3</td>
</tr>
<tr>
<td>Western Australian Government</td>
<td>3</td>
</tr>
<tr>
<td>Infrastructure and Transport — Infrastructure</td>
<td>4</td>
</tr>
<tr>
<td>Infrastructure — City Deals</td>
<td>4</td>
</tr>
</tbody>
</table>

WSA Co

Mr Paul O’Sullivan
Chair
posullivan@wsaco.com.au

Moorebank Intermodal Company Limited

Mr James Baulderstone
Chief Executive Officer
02 8265 5601 / [redacted]
Erin.flaherty.micl.com.au

State and Territory Government Ministers

Australian Capital Territory Government

Mr Andrew Barr MLA
Chief Minister
Treasurer
Minister for Climate Action
Minister for Economic Development
Minister for Tourism
02 6205 0011
CANBERRA ACT
barr@act.gov.au

Mr Chris Steel MLA
Minister for Transport and City Services
Minister for Skills
Special Minister of State
02 6205 1470
CANBERRA ACT
steel@act.gov.au
## New South Wales Government

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premier</td>
<td>The Hon Gladys Berejiklian, MP</td>
<td>02 8574 5000 SYDNEY NSW <a href="mailto:willoughby@parliament.nsw.gov.au">willoughby@parliament.nsw.gov.au</a></td>
</tr>
<tr>
<td>Minister for Jobs, Investment, Tourism and Western Sydney</td>
<td>The Hon Stuart Ayres MP</td>
<td>(02) 8574 6500 SYDNEY, NSW <a href="mailto:penrith@parliament.nsw.gov.au">penrith@parliament.nsw.gov.au</a></td>
</tr>
<tr>
<td>Minister for Local Government</td>
<td>The Hon Shelley Hancock MP</td>
<td>(02) 8574 5400 SYDNEY NSW <a href="mailto:southcoast@parliament.nsw.gov.au">southcoast@parliament.nsw.gov.au</a></td>
</tr>
</tbody>
</table>

## Northern Territory Government

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Minister</td>
<td>The Hon Michael Patrick Francis Gunner MLA</td>
<td>08 8936 5500 DARWIN NT <a href="mailto:chief.minister@nt.gov.au">chief.minister@nt.gov.au</a></td>
</tr>
<tr>
<td>Treasurer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minister for Major Projects and Territory Economic Reconstruction</td>
<td>The Hon Eva Dina Lawler MLA</td>
<td>08 8936 5566 DARWIN NT <a href="mailto:Minister.lawler@nt.gov.au">Minister.lawler@nt.gov.au</a></td>
</tr>
<tr>
<td>Minister for Strategic Defence Relations</td>
<td>The Hon Chanston (Chancey) James Paech MLA</td>
<td>08 8936 5617 ALICE SPRINGS NT <a href="mailto:Minister.Paech@nt.gov.au">Minister.Paech@nt.gov.au</a></td>
</tr>
</tbody>
</table>

## Queensland Government

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premier and Minister for Trade</td>
<td>The Hon Annastacia Palaszczuk MP</td>
<td>07 3719 7000 BRISBANE QLD <a href="mailto:thepremier@premiers.qld.gov.au">thepremier@premiers.qld.gov.au</a></td>
</tr>
<tr>
<td>Deputy Premier</td>
<td>The Hon Dr Steven Miles MP</td>
<td>07 3448 9300 BRISBANE QLD <a href="mailto:deputy.premier@ministerial.qld.gov.au">deputy.premier@ministerial.qld.gov.au</a></td>
</tr>
<tr>
<td>Minister for Transport and Main Roads</td>
<td>The Hon Mark Bailey MP</td>
<td>07 3719 7300 BRISBANE QLD <a href="mailto:ransportandmainroads@ministerial.qld.gov.au">ransportandmainroads@ministerial.qld.gov.au</a></td>
</tr>
</tbody>
</table>

## South Australian Government

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premier</td>
<td>The Hon Steven Marshall MP</td>
<td>08 8429 3232 ADELAIDE SA <a href="mailto:DPCofficeofthepremier@sa.gov.au">DPCofficeofthepremier@sa.gov.au</a> <a href="mailto:premier@sa.gov.au">premier@sa.gov.au</a></td>
</tr>
<tr>
<td>Deputy Premier</td>
<td>The Hon Vickie Chapman MP</td>
<td>08 8207 1723 ADELAIDE SA <a href="mailto:attorneygeneral@sa.gov.au">attorneygeneral@sa.gov.au</a></td>
</tr>
<tr>
<td>Attorney-General</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minister for Planning and Local Government</td>
<td>The Hon Corey Wingard MP</td>
<td>08 8463 6641 ADELAIDE SA <a href="mailto:ministerwingard@sa.gov.au">ministerwingard@sa.gov.au</a></td>
</tr>
</tbody>
</table>
### Tasmanian Government

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premier; Treasurer; Minister for Climate Change; Minister for the Prevention of Family Violence; Minister for Tourism</td>
<td>The Hon Peter Gutwein MP</td>
<td><a href="mailto:peter.gutwein@parliament.tas.gov.au">peter.gutwein@parliament.tas.gov.au</a></td>
</tr>
<tr>
<td>Minister for Police, Fire and Emergency Management. Minister for Local Government</td>
<td>The Hon Mark Shelton MP</td>
<td><a href="mailto:mark.shelton@parliament.tas.gov.au">mark.shelton@parliament.tas.gov.au</a></td>
</tr>
<tr>
<td>Minister for State Growth; Minister for Science and Technology Leader of the House Minister for Infrastructure and Transport Minister for Finance</td>
<td>The Hon Michael Ferguson MP</td>
<td><a href="mailto:michael.ferguson@parliament.tas.gov.au">michael.ferguson@parliament.tas.gov.au</a></td>
</tr>
</tbody>
</table>

### Victorian Government

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premier Leader of the Labor Party</td>
<td>The Hon Daniel Andrews MP</td>
<td><a href="mailto:daniel.andrews@parliament.vic.gov.au">daniel.andrews@parliament.vic.gov.au</a></td>
</tr>
<tr>
<td>Minister for Public Transport Minister for Roads and Road Safety</td>
<td>The Hon Ben Carroll MP</td>
<td><a href="mailto:ben.carroll@parliament.vic.gov.au">ben.carroll@parliament.vic.gov.au</a></td>
</tr>
<tr>
<td>Leader of the House (Assembly) Minister for Transport Infrastructure Minister for the Suburban Rail Loop</td>
<td>The Hon Jacinta Allan MP</td>
<td><a href="mailto:jacinta.allan@parliament.vic.gov.au">jacinta.allan@parliament.vic.gov.au</a></td>
</tr>
<tr>
<td>Minister for Local Government Minister for Suburban Development Minister for Veterans</td>
<td>The Hon Shaun Leane MP</td>
<td><a href="mailto:shaun.leane@parliament.vic.gov.au">shaun.leane@parliament.vic.gov.au</a></td>
</tr>
</tbody>
</table>

### Western Australian Government

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premier Minister for Public Sector Management Minister for State Development, Job and Trade Minister for Federal–State Relations</td>
<td>The Hon Mark McGowan MLA</td>
<td><a href="mailto:wa-government@dpc.wa.gov.au">wa-government@dpc.wa.gov.au</a></td>
</tr>
<tr>
<td>Minister for Local Government</td>
<td>The Hon David Templeman MLA</td>
<td><a href="mailto:Minister.Templeman@dpc.wa.gov.au">Minister.Templeman@dpc.wa.gov.au</a></td>
</tr>
<tr>
<td>Minister for Heritage Minister for Cultural and the Arts</td>
<td>The Hon Rita Saffioti MLA</td>
<td><a href="mailto:Minister.Saffioti@dpc.wa.gov.au">Minister.Saffioti@dpc.wa.gov.au</a></td>
</tr>
<tr>
<td>Minister for Planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Key Stakeholders

### Infrastructure and Transport — Infrastructure

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Contact Details</th>
</tr>
</thead>
</table>
| **Australian Tourism and Transport Forum** | Ms Margy Osmond  
Chief Executive Officer  
02 9240 2000  
SYDNEY NSW  
contact@ttf.org.au |
| **Infrastructure Partnerships Australia** | Mr Adrian Dwyer  
Chief Executive Officer  
02 9152 6000  
SYDNEY NSW  
adrian.dwyer@infrastructure.org.au |

### Infrastructure — City Deals

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Contact Details</th>
</tr>
</thead>
</table>
| **Property Council of Australia** | Mr Ken Morrison  
Chief Executive  
(02) 9033 1900  
SYDNEY NSW  
info@propertycouncil.com.au |
| **Planning Institute of Australia** | Steve O'Connor  
President  
02 6262 5933  
CANBERRA ACT  
president@planning.org.au |
| **Housing Industry Association Limited** | Mr Graham Wolfe  
Managing Director  
02 6245 1300  
CAMPBELL ACT  
enquiry@hia.com.au |
| **Master Builders Australia** | Denita Wawn  
Chief Executive Officer  
YARRALUMLA ACT  
02 6202 8888  
enquiries@masterbuilders.com.au |
| **Council of Capital City Lord Mayors** | Deborah Wilkinson  
Executive Director  
(02) 6282 4253  
CANBERRA ACT  
info@lordmayors.org/Deborah.wilkinson@lordmayors.org |
| **Urban Development Institute of Australia** | Steve Mann  
CEO (NSW)  
02 9262 1214  
ROSEVILLE NSW  
udia@udia.com.au |
<table>
<thead>
<tr>
<th>Authority</th>
<th>Contact Person</th>
<th>Position</th>
<th>Email Address</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hobart City Council</strong></td>
<td>Mayor Anna Reynolds</td>
<td>Lord Mayor</td>
<td>Hobart <a href="mailto:Mayor@hobartcity.com.au">Mayor@hobartcity.com.au</a></td>
<td></td>
</tr>
<tr>
<td><strong>Council of Mayors South East Queensland</strong></td>
<td>Cr Adrian Schrinner</td>
<td>Chair / Lord Mayor of Brisbane</td>
<td><a href="mailto:Lordmayor@brisbane.qld.gov.au">Lordmayor@brisbane.qld.gov.au</a></td>
<td>07 3403 4400</td>
</tr>
<tr>
<td><strong>Western Parkland City Authority</strong></td>
<td>Dr Sarah Hill</td>
<td>Chief Executive Officer</td>
<td><a href="mailto:Sarah.hill@wpca.sydney">Sarah.hill@wpca.sydney</a></td>
<td></td>
</tr>
<tr>
<td><strong>Blue Mountains City Council</strong></td>
<td>Cr Mark Greenhill OAM</td>
<td>Mayor</td>
<td>KATOOMBA NSW</td>
<td>07 3040 3479 /</td>
</tr>
<tr>
<td><strong>Camden City Council</strong></td>
<td>Cr Theresa Fedeli</td>
<td>Mayor</td>
<td>CAMDEN NSW</td>
<td><a href="mailto:scott.smith@seqmayors.qld.gov.au">scott.smith@seqmayors.qld.gov.au</a></td>
</tr>
<tr>
<td><strong>Campbelltown City Council</strong></td>
<td>Cr George Brticevic</td>
<td>Mayor</td>
<td>CAMPBELTTOWN NSW</td>
<td></td>
</tr>
<tr>
<td><strong>Fairfield City Council</strong></td>
<td>Frank Carbone</td>
<td>Mayor</td>
<td>FAIRFIELD NSW</td>
<td></td>
</tr>
<tr>
<td><strong>Hawkesbury City Council</strong></td>
<td>Cr Patrick Conolly</td>
<td>Mayor</td>
<td>WINDSOR NSW</td>
<td></td>
</tr>
<tr>
<td><strong>Liverpool City Council</strong></td>
<td>Wendy Waller</td>
<td>Mayor</td>
<td>LIVERPOOL BC NSW</td>
<td></td>
</tr>
<tr>
<td>Authority</td>
<td>Name</td>
<td>Title</td>
<td>Contact Details</td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----------------------</td>
<td>---------------------</td>
<td>----------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Penrith City Council</td>
<td>Cr Karen McKeown</td>
<td>Mayor</td>
<td><a href="mailto:karen.mckeown@penrith.city">karen.mckeown@penrith.city</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wollondilly Shire Council</td>
<td>Cr Robert Khan</td>
<td>Mayor</td>
<td><a href="mailto:Robert.khan@wollondilly.nsw.gov.au">Robert.khan@wollondilly.nsw.gov.au</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greater Sydney Commission</td>
<td>Mr Geoff Roberts AM</td>
<td>Chief Commissioner</td>
<td><a href="mailto:Geoff.roberts@gsc.gov.au">Geoff.roberts@gsc.gov.au</a></td>
<td></td>
</tr>
</tbody>
</table>
# Executive and Division Profiles

## Secretary

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Simon Atkinson</td>
<td>02 6274 7573 /</td>
</tr>
</tbody>
</table>

## Chief of Staff to the Secretary

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Ashley Sedgwick</td>
<td>02 6274 7222 /</td>
</tr>
</tbody>
</table>

## Deputy Secretary, Regional and Territories

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Rachel Bacon</td>
<td>02 6274 6161 /</td>
</tr>
</tbody>
</table>

- Regional Development, Local Government and COVID-19 Regional Recovery Division
- Territories Division

## Deputy Secretary, Aviation and Airports

<table>
<thead>
<tr>
<th>Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Christine Dacey</td>
<td>02 6274 7029 /</td>
</tr>
</tbody>
</table>

- COVID-19 Aviation Response Programs Division
- COVID-19 Aviation Issues Management Division
**Deputy Secretary, Infrastructure and Surface Transport**

Mr David Hallinan  
02 6274 7302 /  
- Cities Division  
- COVID-19 Surface Transport Division  
- Infrastructure Investment Division  
- Major Transport & Infrastructure Projects Division (Western Sydney Unit/Inland Rail)

**Deputy Secretary, Water Infrastructure**

Mr Brendan McRandle PSM  
02 6274 7209 /  
- National Water Grid Authority

**Deputy Secretary, Arts | Chief Operating Officer**

Ms Pip Spence PSM  
02 6271 1317 /  
- Office for the Arts  
- Portfolio Strategy and Policy Coordination Division  
- Data, Analytics and Policy Division  
- People, Governance, Parliamentary and Communication Division  
- Finance, Legal and IT Division

**Deputy Secretary, Communications and Media**

Mr Richard Windeyer  
02 6271 1066 /  
- Content Division  
- Communications Infrastructure Division  
- Communications Services and Consumer Division
The COVID-19 Aviation Response Programs Division was established to assist the Australian Government to respond to the impacts of COVID-19 and contributes to the well-being of all Australians by fostering a competitive, sustainable and safe aviation sector through appropriate regulation, program delivery and policy development.

The division provides advice on aviation safety, future technology and international aviation matters including the current “cap” arrangements. It also administers the measures under Australian Airline Financial Relief package, the Regional Airlines Funding Assistance program, the Regional Airports Screening Infrastructure program, which were all established to support the aviation sector through the COVID-19 pandemic. In addition the division administers a number of non-COVID-19 related polices including aircraft safety, airspace protection and air traffic policy.

The Safety and Future Technology Branch is responsible for airspace policy and future aviation technology, aviation safeguarding and noise regulation, governance arrangements for portfolio agencies, and engagement with the general aviation sector. The branch also has responsibility for delivering elements of the Australian Government’s COVID-19 aviation assistance program.

The COVID-19 Financial Assistance Branch is responsible for administering a number of the Australian Government’s regional aviation COVID-19 response programs: $100 million Regional Airlines Funding Assistance (RAFA) program; $66 million Regional Airports Screening Infrastructure (RASI) program; and $40 million Supporting Australia’s Regional Airports (SARA) program. The branch also leads the department’s engagement with Austrade, providing governance support and aviation sector specific advice to assist in the delivery of the $669 million International Freight Assistance Mechanism (IFAM).
The COVID-19 International Branch is responsible for international aviation policy and regulation including the negotiation and maintenance of Australia’s air services arrangements, the approval of international airline licences and timetables, and designation of Australia’s international airports. The branch also coordinates Australia’s engagement with the International Civil Aviation Organization (ICAO), including the operation of our ICAO international mission based in Montreal, and coordinates international aviation programs, working with other Government agencies, in Indonesia and Papua New Guinea.
The COVID-19 Aviation Issues Management Division was established to assist the Australian Government respond to the impacts of COVID-19 and contributes to the well-being of all Australians by fostering a competitive, sustainable and safe aviation sector through appropriate regulation, program delivery and policy development.

The division provides advice on domestic and regional aviation policy matters and manages the Domestic Aviation Network Support program and the Regional Airline Support program, which were established to ensure essential travellers and goods could continue to fly during the COVID-19 pandemic.

In addition, the division is also leading the development of reforms to support recovery in the aviation sector post-COVID-19.

The division also leads on a number of non-COVID-19 specific functions including administering the Commonwealth’s ongoing interests in the operation and management of the leased federal airports and managing a number of regional aviation programs designed to support regional and remote aviation.

---

**COVID-19 Aviation Issues Management Division**

| First Assistant Secretary: Janet Quigley | Phone: 02 6274 6061 |

The COVID-19 Aviation Reforms Branch works with airports and airlines on contact tracing processes, overseeing the domestic passenger journey protocol, and working across government and industry on international border reopenings.

The branch also has responsibility for implementing the Australian Government’s 2019 response to the Productivity Commission’s *Inquiry into the Economic Regulation of Airports*, and conducting a review of demand management at Sydney Airport. It provides advice and manages sector consultation and legislative review related to airport productivity and airport-airline relations.

---

**COVID-19 Aviation Reforms Branch**

| Assistant Secretary: Ann Redmond | Phone: 02 6274 7760 |

| Phone: 02 6274 7760 |
COVID-19 Domestic Policy and Programs Branch

Assistant Secretary: Jason Dymowski
Phone: 02 6274 6684 / 0434 612 072

The COVID-19 Domestic Policy and Programs Branch manages the Domestic Aviation Network Support program, which was established to ensure minimum connectivity to facilitate the transport of essential workers in key industries such as health, humanitarian support and law enforcement, as well as providing for the transport of critical freight supplies.

The branch also provides advice to Government on domestic aviation matters including competition and skills.

Airports Branch

Acting Assistant Secretary: David Jansen
Phone: 02 6274 7082 / 0434 612 072

The Airports Branch is responsible for administering the Australian Government’s ongoing interests in the operation and management of the 21 federal leased airports, under both the statutory regulatory framework of the *Airports Act 1996*, and the contractual arrangements entered into as part of the sales processes.

COVID-19 Regional Policy and Programs Branch

Assistant Secretary: Clare Chapple
Phone: 02 6274 6467 / 0434 612 072

The COVID-19 Regional Policy and Programs Branch is responsible for the administration and delivery of the Regional Airline Network Support Program, as well as the delivery of the Regional Airport Program and the Remote Airstrip Program. The branch provides policy advice on regional aviation issues and reporting and governance support for the COVID-19 aviation programs.
The Cities Division is responsible for implementing the Australian Government’s Smart Cities Plan through bringing together three levels of government, the community and private enterprise to create place based partnerships called City Deals – focusing on aligning planning, investment and governance to accelerate growth and job creation, stimulate urban renewal and drive economic reforms and the delivery of the Australian Government’s Smart Cities and Suburbs Program.

The City Deals (TAS, NT & WA) and Programs Branch is responsible for engagement with the state and local governments on brokering, negotiating and implementing City Deals. This includes delivering the Launceston, Hobart, Darwin, Perth City Deals and Albury-Wodonga Regional Deal, and developing the South-East Melbourne, North-West Melbourne City Deals. The branch also provides smart technology policy advice and leads delivery of the Smart Cities and Suburbs Program to accelerate smart technology initiatives and innovation.

The City Deals (QLD, SA & VIC) Branch is responsible for developing a strategy for future City Deals and for leading engagement with state and local governments – including implementation of the Townsville, Adelaide, Geelong City Deals and Hinkler Regional Deal and brokering and negotiating of the South East Queensland City Deal.
The COVID-19 Surface Transport Division develops and implements reforms, policies, programs and regulation for maritime, rail, roads and vehicles to achieve efficient, productive, safe and sustainable outcomes that contribute to the well-being of all Australians.

The COVID-19 Freigh and Logistics Branch is responsible for a range of transport regulatory policy across road, rail and public transport modes, including heavy vehicle access and productivity, electric vehicles and sustainable transport, accessible transport standards, rail industry and transport of dangerous goods. In addition, the branch leads work on COVID-19 freight and logistics response and recovery measures. It leads engagement with state, territory and local government, heavy vehicle and rail safety regulators, and key industry and community stakeholders to develop and deliver transport reform initiatives.

The COVID-19 Maritime and Shipping Branch is responsible for coastal shipping and domestic commercial vessel safety reform. It leads international policy on maritime traffic facilitation and greenhouse gas emissions from shipping. The Branch is the regulator for international liner shipping, shipping tax incentives and coastal trading. The Branch has been working with state and territory agencies, and industry stakeholders to ensure shipping is COVID-safe and cargo can continue to be imported and exported during the pandemic. It manages the Tasmanian Shipping Programs. It also administers Acts giving effect to Australia's obligations under various international treaties and conventions on maritime safety and marine environment protection under the International Maritime Organization (IMO). It supports the Australian Maritime Safety Authority (AMSA) in delivering its obligations under the Australian Maritime Safety Authority Act 1990.
Road Vehicle Safety Act (RSVA) Implementation Branch

Assistant Secretary: Anita Langford
Phone: 02 6274 7266 / 02 6274 7266

The RVSA Implementation Program Branch is responsible for driving the development and implementation of subsidiary legislation, procedures, guidelines, systems and workforce capability for commencement of the Road Vehicle Standards (RVS) legislation in 2019. The RVSA will replace the existing Motor Vehicle Standards Act 1989 (MVSA) and deliver an updated and modernised system to regulate the first provision of road vehicles to the Australian market. The RVS legislation is being phased in to facilitate a smooth transition to the new regulatory framework.

Office of Road Safety

Assistant Secretary: Gabby O’Neill
Phone: 02 6274 6492 / 02 6274 6492

The Office of Road Safety is the lead for road safety policy and engagement in the Commonwealth. The key driver of its work is to mainstream the Safe System approach into the business of federal, state and territory and local governments across Australia. It is responsible for developing government non-infrastructure road safety programs. It leads engagement on the development of the National Road Safety Strategy and Action Plan, including measuring progress against the existing National Road Safety Strategy and Action Plan. It works closely with other areas of the department to support delivery of safer roads.

Vehicle Safety Standards Branch

Assistant Secretary: Roland Pittar
Phone: 02 6274 6424 / 02 6274 6424

The Vehicle Safety Standards Branch administers the MVSA, which sets vehicle standards for all new vehicles entering the Australian market and regulates the supply to the market of used vehicles and is also responsible for international engagement in the development of vehicle regulations. The branch also assesses alleged vehicle safety defects and monitors manufacturers’ voluntary recall campaigns on behalf of the Australian Competition and Consumer Commission (ACCC).
The Infrastructure Investment Division plays a key role in the management and delivery of major road, rail, port and regional infrastructure projects including projects funded through the Infrastructure Investment Program (IIP). The IIP is supporting Australia’s productivity by increasing the efficiency and safety of Australian land transport infrastructure.

The division plays a key role in advising the Australian Government on infrastructure investment and planning policy for future infrastructure investment programs.

The Program, Policy and Budget Branch supports the delivery of the IIP by managing the administered budget and providing investment strategy and policy advice to the departmental executive and ministers, including as part of the economic response to COVID-19. The branch also manages the Local Roads and Community Infrastructure Program.

The North West Infrastructure Investment Branch is responsible for the administration of road and rail projects within Queensland, Western Australia and Northern Territory, including programs and initiatives to support various Northern Australian policy objectives. This includes participation in development of business cases for new projects and oversight of the efficient delivery of projects.
The NSW, ACT and Targeted Roads Branch is responsible for administering and overseeing the delivery of road and rail projects funded under the IIP in NSW and the ACT. This includes participation in development of business cases for new projects and oversight of the efficient delivery of projects. The branch also manages the National Targeted Roads Infrastructure Programs (N-TRIP), which is responsible for managing and overseeing the delivery of projects funded under the Roads to Recovery Program, Black Spot Program and Bridges Renewal Program and Heavy Vehicle Safety and Productivity Program nationally.

The VIC, TAS and SA Branch is responsible for administering and overseeing the delivery of road and rail projects funded under the Infrastructure Investment Program in VIC, SA and TAS. The branch provides program implementation advice to ensure that effective governance arrangements are in place, ensures legislative compliance is effectively monitored, and assists the Australian Government to promote its significant investment. The branch also plans for current and future infrastructure investment priorities, including through participating in the development of business cases.

The Investment Advisory and Business Improvement Branch is responsible for assisting with the administration of projects with non-grant funding and providing additional due diligence on major investment opportunities and complex projects by analysing cost estimates, modelling methodologies, project benefits and risk, and network requirements. The Branch monitors the capacity of the construction sector to deliver the IIP and works closely with state and territory government officials to progress national infrastructure reform. The branch also includes the Infrastructure Investment Transformation Taskforce, responsible for the design, development, and delivery of the Infrastructure Investment Transformation Program, an information technology and business improvement program, which aims to reform the department’s management of the IIP.
The Major Transport and Infrastructure Projects Division is responsible for the oversight, monitoring and rollout of Inland Rail, Western Sydney International (Nancy-Bird Walton) Airport and Moorebank Intermodal Terminal. Unlike most transport infrastructure projects in Australia these major projects are being delivered by Commonwealth-owned Government Business Enterprises (GBEs). The division plays a key role in the program and shareholder management, governance and strategic communication over both projects, closely engaging with State Government, Local Councils and the Government Business Enterprises (WSA Co, Australian Rail Track Corporation (ARTC) and Moorebank Intermodal Company). The division develops and provides effective advice and investment decisions to Government that support the broader policy objectives for the successful delivery of both projects.

The Program and Shareholder Management Branch is responsible for providing shareholder oversight of the WSA company (WSA Co) for the development and operation of the Western Sydney Airport. It manages the Project Deed between the Commonwealth and WSA Co for the development of Stage 1 of the Western Sydney Airport. It manages the program governance and reporting framework for the airport program. The branch also oversees the realisation of the economic benefits of Western Sydney Airport, and the communication of these to government and the community.

The Regulatory, Environment and Stakeholder Engagement Branch is responsible for regulating the construction and development of the Western Sydney Airport under the Airports Act 1996 and the Western Sydney Airport Plan. This includes day to day environmental oversight through an Airport Environment Officer. The branch is delivering the draft airspace and flight path design for Western Sydney Airport and Commonwealth lead stakeholder engagement activities associated with the airport.
Rail and City Deal Implementation Branch

Acting Assistant Secretary: [Redacted]
Phone: [Redacted]

The Branch is responsible for collaborating with NSW, local councils and the WSA Co to progress the Australian Government’s rail commitment from St Marys to the Aerotropolis, via the Western Sydney Airport. This includes developing and providing effective advice on rail to Government that supports broader policy objectives in Western Sydney. The branch is also responsible for progressing delivery of the Commonwealth’s obligations under the Western Sydney City Deal, ensuring that the Commonwealth’s objectives are communicated and considered by City Deal partners.

Inland Rail Operations Branch

Assistant Secretary: Stephen Sorbello
Phone: 02 6274 7498 / [Redacted]

The Branch maintains oversight and contributes to the delivery of the once-in-a-generation Inland Rail project along with associated and complementary projects. This includes overseeing the GBEs of the ARTC, responsible for delivering Inland Rail, and Moorebank Intermodal Company Limited, responsible for supporting the delivery of an intermodal terminal in Western Sydney. The branch also works closely with key stakeholders including ARTC, the Department of Finance and state jurisdictions to deliver projects to support Inland Rail and the movement of freight and passengers by rail including the North East Rail Line and Port Botany Rail Line Upgrades, the Advanced Train Management System and joint business cases with the Victorian and Queensland Governments; for intermodal terminals; rail freight connections to ports and passenger rail upgrades.

Inland Rail Stakeholder and Regional Delivery Branch

Assistant Secretary: Andrew Bourne
Phone: 02 6274 7486 / [Redacted]

The Branch is responsible for strategic communication, stakeholder management and regional engagement activities. The Branch’s regional officers based in Toowoomba, Moree, Dubbo and Wodonga provide a pathway for local communities to engage with the department regarding Inland Rail and complementary government initiatives such as the Interface Improvement Program. The branch also monitors environmental approvals, and manages the review of flood modelling in QLD. The branch works collaboratively to engage the department’s clients, stakeholders, staff and the broader community to build their knowledge and understanding of Inland Rail and the benefits it will bring to Australia.
The Regional Development, Local Government and COVID-19 Regional Recovery Division provides advice to Government on regional development and local government. It focuses on strengthening the sustainability, capacity and diversity of regional economies and communities through regional policy and program development; facilitating local partnerships between all levels of government and local communities; and providing grants and financial assistance to regional communities and local and state governments.

The COVID-19 Regional Recovery and Fund Policy Branch is responsible for oversight of the COVID-19 Relief & Recovery Fund; implementation of 2020-21 Budget measures including Regional Recovery Partnerships, Building Resilient Regional Leaders and Regional Decentralisation; the Australian Government’s representation on the Regional Development Policy Committee of the OECD; regional policy outreach across the Australian Public Service, including Regional Australia Impact Statements; and cross-jurisdictional engagement on regional policy, including through the new Rural and Regional National Cabinet Reform Committee.

The COVID-19 Regional Intelligence and Local Government Branch undertakes a variety of policy and program responsibilities to contribute to regional development and support the local government sector. We implement and manage the Regional Development Australia (RDA) program funding agreements, we connect RDAs to Government stakeholders and we facilitate the National Awards for Excellence in Local Government. The branch supports the Local Government Minister in developing Commonwealth policy and programs and administers the Commonwealth’s Financial Assistance Grant program. The branch is also responsible for leading the implementation of the Barkly Regional Deal in the NT.
Drought Branch

Assistant Secretary: Karly Pidgeon
Phone: 02 6274 7931 /

The Drought Branch delivers grant programs that support drought-affected communities and provides program management and governance oversight across the division’s grants and major policy initiatives through the Regional Initiatives Implementation Office. The branch’s drought grant programs include the Drought Communities Programme Extension, the Drought Community Support Initiative, the Drought Community Outreach Program, support for the Foundation for Rural and Regional Renewal’s Tackling Tough Times Together program and funding to the Country Women’s Association of Australia for household drought support.

Regional Programs Branch

Assistant Secretary: Meghan Hibbert
Phone: 02 6393 4030 /

The Regional Programs Branch is responsible for the delivery of a number of regional programs including the Building Better Regions Fund; National Stronger Regions Fund; Community Development Grants Programme; Stronger Communities Programme; Tasmanian Jobs and Growth Package; Murray-Darling Basin Regional Economic Diversification Programme; Regional Jobs and Investment Packages; Regional Growth Fund; and Drought Communities Programme.
The Territories Division administers the territories of Christmas Island (CI), the Cocos (Keeling) Islands (CKI), Jervis Bay and Norfolk Island (NI); and manages national interests in the ACT and the NT. The Territories program provides good governance in all Australian Territories, self-governing (ACT and NT) and non-self-governing (Indian Ocean Territories (IOT’s), NI and the Jervis Bay Territory (JBT)) by maintaining and improving the overarching legislative framework. In addition it provides direct services, laws and infrastructure to the IOTs, NI and the JBT.

The division works to ensure residents of Territories have comparable services and essential infrastructure to mainland Australia.

The division employs departmental staff based in Canberra and some regional offices around Australia. In addition, there are approximately 150 administered staff located in the IOT.

The IOT COVID-19 Protection and Services Branch administers the non-self-governing territories of CI, CKI, Ashmore and Cartier Islands. The branch oversees the legal framework, governance and infrastructure in these locations. It delivers state-type services through around 45 Service Delivery Arrangements with the Western Australian Government, commercial contracts (for example, air services, airports and ports management) and direct service provision (for example, health services, power services, emergency management and public housing). The branch provides funding support to state-type functions, such as tourism and vocational training, and undertakes capital works to maintain and repair local infrastructure. The branch also provides support to the Administrator of CI and the CKI. The IOT Administration, which is part of the branch and located on CI and the CKI, has a workforce of approximately 150 employees.
NI and ACT/NT COVID-19 Protection and Services Branch

Assistant Secretary: Nicole Pearson
Phone: 02 6274 7102 / s47F

The NI and ACT/NT COVID-19 Protection and Services Branch administers state type services to NI via service level agreements with NSW, the NI Council and private providers. It provides strategic and operational oversight of COVID 19 matters for NI. It continues to improve governance and the legal framework that applies in NI through the further implementation of Commonwealth law, the application of state or territory law and improvements to continued laws. The branch also manages the world heritage listed Kingston and Arthur’s Vale Historic site, and supports the NI Administrator. The branch has oversight of the Australian Government’s interest in the ACT and NT, including support to the National Capital Authority, maintaining the legislative framework for the self-governing territories of the ACT and NT and responding to ongoing requests for information relating to instances of child sexual abuse in the ACT and NT (pre self-government) under the National Redress Scheme.

JBT and Interagency Engagement Coordination COVID-19 Economic Recovery Branch

Assistant Secretary: Oliver Holm
Phone: 02 6274 7177 / s47F

In its JBT function, the JBT and Interagency Engagement Coordination COVID-19 Economic Recovery Branch is focused on stewarding lasting, respectful and trusting partnerships to unlock the full potential of the JBT. It aims to achieve this through facilitating access to responsive and sustainable services, creating an environment for capacity partnering to thrive, and maintaining a strong operational framework supported by clear and functional processes. Strong collaboration with key local stakeholders such as the Wreck Bay Aboriginal Community Council, the Booderee National Park’s Joint Board of Management, the Australian Federal Police and the Royal Australian Navy are all fundamental to our success.

Through the branch’s Interagency Engagement and Coordination function, the team is focused on securing and building partnerships with identified states and territories to enable the delivery of state-level services such as school-based education and health services to NI and the JBT. In doing so the branch is striving to ensure communities of NI and JBT have access to essential services that are commensurate with similar regional communities on mainland Australia.
The National Water Grid Authority (NWGA) provides advice to the Australian Government on water resource and water infrastructure policy and initiatives to support the growth of regional economies and help the agriculture sector grow to $100 billion and meet the needs of a growing population by 2030.

The NWGA will focus on strengthening the sustainability, capacity and diversity of regional economies and communities through water policy and program development providing grants and financial assistance to state governments to identify and build economic and environmentally sustainable water infrastructure that will increase the reliability and resilience to drought of Australia’s water storage and supply networks.

The Science, Policy and Engagement Branch is responsible for leading, managing and delivering the NWGA’s Science Program that supports the identification new water resources; leading the NWGA’s communication and stakeholder engagement functions and supporting the NWGA Advisory Body.

The Infrastructure Framework and Delivery Branch is responsible for working in partnership with states and territories to develop and deliver a rolling 10-year program of national water infrastructure projects to improve the reliability and security of water for Australia’s regions, and the agriculture and primary industry sectors. The branch also administers the National Water Infrastructure Investment Policy Framework, which underpins Australian Government water infrastructure investment decisions.
## Content Division

**First Assistant Secretary:** Pauline Sullivan  
**Phone:** 02 6271 1913 / [Redacted]

The Content Division is responsible for policy development and advice to Government, and program design and delivery across classification, commercial broadcasting, copyright, digital platforms, media markets, online safety, public broadcasting and public interest journalism. It is also has a regulatory operations function in regard to classification.

## Classification Branch

**Assistant Secretary:** Aaron O’Neill  
**Phone:** 02 6271 7659 / [Redacted]

The Classification Branch provides policy and operational advice, education and training on the classification of films, DVDs, computer games and publications and administration of approved classification tools. Also provides secretariat support to the Classification Board and Classification Review Board.

## News and Media Industry Branch

**Assistant Secretary:** Mike Makin  
**Phone:** 02 6271 1031 / [Redacted]

The News and Media Industry Branch provides strategic policy advice on the media industry, including media diversity, sustainability of news and media businesses, media market competition, the production of quality news, disinformation/fake news, media literacy, digital radio, national and community broadcasting, and the Public Interest News Gathering program. The branch also has responsibility for online gambling, the under-represented sports program and Amplifying Australia’s voice in the Pacific.

## Digital Platforms and Online Safety Branch

**Assistant Secretary:** Bridget Gannon  
**Phone:** 02 6271 7079 / [Redacted]

The Digital Platforms and Online Safety Branch provides strategic advice on digital platforms, online content and online safety. The branch also has responsibility for the development of the online safety research program and policy oversight of the Office of the eSafety Commissioner.
## Content and Copyright Branch

**Assistant Secretary:** Ben Phelps  
**Phone:** 02 6271 7276 / [redacted]  

The Content and Copyright Branch provides strategic policy advice on media content, including on the regulation of local/regional and Australian content (including drama and children’s), the anti-siphoning scheme for sports rights, advertising, and analysis of emerging industry trends across TV and streaming services. The branch also provides strategic advice on copyright reform, promoting Australia’s international engagement in copyright issues, including through free-trade agreements and multilateral forums, and administering government agreements for copyright access.

## Broadcasters and Content COVID-19 Response Branch

**Assistant Secretary:** James Penprase  
**Phone:** 02 6271 1932 / [redacted]  

The Broadcasters and Content COVID-19 Response Branch is responsible for developing a pathway for reform of Australia’s media and content policy and regulatory settings to support a vibrant and sustainable domestic media sector into the future. It provides strategic policy advice focussing on media reform, reform to screen content obligations across broadcasting and streaming platforms and portfolio input to news media bargaining code processes.
The Communications Infrastructure Division advises the Australian Government on regulatory and policy settings that enable the telecommunications industry to provide innovative and reliable communications services and technologies that meet the needs of people and businesses in Australia.

The National Broadband Network provides strategic advice and policy leadership to support the Communications Minister to deliver the Australian Government’s broadband objectives with particular responsibility for leading the Australian Government’s understanding of the technology, finances and governance that underpin the NBN. The branch leads the preparation of advice to the Communications Minister as a shareholder in NBN Co and as the lender of a $19.5bn loan to NBN Co.

The Spectrum and Telecommunications Deployment Policy Branch provides policy and regulatory advice on spectrum allocations, management and reform, and leads Australia’s engagement on international spectrum policy issues. The branch also provides policy advice on telecommunications infrastructure deployment and on electromagnetic energy (EME) from telecommunications devices.

The Telecommunications Market Policy Branch provides policy advice on the telecommunications market structure for both fixed line and mobile markets, investment and competition in the sector, telecommunications security and privacy (including lawful access and interception) and telecommunications resilience.
# Productivity and Technology Branch

**Assistant Secretary:** Jason Ashurst  
**Phone:** 02 6271 1928 / [Redacted]

The Productivity and Technology Branch provides policy advice on the future use of the NBN and emerging networks, including the development of strategies and activities to drive take-up and maximise social and economic benefits. This includes advising on 5G rollout, Internet of Things and the connectivity commitments under City Deals. The branch monitors and reports on the NBN migration process, NBN consumer experience and the ACCC’s speed performance program.
Communications Services and Consumer Division

Acting First Assistant Secretary: Lachlann Paterson
Phone: 02 6271 1372 / s47F

The Communications Services and Consumer Division provides policy and regulatory advice on issues across the telecommunications and postal sectors including universal service reform, Australia Post, consumer safeguards and regional and remote communications issues.

Regional Communications Branch

Acting Assistant Secretary: Phil Smurthwaite
Phone: 02 6271 1485 / s47F

The Regional Communications Branch has overarching responsibility for regional telecommunications policy, the Mobile Black Spot Program and associated programs, the Viewer Access Satellite Television service, and whole-of-government telecommunications policy issues and reforms relevant to regional Australia.

Post and Australian Communications and Media Authority Branch

Assistant Secretary: Rebecca Rush
Phone: 02 6271 1153 / s47F

The Australian Communications and Media Authority (ACMA) Branch provides strategic policy advice and oversight on governance matters for the ACMA and Australia Post. The branch leads Australia’s participation at the Universal Postal Union, a specialised agency of the United Nations.

Consumer Safeguards Branch

Assistant Secretary: Kath Silleri
Phone: 03 9097 8305 / s47F

The Consumer Safeguards Branch provides policy advice on consumer safeguards, unsolicited communications and related organisations (particularly the Telecommunications Industry Ombudsman and the Australian Communications Consumer Action Network) and on the accessibility of communications including Captioning and Audio Description. The branch manages the delivery under contract of key protections including the Voice only migration assistance program, the National Relay Service, and the Emergency Call Service.
### Universal Service Guarantee Taskforce

**Assistant Secretary:** Philip Mason  
**Phone:** 02 6271 1579 / s47F

The Universal Service Guarantee Taskforce manages the Universal Service Obligation contract with Telstra for standard telephone services and payphones. The taskforce also provides advice on the new Universal Service Guarantee for voice and broadband services, including the Statutory Infrastructure Provider laws, consumer take-up, more efficient delivery options, and the alternative voice services trials. The taskforce also provides advice on Telecommunications in New Developments, and service reliability safeguards for connection and fault repairs, Priority Assistance and the Network Reliability Framework.
The Office for the Arts develops and administers programs and policies that encourage excellence in art, support cultural heritage and foster access to and participation in arts and culture across Australia.

The Branch provides strategic advice on the Australian Government’s response to COVID-19 for the cultural and creative sector and works with other agencies to consider the arts in broader whole-of-government planning. The branch provides secretariat support to the Creative Economy Taskforce and the COVID-19 Arts and Health Advisory Committee.

The Branch provides policy advice on arts, education and funding programs, Australia Council investment, private sector support for the arts, tax and philanthropy, and international arts and cultural diplomacy policy, and agency oversight of the Australia Council and Creative Partnerships Australia. The branch also administers the Register of Cultural Organisations, the Cultural Gifts Program and the Australia Arts and Culture Fund.

### Creative Industries Branch

**Assistant Secretary:** Caroline Fulton  
**Phone:** 02 6271 1102 / 

The Creative Industries Branch provides policy advice relating to and programs investing in the Australian screen production industry including oversight of Screen Australia and the Australian Film Television and Radio School and administration of the film tax offsets, visual arts and design including Artbank, Indigenous Visual Arts Industry Support program and Resale Royalty Scheme, and Australian literature, including the lending rights programs and the Prime Minister’s Literary Awards.

### Access and Participation Branch

**Acting Assistant Secretary:**  
**Phone:**  

The Access and Participation Branch provides strategic advice on regional and community arts participation policy, funds and programs, Indigenous arts and languages policy and programs, the International Year of Indigenous Languages 2019, the Meeting of Cultural Ministers, disability arts access and participation, arts and tourism policy, multicultural arts matters as well as agency oversight of the Bundanon Trust, cultural statistics work and divisional administrative finance oversight and reporting.
### Portfolio Strategy and Policy Coordination Division

First Assistant Secretary: Vicki Middleton  
Phone: 02 6271 1150 / s47F

The Portfolio Strategy and Policy Coordination Division provides robust analysis on the communications and arts sectors comprising short, medium and long term projects. Contains International Engagement sections.

### Portfolio Strategy and International Engagement Branch

Assistant Secretary: Sarah Leeming  
Phone: 02 6271 7298 / s47F

The Portfolio Strategy and International Engagement Branch coordinates performance framework reporting for the Corporate Plan, performance statements and Budget documents. It also manages reporting on Ministerial objectives, election commitments and Budget commitments across the portfolio. International engagement is another focus, particularly telecommunications and the Internet, but also areas of transportation apart from aviation and maritime cooperation. There is also a small Futures and Insights team that monitors emerging trends that may influence the department’s work.

### Policy Coordination Branch

Assistant Secretary: Sally Todd  
Phone: 02 6274 7298 / s47F

The Policy Coordination Branch is responsible for ensuring the Deputy Prime Minister and other portfolio Ministers are well briefed for Cabinet and its committees. It coordinates portfolio advice on other issues such as progress against Ministerial objectives and election commitments. The branch provides the secretariat for the Transport and Infrastructure Council and coordinates the department’s international engagement.
The Transition and COVID-19 Internal Coordination Branch is responsible for maintaining and providing information on COVID-19 related matters as they impact staff in the department. The branch also provides secretariat services to the Continuity Management Team and supports the Chief Operating Officers’s attendance at Australian Public Service Chief Operating Officer Committee meetings and regular updates to departmental staff and portfolio agencies. Further to this, the branch also drives roadmap2021, by supporting the Chief Operating Officer and Work stream champions and leads in delivering on the seven identified work streams that are critical to a more cohesive transition. It is also responsible for implementing the National Freight and Supply Chain Strategy and Action Plan.
# Executive and Division Profiles

## Data, Analytics and Policy Division

**First Assistant Secretary:** Gayle Milnes  
**Phone:** 02 6274 6643

The Data, Analytics and Policy Division works across the organisation, providing data, analytics and policy advice that support the Australian Government and department’s purposes.

## Bureau of Infrastructure and Transport Research Economics

**Assistant Secretary:** Louise Rawlings  
**Phone:** 02 6274 7962

The Bureau of Infrastructure and Transport Research Economics (BITRE) provides economic analysis, research and statistics on infrastructure, transport and cities issues to inform both Australian Government policy development and wider community understanding.

## Bureau of Communications, Arts and Regional Research

**Assistant Secretary:** Leonie Holloway  
**Phone:** 02 6271 1821

The Bureau of Communications, Arts and Regional Research (BCARR) undertakes research and provides economic, geospatial and data analysis on communications, arts and regional portfolio issues to support evidence-based policy and advice.

## Strategic and Economic Policy Projects Branch

**Assistant Secretary:** Oliver Richards  
**Phone:** 02 6274 6431

The Strategic and Economic Policy Projects Branch addresses priority policy issues for the department. To do this, the branch partners with subject matter experts in the department to define the problem, scope policy options, consult with stakeholders, and develop implementable policy proposals to take to Government for decision.
<table>
<thead>
<tr>
<th>Transport Market Reform and Technology Branch</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Secretary:</td>
<td>Paula Stagg</td>
</tr>
<tr>
<td>Phone:</td>
<td>02 6274 7127 /</td>
</tr>
</tbody>
</table>

The Transport Market Reform and Technology Branch leads reforms to the way heavy vehicle charges are set and invested, and trials of direct ways of charging heavy vehicles for their road use. It is responsible for the design and implementation of the National Freight Data Hub which will make data available to help businesses and governments plan and make better operational and investment decisions. It also coordinates the Australian Government’s work to prepare for automated vehicles.
### People, Governance, Parliamentary and Communication Division

First Assistant Secretary: Justine Potter  
Phone: 02 6274 6439 /  

The People, Governance, Parliamentary and Communications Division provides quality, contemporary and client-focused people, governance, parliamentary and communication services, products and advice to the department and ministerial offices enabling the department to achieve its strategic priorities, performance and outcomes.

### Human Resources and Property Branch

Assistant Secretary: Steph Bourke  
Phone: 02 6271 7187 /  

The Human Resources and Property Branch provides strategic advice across all human resource management functions, represents the department in key forums and negotiations, recruitment and retention strategies, the development and delivery of targeted learning and development programs and activities, providing advice and support to managers and staff on performance management, work health and safety and workers’ compensation issues. In addition, the branch provides payroll services, advice on conditions of employment and workforce management, analysis and reporting, and manages property functions.

### Communication Branch

Assistant Secretary: Susan Charles  
Phone: 02 6274 6980 /  

The Communications Branch provides strategic advice and communication support to the department, executive and ministerial offices through a range of enabling services. The branch facilitates engagement with the department’s key stakeholders in order to promote the portfolio’s policies, programs and to disseminate information. Key services include media management and monitoring, speechwriting, strategic communications, ministerial event coordination and Australian Government campaigns. The branch also oversees and manages the internal communication channels and staff engagement activities.
The Governance, Parliamentary and Integrity Branch acts as the administrative interface between the department and ministerial offices providing support services to the ministerial offices; coordination of ministerial correspondence, briefings and minutes; responses to parliamentary and Senate Estimates questions on notice and tabling of documents; and providing a central contact for Cabinet and legislation matters.

The branch is also responsible for departmental governance arrangements. Key functions include the Corporate Plan, Annual Report, and business planning, internal audit, liaison with the Australian National Audit Office, risk management, fraud control and Comcover insurance. It provides a central contact for and coordinates the activities relating to Freedom of Information, complaints management, privacy, the Commonwealth Ombudsman, ministerial appointments and reporting, and whole of Government activities such as related native title applications, treaties reporting and foreign investment proposals. The branch also maintains governance policies such as the Accountable Authority Instructions, decision-making delegations, ethics and conflict of interest.
The Finance, Legal and IT Division provides high quality business services, systems, support and advice to the Executive and the department’s divisions. The division is responsible for providing financial management services: management of the overarching financial framework and allocation of resources for the department, associated systems (SAP) and ensuring all statutory financial and budgetary obligations are met; legal services: Legal support and advice to the department on matters related to infrastructure, transport, regional development, communications and the arts; and information services: Information, communications and technology services and solutions to support the delivery of business outcomes for the department.

The Infrastructure, Transport and Regional Development Legal Services Branch provides legal advice to the infrastructure, transport, regional development and territories divisions, and certain branches in the enabling divisions on all legal issues. This includes on the meaning and operation of legislation administered by the department and other generally applicable Commonwealth legislation, on contractual and other commercial issues, administrative law and on the preparation of statutory instruments.

The Communications and Arts Legal Services Branch provides legal advice to the Communications, Content and Arts divisions and certain branches in the enabling divisions on all legal issues. This includes on the meaning and operation of legislation administered by the department, and laws on contractual issues and other commercial issues, administrative law and on the preparation of statutory instruments. The branch also manages associated litigation.
### Finance Branch

<table>
<thead>
<tr>
<th>Assistant Secretary:</th>
<th>Carol Cote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone:</td>
<td>02 6274 6664 /</td>
</tr>
</tbody>
</table>

The Finance Branch is responsible for management of the overarching financial framework and allocation of resources for the department, associated systems (SAP) and ensuring all statutory financial and budgetary obligations are met. In addition, the branch provides services and specialist advice in relation to grants, procurement, travel and credit cards.

### Information Services Branch

<table>
<thead>
<tr>
<th>Assistant Secretary:</th>
<th>Maxine Ewens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phone:</td>
<td>02 6274 8080 /</td>
</tr>
</tbody>
</table>

The Information Services Branch is responsible for the delivery of the department’s information and communications technology and services, ensuring they are stable, reliable and protected from Cyber and IT Security threats. These services are also provided to administered territories, some portfolio agencies and Ministers, Ministers’ advisors, and Ministerial staff. The branch focuses on creating, building and maintaining business value through partnerships with business areas to prioritise, define and select technology services. In addition, the branch develops and manages the department’s record management policy, procedures and systems. Through physical security measures the branch also safeguards the department’s personnel, equipment, and facilities.
# Program briefs — contents

## Infrastructure Programs

**Budget Program 1.1 — Infrastructure Investment**

- Infrastructure Investment Program — Investment
- Infrastructure Investment Program — Summary
- Infrastructure Investment Program — Urban Congestion Fund

**Revenue programs**

- Moorebank Intermodal Company Limited — Overview

## Regional development, local government and cities programs

**Outcome 3**

**Budget Program 3.3 — Cities**

- Adelaide City Deal
- Darwin City Deal
- Geelong City Deal
- Hobart City Deal
- Launceston City Deal
- Melbourne City Deals
- Perth City Deal
- Smart Cities and Suburbs Program
- South East Queensland City Deal
- Townsville City Deal
- Western Sydney City Deal

PB 1-01

PB 1-02

PB 1-03

PB 1-04

PB 3-01

PB 3-02

PB 3-03

PB 3-04

PB 3-05

PB 3-06

PB 3-07

PB 3-08

PB 3-09

PB 3-10

PB 3-11
Infrastructure Investment Program – Investment

Key message

The rolling 10 year Infrastructure Investment Program (IIP) is the Australian Government’s predominant funding envelope for land transport infrastructure. The IIP is currently $110 Billion over 10 years.

Snapshot and impact

The IIP provides funding for major road and rail projects in Australia. The IIP also provides funding for transport development and innovation projects relating to the national network and grants to land transport research entities, along with ongoing maintenance for roads.

The 10 year rolling infrastructure pipeline provides certainty on the level of future investment to industry and aims to improve long term infrastructure planning. The pipeline of investment supports improved reliability, travel times, connectivity and safety.

The IIP has been a key element of Australia’s response to the economic conditions caused by COVID-19.

Program status

Start date: 1 July 2005 (ongoing).

The IIP is a long standing land transport investment program that has predominantly enjoyed bi-partisan support since its inception in 2005. It is currently administered under the National Land Transport Act 2014 the (NLT Act).

In 2018, the IIP moved to a 10 year rolling program to provide greater funding certainty to proponents and industry.

Eligibility and application process

To be eligible for funding the IIP must meet the requirements of the NLT Act. While the NLT Act allows for the Australian Government to call for submissions and state and territory governments and local governments continue to seek funding from the Australian Government for their own transport priorities, the 10 year rolling program approach puts the Australian Government at the forefront of setting out commitments that support a longer-term plan to progressively build projects which deliver nationally significant projects over a rolling 10 year period.

Under this approach, project selection focuses on addressing critical transport network deficiencies that currently constrain commuter and freight movements, across both urban and regional Australia, as well as improving safety and productivity outcomes.

More broadly, in recommending projects to government for funding, projects are assessed by the department against a range of criteria, including whether:

- the project has been identified as a priority on Infrastructure Australia's Infrastructure Priority List
- the project has been identified as a state or transport user priority
- the project demonstrates strong economic benefits, generally based on its cost benefit ratio
- the project proposal has considered, and where appropriate applied alternatives to construction, including enhanced use of existing infrastructure and/or technological solutions
• a proposal has evaluated and, where appropriate and efficient, considered alternative funding and financing, applied cost recovery such as user charging and/or delivery options which encourage innovation and greater private sector involvement in the development and delivery of public infrastructure
• the project delivers other strategic benefits such as safety, regional development and improved connectivity between communities and employment centres.

The department also provides advice to the Australian Government on its assessment of infrastructure priorities and implementation issues, including aligning recommendations to available funding allocations. This includes, where appropriate, recommending the Australian Government provide funding for early involvement through business case development for major transformational projects which are assessed as likely to deliver significant strategic benefits and meet the objectives of a 10 year rolling program.

s 47C

Once the Australian Government has decided to commit funding to a project, it is added to the National Partnership Agreement (NPA) schedule. However, to become effective the terms and conditions of the funding must be agreed between the Australian Government and relevant state or territory government.

Where state and territory governments are seeking $100 million or more from the Australian Government, they must also submit proposals to Infrastructure Australia. Infrastructure Australia conducts an independent evaluation, focusing on a project’s cost benefit analysis, and provides advice to the Australian Government on a project’s merit, including through the regular updating of its Infrastructure Priority List. Infrastructure Australia does not approve business cases but its assessment is a key factor in the Australian Government’s final investment decision.

Funds available to individual recipients

Eligible funding recipients are outlined in the NLT Act and include state and territory governments and local governments or an authority of those bodies. Due to previous High Court decisions, funding for local governments is usually paid through the relevant state.

The National Partnership Agreement (NPA), under the Federal Financial Relations (FFR) framework, is the primary payment mechanism for delivering funding to the states and territories.

As stated above, once the Australian Government has agreed to commit funding to a project, it is added to the NPA schedule and terms and conditions of the funding must be agreed between the Australian Government and relevant state or territory government. Updated schedules are usually provided to jurisdictions twice a year (at Mid-Year Economic and Fiscal Outlook and Budget). Once agreed they are published on the FFR website.

Funding commitments are then refined as detailed planning is undertaken, with state and territory governments required to provide a final cost estimate as part of a Project Proposal Report, based on the fully developed scope and design, before formal funding approval is considered under the NLT Act.

The department releases funding on the achievement of agreed project milestones to state and territory governments. The released funding is sufficient to enable the achievement of the next milestone, with an element of cash flow to ensure works continue to progress.

Limited funding is also available for transport development and innovation projects relating to the national land transport network and grants to land transport research entities.
Expense funding and forward estimates

<table>
<thead>
<tr>
<th>FINANCIAL YEAR</th>
<th>2020-21 ($m)</th>
<th>2021-22 ($m)</th>
<th>2022-23 ($m)</th>
<th>2023-24 ($m)</th>
<th>20-21 to 23-24 ($m)</th>
<th>20-21 to 29-30 ($m)</th>
<th>24-25 to 29-30 ($m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IIP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black spot projects</td>
<td>137.0</td>
<td>137.0</td>
<td>117.8</td>
<td>110.0</td>
<td>501.9</td>
<td>1,161.9</td>
<td>660.0</td>
</tr>
<tr>
<td>Bridges Renewal Program</td>
<td>89.7</td>
<td>108.5</td>
<td>91.1</td>
<td>91.1</td>
<td>380.5</td>
<td>939.5</td>
<td>559.0</td>
</tr>
<tr>
<td>Developing Northern Australia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improving cattle supply chains (aka Beef Roads)</td>
<td>9.1</td>
<td>0.1</td>
<td>3.5</td>
<td>0.0</td>
<td>12.7</td>
<td>14.4</td>
<td>1.7</td>
</tr>
<tr>
<td>Northern Australia Roads</td>
<td>90.9</td>
<td>70.2</td>
<td>5.0</td>
<td>5.6</td>
<td>171.7</td>
<td>175.8</td>
<td>4.1</td>
</tr>
<tr>
<td>Heavy Vehicle Safety and Productivity</td>
<td>77.4</td>
<td>87.2</td>
<td>69.3</td>
<td>69.3</td>
<td>303.3</td>
<td>727.9</td>
<td>424.7</td>
</tr>
<tr>
<td>Major Projects Business Case Fund</td>
<td>70.5</td>
<td>76.3</td>
<td>51.8</td>
<td>25.8</td>
<td>224.4</td>
<td>263.0</td>
<td>38.6</td>
</tr>
<tr>
<td>National Rail Program</td>
<td>854.2</td>
<td>1,349.9</td>
<td>1,807.3</td>
<td>1,632.8</td>
<td>5,644.2</td>
<td>9,590.9</td>
<td>3,946.8</td>
</tr>
<tr>
<td>Rail investment component (includes Investment Rail, Off-Network Rail, and Rail Research to states)</td>
<td>696.5</td>
<td>1,031.0</td>
<td>1,054.4</td>
<td>1,401.0</td>
<td>4,182.9</td>
<td>7,809.2</td>
<td>3,626.3</td>
</tr>
<tr>
<td>Road investment component (includes Investment Road, Off-Network Road, and Road Research to states)</td>
<td>4,784.1</td>
<td>6,010.7</td>
<td>6,454.1</td>
<td>7,469.7</td>
<td>24,718.7</td>
<td>44,203.7</td>
<td>19,485.0</td>
</tr>
<tr>
<td>Roads of Strategic Importance</td>
<td>489.6</td>
<td>950.7</td>
<td>887.8</td>
<td>737.5</td>
<td>3,065.6</td>
<td>4,492.4</td>
<td>1,426.8</td>
</tr>
<tr>
<td>Roads to Recovery</td>
<td>591.7</td>
<td>499.5</td>
<td>499.5</td>
<td>476.7</td>
<td>2,067.4</td>
<td>5,064.5</td>
<td>2,997.1</td>
</tr>
<tr>
<td>Urban Congestion Fund</td>
<td>483.3</td>
<td>1,234.8</td>
<td>1,237.1</td>
<td>580.1</td>
<td>3,535.3</td>
<td>4,679.9</td>
<td>1,144.6</td>
</tr>
<tr>
<td>Infrastructure Growth Package</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Investments (including National Highway Upgrade Program)</td>
<td>7.5</td>
<td>4.9</td>
<td>0.0</td>
<td>0.0</td>
<td>12.5</td>
<td>15.4</td>
<td>2.9</td>
</tr>
<tr>
<td>Western Sydney Infrastructure Plan</td>
<td>541.7</td>
<td>173.3</td>
<td>314.8</td>
<td>253.0</td>
<td>1,282.8</td>
<td>1,661.4</td>
<td>378.6</td>
</tr>
<tr>
<td>Payments to Non-State Entities</td>
<td>251.8</td>
<td>182.7</td>
<td>107.5</td>
<td>27.4</td>
<td>569.4</td>
<td>673.0</td>
<td>103.6</td>
</tr>
<tr>
<td>Non-IIP Funding</td>
<td>1,475.4</td>
<td>896.4</td>
<td>160.1</td>
<td>161.1</td>
<td>2,693.0</td>
<td>2,756.0</td>
<td>63.0</td>
</tr>
<tr>
<td>Sub-total Table 1</td>
<td>10,650.5</td>
<td>12,813.4</td>
<td>12,861.0</td>
<td>13,041.3</td>
<td>49,366.2</td>
<td>84,229.1</td>
<td>34,862.9</td>
</tr>
</tbody>
</table>

Table 2 - Payments to non-state entities - IIP

| Research and Evaluation | 21.2 | 18.1 | 16.9 | 16.9 | 73.1 | 173.8 | 100.7 |
| Grants to the Australian Rail Track Corporation | 230.1 | 164.1 | 90.0 | 10.0 | 494.2 | 494.2 | 0.0 |
| Roads to Recovery - Norfolk and Indian Ocean Territories | 0.5 | 0.5 | 0.5 | 0.5 | 2.0 | 4.9 | 2.9 |
| Sub-total - Table 2 | 251.8 | 182.7 | 107.5 | 27.4 | 569.4 | 673.0 | 103.6 |
Program governance

- **Outcome**: Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure
- **Purposes**:
  - Increasing transport access
  - Making travel safer
  - Supporting economic growth through transport
  - Supporting regional development, local communities and cities
- **Nature of appropriation**: Budget Program 1.1 — Infrastructure Investment Annual Appropriations Acts 1/3; Annual Appropriation Acts 2/4; Special Appropriation (Treasury) — *Federal Financial Relations Act 2009*
- **Relevant legislation**: *NLT Act*

### Contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Hallinan</td>
<td>Deputy Secretary, Infrastructure and Surface Transport</td>
<td><a href="mailto:David.Hallinan@infrastructure.gov.au">David.Hallinan@infrastructure.gov.au</a></td>
<td>02 6274 7302</td>
</tr>
<tr>
<td>Phil Smith</td>
<td>First Assistant Secretary, Infrastructure Investment</td>
<td><a href="mailto:Philip.Smith2@infrastructure.gov.au">Philip.Smith2@infrastructure.gov.au</a></td>
<td>02 6274 7209</td>
</tr>
</tbody>
</table>
Infrastructure Investment Program - Summary

Key message

The Infrastructure Investment Program (IIP) provides funding for the planning and delivery of land transport infrastructure to build a stronger future for Australia’s urban, regional and remote areas.

Snapshot and impact

The IIP to increase the efficiency and safety of land transport infrastructure across Australia to raise productivity and strengthen the economy.

<table>
<thead>
<tr>
<th>FINANCIAL YEAR</th>
<th>FORWARD ESTIMATES</th>
<th>SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>($m)</td>
<td>($m)</td>
</tr>
<tr>
<td>IIP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black Spot projects</td>
<td>137.0</td>
<td>137.0</td>
</tr>
<tr>
<td>Bridges Renewal Program</td>
<td>89.7</td>
<td>108.5</td>
</tr>
<tr>
<td>Developing Northern Australia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improving cattle supply chains (aka Beef Roads)</td>
<td>9.1</td>
<td>0.1</td>
</tr>
<tr>
<td>Northern Australia Roads</td>
<td>90.9</td>
<td>70.2</td>
</tr>
<tr>
<td>Heavy Vehicle Safety and Productivity</td>
<td>77.4</td>
<td>87.2</td>
</tr>
<tr>
<td>Major Projects Business Case Fund</td>
<td>70.5</td>
<td>76.3</td>
</tr>
<tr>
<td>National Rail Program</td>
<td>854.2</td>
<td>1,349.9</td>
</tr>
<tr>
<td>Rail investment component (includes Investment Rail, Off-Network Rail, and Rail Research to states)</td>
<td>696.5</td>
<td>1,031.0</td>
</tr>
<tr>
<td>Road investment component (includes Investment Road, Off-Network Road, and Road Research to states)</td>
<td>4,784.1</td>
<td>6,010.7</td>
</tr>
<tr>
<td>Roads of Strategic Importance</td>
<td>489.6</td>
<td>950.7</td>
</tr>
<tr>
<td>Roads to Recovery</td>
<td>591.7</td>
<td>499.5</td>
</tr>
<tr>
<td>Urban Congestion Fund</td>
<td>483.3</td>
<td>1,234.8</td>
</tr>
<tr>
<td>Infrastructure Growth Package</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Investments (including National Highway Upgrade Program)</td>
<td>7.5</td>
<td>4.9</td>
</tr>
<tr>
<td>Western Sydney Infrastructure Plan</td>
<td>541.7</td>
<td>173.3</td>
</tr>
<tr>
<td>Payments to Non-State Entities</td>
<td>251.8</td>
<td>182.7</td>
</tr>
</tbody>
</table>
### Table 1a

<table>
<thead>
<tr>
<th>Non-IIP Funding(^{\ast})</th>
<th>1,475.4</th>
<th>896.4</th>
<th>160.1</th>
<th>161.1</th>
<th>2,693.0</th>
<th>2,756.0</th>
<th>63.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-total Table 1a</td>
<td>10,650.5</td>
<td>12,813.4</td>
<td>12,861.0</td>
<td>13,041.3</td>
<td>49,366.2</td>
<td>84,229.1</td>
<td>34,862.9</td>
</tr>
</tbody>
</table>

### Table 1b

<table>
<thead>
<tr>
<th>Financial Assistance Grants (Local Roads Component)</th>
<th>381.3</th>
<th>800.3</th>
<th>817.8</th>
<th>842.1</th>
<th>2,841.5</th>
<th>7,894.3</th>
<th>5,052.8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contingent Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>East-West Link contingent liability</td>
<td>0.0</td>
<td>4,000.0</td>
<td>4,000.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perth Freight Link contingent liability</td>
<td>0.0</td>
<td>1,160.0</td>
<td>1,160.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity and Loan Investments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-total - Table 1b</td>
<td>13,865.8</td>
<td>25,538.3</td>
<td>11,672.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Funding</td>
<td>63,232.0</td>
<td>109,767.4</td>
<td>46,535.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:

Figures may be different due to rounding.

\(^{\ast}\) Roads to Recovery funding is provided to councils directly but is categorised as a payment to support state infrastructure services. Includes $0.4 million each year for payments for non-state entities (Norfolk Island and Indian Ocean Territories)

\(^{\ast}\) Includes Western Sydney City Deal, Geelong City Deal, Darwin City Deal, Launceston City Deal - Tamar River, Townsville City Deal, WiFi on Trains, Bathurst Flagstaff, Centenary of Canberra, Liveable Cities, Infrastructure Employment Projects, Community Infrastructure Grants and Townsville Convention Centre

### Background

The IIP is governed by the National Land Transport Act 2014.

The National Partnership Agreement (NPA), under the Federal Financial Relations framework, is the primary payment mechanism for delivering funding to the states and territories.

The NPA covers projects administered under the NLT Act and sets out how Governments will work together to deliver infrastructure projects for the benefit and wellbeing of Australians.

### Contacts

**David Hallinan**  
Deputy Secretary, Infrastructure and Surface Transport  
David.Hallinan@infrastructure.gov.au  
02 6274 7302

**Phil Smith**  
First Assistant Secretary, Infrastructure Investment Division  
Philip.Smith2@infrastructure.gov.au  
02 6274 7209
Infrastructure Investment Program - Urban Congestion Fund

Key message
The Urban Congestion Fund (UCF) is a $4.8 billion program to support upgrades to the urban road network and reduce congestion. The UCF includes a dedicated $660 million National Commuter Car Park Fund (NCCPF).

Snapshot and impact
The UCF aims to tackle pinch points on urban road networks that contribute to congestion, costing motorists and businesses time and money. The UCF is a $4.8 billion initiative being delivered under the Infrastructure Investment Program (IIP). Specific projects have been allocated a total of $4.0 billion to help commuters get home sooner and safer by reducing the time Australians spend in congested traffic, giving them more time to do the things that are important to them.

Stakeholders
- Road users
- State and territory governments

Program status
Start date: 2018 with funding allocated over an 11 year period.

The Government has allocated approximately $4.0 billion towards specific projects, and around $800 million remains unallocated beyond the forward estimates. Funding in the NCCPF has been fully committed. Across the entire program, more than 150 projects tackling pinch points and local traffic hotspots are expected to be underway or complete by early 2022.

Eligibility and application process
The UCF aims to fund small, high value urban transport network projects, targeting both freight and commuter congestion challenges. Projects can be in either cities or major regional centres.

As with all projects funded under the IIP, projects must be eligible under the National Land Transport Act 2014 (NLT Act), and so may include activities such as physical construction, technology projects, intermodal freight transport facilitates as well as urban planning of transport networks.
Expense funding and forward estimates

<table>
<thead>
<tr>
<th>FINANCIAL YEAR</th>
<th>FORWARD ESTIMATES</th>
<th>SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2020-21 ($m)</td>
<td>2021-22 ($m)</td>
</tr>
<tr>
<td>UCF</td>
<td>483.3</td>
<td>1,234.8</td>
</tr>
</tbody>
</table>

Program governance

- **Outcome:** Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure
- **Purposes:**
  - Increasing transport access
  - Making travel safer
  - Supporting economic growth through transport
  - Supporting regional development, local communities and cities
- **Nature of appropriation:** Budget Program 1.1 — Infrastructure Investment; Special Appropriation (Treasury) — Federal Financial Relations Act 2009
- **Relevant legislation:** *National Land Transport Act 2014*

History

In the 2018-19 Budget, the UCF was established with initial funding of $1 billion. In the 2019-20 Budget, funding was increased by $3 billion, bringing the Government’s total investment to $4 billion, and the National Commuter Car Park Fund was created. In the 2019-20 MYEFO, the UCF was increased to $4.8 billion total funding through an additional $210 million committed through the 2019 election, and the consolidation of pre-UCF congestion packages in Melbourne and Perth into the UCF. At 2020-21 Budget, the Wellington Road Duplication (VIC) announced at the 2019-20 Budget was consolidated into the UCF with $110 million allocated to the project.

Other issues

The Australian National Audit Office has commenced a performance audit of the UCF.

Contacts

<table>
<thead>
<tr>
<th>David Hallinan</th>
<th>Phil Smith</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Secretary, Infrastructure and Surface Transport</td>
<td>First Assistant Secretary, Infrastructure Investment</td>
</tr>
<tr>
<td><a href="mailto:David.Hallinan@infrastructure.gov.au">David.Hallinan@infrastructure.gov.au</a></td>
<td><a href="mailto:Philip.Smith2@infrastructure.gov.au">Philip.Smith2@infrastructure.gov.au</a></td>
</tr>
<tr>
<td>02 6274 7302</td>
<td>02 6274 7209</td>
</tr>
</tbody>
</table>
Moorebank Intermodal Company - Overview

Key message

Moorebank Intermodal Terminal Precinct (MITP) is a significant infrastructure development that will transform the way containerised freight moves through Port Botany and deliver a faster, simpler and more cost-effective service for business and consumers. It will promote road to rail uptake, supporting supply chain efficiencies as Australia’s freight task grows. MITP is being developed on a precinct comprising land owned by the Commonwealth of Australia and adjacent land owned by Qube Holdings (Qube).

Snapshot and impact

The Moorebank Intermodal Company Limited (MIC) is a company limited by shares and wholly owned by the Australian Government. When MITP (currently under construction) is operational, MIC is expected to generate a profit and pay dividends to the Australian Government in accordance with its annual Corporate Plan, which is agreed by the Shareholder Ministers, the Minister responsible for infrastructure and the Minister responsible for finance.

MITP will provide substantial economic and environmental benefits in moving container freight by rail rather than road. It will create over $11 billion in economic benefits over 30 years, including $120 million a year for the economy of south-west Sydney.

MITP will support over 1,300 jobs during construction and employ approximately 6,800 people once running at full capacity.

By reducing the growth in road freight traffic on Sydney’s road network by an estimated 3,000 truck journeys a day, MITP will deliver a net saving of 110,000 tonnes of carbon emissions per year.

Stakeholders

- MIC
- New South Wales Government
- Department of Defence
- Adjacent Community and Residents
- Qube
- Liverpool City Council
- Freight movers

Program status

MIC is a Government Business Enterprise and Commonwealth Company established in 2012 under the Corporations Act 2001 to oversee the development and operation of an intermodal facility in south-west Sydney including an Import-Export Terminal, a separate Interstate Terminal, and warehousing that will support the movement of freight into and out of Sydney. MIC is delivering MITP in partnership with the private sector.

The Import-Export Terminal and initial warehousing commenced operations 1 November 2019, while the Interstate Terminal is under construction.
Program governance

- **Outcome:** Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure

- **Purposes:**
  - Increasing transport access
  - Making travel safer
  - Supporting economic growth through transport
  - Supporting regional development, local communities and cities

- **Nature of appropriation:** Administered revenue

- **Relevant legislation:** Corporations Act 2001; Public Governance, Performance and Accountability Act 2013

**History**

*Development partner*

The Sydney Intermodal Terminal Alliance (SIMTA), wholly owned by Qube, was contracted in June 2015 by MIC to construct and operate MITP. MIC and SIMTA reached financial close in January 2017 and construction of MITP formally commenced in April 2017. MITP will be 241 ha comprising ≈65 per cent Commonwealth owned land (158 ha developable area) and ≈35 per cent SIMTA land (83 ha developable area).

The intermodal terminals will be operational on an open and non-discriminatory basis, with ultimate capacity for up to 1.05 million import-export freight containers and 500,000 interstate freight containers per year. The Import-Export Terminal commenced operations on 1 November 2019, with initial capacity of 250,000 containers per year. The Interstate Terminal will have initial capacity of 250,000 containers per year from commencement of operations.
Audit findings

On 19 December 2017, the Australian National Audit Office (ANAO) published a performance audit report on the delivery of MITP. The report concluded that value for money progressively eroded during the negotiation of the contractual arrangements; but that contractual arrangements support the achievement of all or part of each Australian Government policy objectives for the project.

On 11 October 2018, the ANAO published a performance audit report on MIC’s achievement of value for money and management of probity in its operations and procurement activities. The report found failings in MIC’s ability to show value for money and management of probity in procurement activities.

MIC has implemented new, and revised existing frameworks, policies and processes to address the ANAO findings.

Other issues

Despite some delays associated with time taken to receive regulatory approvals, critical path activities for MITP are progressing. The Import-Export Terminal commenced operations on 1 November 2019.

Residents Against Intermodal Development (RAID) Moorebank Inc is an action group that has been active in the context of MITP. RAID opposes the development on planning, environmental, and social grounds. On 6 March 2018, the NSW Land and Environment Court delivered a judgement on a case brought before it in relation to MITP’s development (RAID Moorebank Inc v NSW Minister for Planning and Qube Holdings Ltd). The judgement set a number of conditions relating to biodiversity (including a species recently rediscovered in the area), noise management, air-quality monitoring and a rail bridge over the Georges River.

There has been media about a possible divestment of Qube’s stake in MITP to Logos. Any planned divestment of the Precinct or acquisitions in other markets by Qube is a commercial decision for Qube and is not expected to impact on the delivery of the project. The Precinct is still expected to be delivered as a joint venture between MIC and its private sector partner, Sydney Intermodal Terminal Alliance (SIMTA), which is currently wholly owned by Qube.

Contacts

<table>
<thead>
<tr>
<th>David Hallinan</th>
<th>Kerryn Vine-Camp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Secretary, Infrastructure and Surface Transport</td>
<td>First Assistant Secretary, Major Transport and Infrastructure Projects</td>
</tr>
<tr>
<td><a href="mailto:David.Hallinan@infrastructure.gov.au">David.Hallinan@infrastructure.gov.au</a></td>
<td><a href="mailto:Kerryn.Vine-camp@infrastructure.gov.au">Kerryn.Vine-camp@infrastructure.gov.au</a></td>
</tr>
<tr>
<td>02 6274 7302</td>
<td>02 6274 7664</td>
</tr>
</tbody>
</table>
Adelaide City Deal

Key message

The Adelaide City Deal is a 10-year partnership between the Australian and South Australian Governments and the City of Adelaide to deliver $649 million of government investment in Adelaide and its surrounding region.

Snapshot and impact

The Adelaide City Deal (the Deal) advances the Australian Government commitment to making our cities more productive and liveable, encouraging innovation, supporting growth and creating jobs. Under the City Deal, Australian Government is investing $174 million across 10 projects and working with Deal partners to support the growth of South Australia's skilled workforce and industries and to enhance Adelaide’s reputation as an innovative and vibrant city.

The Australian Government investment includes:

- $85 million for an Aboriginal Art and Cultures Centre at Lot Fourteen to showcase significant Indigenous collections
- $30 million for the International Centre for Food, Hospitality and Tourism Studies at Lot Fourteen
- $20 million to support the delivery of an Innovation Hub at Lot Fourteen
- $10 million to support Adelaide City Council to deliver smart technology solutions across the city
- $9 million to support construction of the Heysens Gallery at Hahndorf
- $3 million to support construction of the Heysens Gallery at Hahndorf
- $2 million for upgrades to natural, cultural and heritage sites along the Mitcham Hills Trail and Glenthorne Loop
- $12 million to deliver the Australian Space Discovery Centre and the Australian Space Agency’s Mission Control Centre (supported by the Department of Industry, Science, Energy and Resources)
- $3 million to support an Aboriginal Entrepreneur Hub (supported by the National Indigenous Australians Agency)

Key achievements over the past 12 months include:

- On 10 September 2020, the Hon Karen Andrews MP, Minister for Industry, Science and Technology, Premier Steven Marshall and Minister Alan Tudge announced the commencement of construction on the $6 million Australian Space Discovery Centre.
- An expression of interest to deliver the Entrepreneur and Innovation Centre, including the $20 million Innovation Hub under the Deal, closed on Thursday 10 September.
- Parties have agreed the implementation plan for the Aboriginal Entrepreneur Hub.
- The South Australian Department of Environment and Water completed maintenance works on the Marion Coast Walking Trail at Hallett Cove, and revegetation works at Belair National Park and O’Halloran Hill.

Progress over the next 12 months is expected to include:

- Delivery of project and conceptual designs for the Aboriginal Art and Cultures Centre and the International Centre for Food, Hospitality and Tourism Studies in the first half of 2021.
- Commencement of construction of the Innovation Hub, Heysens Gallery at Hahndorf, Carrick Hill pavilion and Wittunga Botanic Garden playspace.
- Delivery of the final business case for the Aboriginal Art and Cultures Centre.
- Delivery of a digital wayfinding app that will allow residents and tourists to navigate and experience Adelaide’s cultural landscape in the Mitcham Hills and Glenthorne area.
Stakeholders

- South Australian Government
- City of Adelaide
- Australian Space Agency
- National Indigenous Australians Agency
- Department of Defence
- University of Adelaide
- Flinders University
- University of South Australia

Program status

The Deal was signed in March 2019 by Prime Minister Morrison, Premier Marshall and Lord Mayor Verschoor and will conclude in 2029.

The Deal is in the implementation phase. The second Annual Progress Report for the City Deal will be released in mid-2021.

Expense funding and forward estimates

<table>
<thead>
<tr>
<th></th>
<th>2020–21 ($'000)</th>
<th>2021–22 ($'000)</th>
<th>2022–23 ($'000)</th>
<th>Beyond 2023 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation Budget</td>
<td>10,800</td>
<td>27,000</td>
<td>23,000</td>
<td>95,000</td>
</tr>
<tr>
<td>Less: actual expenditure</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total balance of funds</td>
<td>10,800</td>
<td>27,000</td>
<td>23,000</td>
<td>95,000</td>
</tr>
</tbody>
</table>

Program governance

- **Outcome**: 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
- **Purposes**: Regional development — improving living standards and facilitating economic growth in cities and regions across Australia
- **Administered own-source revenue**: Budget Program 3.3 — Cities; Annual administered expenses
- **Relevant legislation**: *Federal Financial Relations Act 2009*

History

- On 14 November 2019, the Adelaide City Deal Implementation Plan was launched by the Hon Alan Tudge MP, Minister for Population, Cities and Urban Infrastructure, Premier Marshall and Lord Mayor Verschoor.
- On 3 March 2020, the Government of South Australia and the Australian Government agreed the Project Agreement for the Deal which details key performance milestones for commitments, including the development of the project plans that will outline the key deliverables and timeframes for the projects.
- The Implementation Plan released on 14 November 2019 outlined projects under a $551 million deal, however, the South Australian Government later confirmed additional funding of $98 million. The new total of $649 million was included in the first Annual Progress Report released on 19 September 2020.
- On 10 November 2020, a further $50 million from the South Australian Government was confirmed for the Aboriginal Art and Cultures Centre through South Australia’s 2020-21 Budget.
Other issues

- Some milestones for commitments have not been met as originally scheduled due to delays in the development and approval of concept plans and business cases. The South Australian Government has requested updated timeframes for milestones in the Project Agreement.
- The impact of COVID-19 has caused minor delays to the delivery of work at Mitcham Hills and the Glenthorne Loop. Progress is being monitored and works are expected to be completed by late 2021.
- The project team for the Aboriginal Art and Cultures Centre have convened an Aboriginal Reference Group to provide strategic leadership and advice on the development of the Centre. Minister Tudge and the Hon Ken Wyatt AM MP, Minister for Indigenous Australians, have provided the South Australian Government with nominations of eminent Indigenous Australians who could support the governance of the delivery phase for the Centre.

Contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Hallinan</td>
<td>Deputy Secretary, Infrastructure and Surface Transport</td>
<td><a href="mailto:David.Hallinan@infrastructure.gov.au">David.Hallinan@infrastructure.gov.au</a></td>
<td>02 6274 7302</td>
</tr>
<tr>
<td>Adam Stankevicius</td>
<td>First Assistant Secretary (A/g), Cities Division</td>
<td><a href="mailto:Adam.Stankevicius@infrastructure.gov.au">Adam.Stankevicius@infrastructure.gov.au</a></td>
<td>02 6274 6062</td>
</tr>
</tbody>
</table>
Darwin City Deal

Key message

The Darwin City Deal (the Deal), signed in November 2018, is a ten-year partnership to position Darwin as a vibrant and liveable tropical capital city, supported by a growing population and a diversified economy.

It brings together the Australian Government, Northern Territory Government and City of Darwin, with the Charles Darwin University, Larrakia people, industry and community. The Deal is forecast to generate more than 1,550 jobs in Darwin over its term, with 448 jobs already created.

Snapshot and impact

The focus of the Deal is on growing the population and diversifying the Darwin economy. The Deal supports catalyst projects to revitalise Darwin’s city centre as well as the planning and collaboration needed to support Darwin’s future growth. A total Australian Government commitment of $109.1 million has been made to the Deal over its term.

Australian Government commitments include:

- $97.3 million grant to deliver a new Education and Community Precinct intended to transform the city centre and increase vibrancy in the Central Business District. An additional $150 million loan has been provided to Charles Darwin University through the Northern Australia Infrastructure Facility (NAIF).
- $4.8 million over 10 years to support the CSIRO-led Darwin Living Lab that will develop evidence based approaches to tropical design and help transform Darwin into a best practice example to tropical urban living.
- $5 million for the ‘Switching on Darwin’ project under the Smart Cities and Suburbs Program. This project resulted in the successful rollout within the Darwin CBD of a variety of technologies such as 912 LED smart street lights, 138 HD CCTV cameras and a microclimate monitoring system of 24 sensors.
- $2 million to the Larrakia Development Corporation to support their economic development aspirations.

Other key commitments include:

- Divestment of Defence owned land at Stokes hill.
- Support the Larrakia people as the traditional owners of Darwin, including increasing the share of jobs held by Indigenous Australians through employment targets in the Darwin City Deal projects and promoting Larrakia culture to locals and visitors.

Achievements under the Deal to date include:

- Construction has commenced on the Darwin City Deal’s centrepiece Education and Community Precinct, with the start of excavation work in October 2020.
- A number of significant investments have been completed such as the ‘Switching on Darwin’, the construction of the State Square underground carpark to replace the ground level carpark and the demolition of the Chan Building in State Square.
- The greening and cooling of Darwin has progressed with heat mitigation trails being implemented and the Darwin Living Lab being established.
- The Deal is also supporting jobs for Indigenous Australians through the delivery of projects seeing good results in meeting the Deal Indigenous employment targets of 8.8 per cent.
Stakeholders

- Darwin community and Industry
- Northern Territory Government
- Larrakia Development Corporation
- City of Darwin
- Charles Darwin University
- Larrakia Nation Aboriginal Corporation

Program status

Start date: November 2018
End Date: November 2028

Expense funding and forward estimates

<table>
<thead>
<tr>
<th></th>
<th>2020–21 (’000)</th>
<th>2021–22 (’000)</th>
<th>2022–23 (’000)</th>
<th>2023–24 (’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation Budget</td>
<td>45,000</td>
<td>27,300</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less: actual expenditure</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total balance of funds</td>
<td>45,000</td>
<td>27,300</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Program governance

- **Outcome**: 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 economic growth; and providing grants and financial assistance
- **Purposes**: Regional development – improving living standards and facilitating economic growth in cities and regions across Australia
- **Nature of appropriation**: Budget Program 3.3 — Cities: Annual Administered Expenses
- **Relevant legislation**: N/A

History

The Deal was signed on behalf of the Australian Government by the Prime Minister on 16 November 2018. The implementation Plan for the Deal was released in November 2019.

The first Annual Progress Report was released in July 2019, covering the year November 2018 to November 2019. The second Annual Progress Report will be released in January/February 2021.

Contacts

<table>
<thead>
<tr>
<th><strong>David Hallinan</strong></th>
<th>Deputy Secretary, Infrastructure and Surface Transport</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><a href="mailto:David.Hallinan@infrastructure.gov.au">David.Hallinan@infrastructure.gov.au</a></td>
</tr>
<tr>
<td></td>
<td>02 6274 7302</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Adam Stankevicius</strong></th>
<th>First Assistant Secretary (A/g), Cities Division</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><a href="mailto:Adam.Stankevicius@infrastructure.gov.au">Adam.Stankevicius@infrastructure.gov.au</a></td>
</tr>
<tr>
<td></td>
<td>02 6274 6062</td>
</tr>
</tbody>
</table>
Geelong City Deal

Key message

The Geelong City Deal is a 10-year partnership between the Australian and Victorian governments and the City of Greater Geelong to deliver $370 million of new government investment in the Geelong and Great Ocean Road economy.

Snapshot and impact

The Geelong City Deal supports Geelong’s continued economic diversification, growth of the visitor economy and a thriving city centre. The Project Agreement, which provides funding for the Geelong City Deal under the Intergovernmental Agreement on Federal Financial Relations was signed on 27 March 2020 by the Australian and Victorian governments. Since announcing the $370.23 million City Deal, other key funding partners have committed an additional $12.25 million into the City Deal, taking the total funding to $382.48 million.

The Australian Government has committed $183.8 million in funding towards the City Deal, allocated to specific projects:

- $115.65 million towards tourism infrastructure projects along the Great Ocean Road, including for the Shipwreck Coast and other key locations along the Road, to strengthen the region as a leading tourist destination and ensure benefits flow to local communities.
- $30 million towards construction of the Geelong Convention and Exhibition Centre, to help drive the visitor economy in Geelong and generate new investment and development in the city centre.
- $20.85 million towards public realm improvements under the Revitalising Central Geelong Action Plan, to help establish a vibrant city centre and reinforce Geelong’s position as the gateway to the region.
- $10 million towards a new ferry terminal at Queenscliff to improve services across Port Phillip Bay to Sorrento.
- $3.8 million towards road upgrades at Deakin University’s Geelong Future Economy Precinct to unlock new jobs and businesses and improve access at the site.
- $3.5 million for completion of the Geelong Waterfront Safe Harbour project to support tourism, community activities and major events.

The first Geelong City Deal Annual Progress Report was released on 7 November 2020 and outlines the key achievements during the City Deal’s first 12 months.

Stakeholders

- Victorian Government
- Local Authorities across the region
- Searoad Ferries
- Lorne Aquatic and Angling Club
- Deakin University
- City of Greater Geelong
- Businesses and residents of Geelong and the Great Ocean Road region
- Royal Geelong Yacht Club
- Great Ocean Road Coast Committee
Program status
Start date: 11 March 2019 to 10 March 2029

Expense funding and forward estimates

<table>
<thead>
<tr>
<th></th>
<th>2020–21 ($'000)</th>
<th>2021–22 ($'000)</th>
<th>2022–23 ($'000)</th>
<th>2023–24 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation Budget</td>
<td>81,800</td>
<td>56,600</td>
<td>32,650</td>
<td>4,500</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>actual expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total balance of funds</td>
<td>81,800</td>
<td>56,600</td>
<td>32,650</td>
<td>4,500</td>
</tr>
</tbody>
</table>

Program governance

- **Outcome:** 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
- **Purposes:**
  - The cities program provides programs and policy to increase the productivity, accessibility and liveability of our cities, big and small
- **Nature of appropriation:** Budget Program 3.3 — Cities
- **Relevant legislation:** N/A

History

- 11 March 2019: Geelong City Deal announced by Prime Minister Morrison
- 8 October 2019: Implementation Plan released by Deal Partners
- 27 March 2020: Project Agreement signed between Australian Government and Victorian Government
- 7 November 2020: Release of the first Geelong City Deal Annual Progress Report

Other issues

- The Australian Government has agreed to fund up to $88.15 million of a total $108.15 million for the delivery of Priority Projects under the Shipwreck Coast Master Plan.
- The Australian Government has also agreed to fund $30 million of a total $174.2 million for the delivery of the Geelong Convention and Exhibition Centre Precinct.

Contacts

**David Hallinan**
Deputy Secretary, Infrastructure and Surface Transport
David.Hallinan@infrastructure.gov.au
02 6274 7302

**Adam Stankevicius**
First Assistant Secretary (A/g), Cities Division
Adam.Stankevicius@infrastructure.gov.au
02 6274 6062
Hobart City Deal

Key message

The Hobart City Deal (the Deal), signed in February 2019, is a partnership between the Australian and Tasmanian Governments and the Clarence, Hobart, Glenorchy and Kingborough Councils to guide and encourage investment to build on Hobart’s position as a vibrant, liveable and connected global city. The Deal goes for 10 years and is forecast to generate more than 1,400 jobs in Hobart and the region.

Snapshot and impact

Key focus areas of the Deal include:
- enhancing Hobart Airport’s role as a direct international gateway;
- solidifying Hobart’s standing as a gateway to the Antarctic and Southern Ocean to attract business, research and tourism activity;
- implementing the Greater Hobart Transport Vision;
- delivering a diverse range of affordable housing options; and
- improving governance and planning, through the Greater Hobart Act.

The Australian Government has committed $1.21 billion to the Deal including:
- $461 million to replace Bridgewater Bridge;
- $82.3 million for border services to facilitate international flights at Hobart Airport;
- $165 million for congestion busting projects;
- $30 million for community housing; and
- $472.8 million in additional expenditure on Australian Antarctic research stations.

Progress on the Deal has included:
- Geotechnical work has commenced, and early contractor involvement commenced for the new $576 million Bridgewater Bridge;
- The commencement of international flights from Hobart Airport in Q1 2021 has been announced;
- Pre-construction work is underway on the new Hobart Airport Interchange;
- The first stage of the Antarctic and Science Precinct business case has been completed;
- The Greater Hobart Act (TAS), a key foundation for improving planning and governance outcomes in Hobart, has become law;
- Antarctic infrastructure upgrades have commenced;
- A trial Derwent Ferry Service is expected to commence in the first half of 2021;
- Affordable housing supply has been boosted by 386 new homes; and
- The first of 100 new social housing dwellings delivered.

Over the next 12 months, we expect:
- the completion of a detailed business case for the Antarctic and Science Precinct, which will attract national and private Antarctic and Southern Ocean institutions to build on Hobart’s world-class expertise;
- the completion of a high-level design for the new Bridgewater Bridge, and substantial progress on the bridge’s delivery model;
- delivery of further housing dwellings as part of the Australian Government’s $30 million commitment to improve social housing in and around Hobart;
- delivery of smaller infrastructure projects, such as the renewal of cycleways and footpaths in metropolitan Hobart and the completion of the Clarence Street bus stop and upgrades to the Rosny bus mall;
- construction to commence on further components of the South East Traffic Solution, including the Tasman Highway duplication between Hobart Airport and Western Causeway, and the Midway Point intersection.
Stakeholders

- Tasmanian Government
- City of Hobart
- Kingborough Council
- University of Tasmania
- Glenorchy City Council
- Clarence City Council
- Australian Antarctic Division (DAWE)
- CSIRO

Program status

Start date: February 2019
End date: 2029

Expense funding and forward estimates

<table>
<thead>
<tr>
<th></th>
<th>2020–21 ($’000)</th>
<th>2021–22 ($’000)</th>
<th>2022–23 ($’000)</th>
<th>2023–24 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation Budget</td>
<td>155</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>actual expenditure</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total balance of funds</strong></td>
<td><strong>155</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Note, total Australian Government funding for the Hobart City Deal is $1.21 billion, which is being administered by other Divisions (for example, Infrastructure Investment Division) and other agencies.

Program governance

- **Outcome**: 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
- **Purpose**: Regional development — improving living standards and facilitating economic growth in cities and regions across Australia
- **Administered own-source revenue**: Budget Program 3.3 — Cities; Annual administered expenses
- **Relevant legislation**: N/A

History

- The Deal was signed on behalf of the Australian Government by the Prime Minister on 24 February 2019, and the Implementation Plan for the Deal released on 3 October 2019.
- The first Annual Progress Report was released on 21 August 2020, covering the year to February 2020.
- The second Annual Progress Report will be released in March/April 2021.

Other issues
Contacts

David Hallinan  
Deputy Secretary, Infrastructure and Surface Transport  
David.Hallinan@infrastructure.gov.au  
02 6274 7302

Adam Stankevicius  
First Assistant Secretary (A/g), Cities Division  
Adam.Stankevicius@infrastructure.gov.au  
02 6274 6062
Launceston City Deal

Key message

The Launceston City Deal is a $509 million, 10-year plan (2017 to 2027) to position Launceston as one of Australia’s most liveable and innovative regional cities. The Deal is a commitment by three levels of government working together to deliver jobs and skills, drive infrastructure and investment growth, and improve the liveability and sustainability of the Launceston city.

Snapshot and impact

The Launceston City Deal’s vision is to make Launceston one of Australia’s most liveable and innovative regional cities, with growing incomes and falling levels of disadvantage.

Key initiatives under the Deal include:
- Relocating the University of Tasmania’s campus from Newnham (in the northern suburbs) to Inveresk (closer to the CBD). The project ($265.4 million) aims to incentivise young people to pursue higher education, integrate local business to benefit the regional economy, and create new opportunities.
- Cleaning up the Tamar Estuary ($140.7 million) by reducing pollutants entering the river catchments and upgrading the Launceston’s combined sewerage and stormwater system.
- Rejuvenating the CBD through the 19.4 million City Heart project, to attract people and new businesses to the city centre. The Launceston Creative Precinct and the Albert Hall Renewal projects will build on the revitalised street works, deliver a new bus interchange and an undercover arcade to improve the vibrancy of the CBD.
- Delivering a master plan for the University of Tasmania’s Newnham campus, and establishing a $30 million Defence and Maritime Innovation and Design Precinct to support the continued growth of the Australian Maritime College within the Newnham campus.
- Assisting local job seekers, including through apprenticeships and traineeships, to be competitive for local employment opportunities.
- Creating a rich digital ecosystem through the Smart Cities and Suburbs Program ($10.3 million) that promotes collaboration and innovation, using smart technology, and providing opportunities for clever, meaningful engagement with the community.

The Australian Government is investing $254 million to the Launceston City Deal, this includes:
- $130 million on the University of Tasmania’s campus relocation
- $49 million on improving the health of the Tamar Estuary
- $30 million on establishing the Defence and Maritime Innovation and Design Precinct
- $15 million on supporting the development of the Northern Suburbs Community Recreation Hub
- $10 million on the Albert Hall Renewal project
- $7.5 million on the City Heart project
- $4.5 million on the Smart Cities and Suburbs Program
- $2 million on a Launceston hub of the National Institute for Forest Products Innovation.
Stakeholders

- City of Launceston Council and other relevant councils in the Northern Tasmania region
- Northern Tasmanian Development Corporation
- Launceston Chamber of Commerce
- Tasmanian Government
- TasWater
- NRM North
- University of Tasmania

Program status

Launceston City Deal

- The Launceston City Deal was signed on 20 April 2017 and Prime Minister Morrison announced its extension from 5 to 10 years in May 2019. The Deal is currently in its fourth year of implementation.
- The Deal has been progressing well, a third of commitments (10 out of 33) have been completed and 80% of the remaining commitments are on track.
- To date, the Deal has supported at least 213 jobs.

Key achievements to date:

- The University of Tasmania (UTAS) campus relocation project is well underway.
  - Construction has commenced on the first building and the pedestrian-and-cycle-bridge at the new Inveresk campus, development applications for the next two buildings were recently approved by the City of Launceston.
  - The relocation is expected to create 430 new jobs during the construction phase and 225 new academic and supporting full time equivalent jobs once complete. To date, 65 people have been employed on this project.
- The Tamar River Health Action Plan commitments are underway:
  - Over 150 kilometers of waterways have been fenced and associated riparian areas have been managed for regeneration;
  - Investigations into the urban stormwater system in the Launceston and West Tamar region have identified 29 sewerage intrusions and successfully rectified 9 sewerage intrusions and 2 broken mains;
  - Construction has commenced on upgrading the water infrastructure in Launceston to reduce untreated overflows from the combined sewerage and stormwater system into the Tamar Estuary.
- The majority of the City Heart project to revitalise the CBD have been delivered, with the Brisbane Street Mall and Civic Square projects now complete. This has resulted in an estimated 142 jobs in the building and construction sector.
- The first round of projects under the Greater Launceston Transformation Project are complete, including a digital twin of the city.
- Over the past 12 months, Launceston Apprenticeship Pipeline Project has delivered 26 new apprenticeships within the construction industry in Launceston.

Expense funding and forward estimates

<table>
<thead>
<tr>
<th></th>
<th>2020–21 ($'000)</th>
<th>2021–22 ($'000)</th>
<th>2022–23 ($'000)</th>
<th>2023–24 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation Budget</td>
<td>8,800</td>
<td>12,350</td>
<td>16,300</td>
<td>7,550</td>
</tr>
<tr>
<td>Less: actual expenditure</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total balance of funds</td>
<td>8,800</td>
<td>12,350</td>
<td>16,300</td>
<td>7,550</td>
</tr>
</tbody>
</table>

Note: total Australian Government funding for the Launceston City Deal is $254.22 million, which is being administered by other Divisions (for example, Infrastructure Investment Division) and other agencies.
Program governance

- **Outcome:** 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 economic growth; and providing grants and financial assistance.
- **Purposes:** Regional development – improving living standards and facilitating economic growth in cities and regions across Australia.
- **Nature of appropriation:** Budget Program 3.3 — Cities: Annual Administered Expenses.
- **Relevant legislation:** N/A

History

The Launceston City Deal was signed on behalf of the Australian Government by Prime Minister Turnbull on 20 April 2017. The first annual report was released on 13 July 2018, the second annual report was released on 26 August 2019 and the third annual report was released on 30 September 2020.

Other issues

Contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Email</th>
<th>Phone</th>
<th>Email cleaned</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Hallinan</td>
<td>Deputy Secretary, Infrastructure and Surface Transport</td>
<td><a href="mailto:David.Hallinan@infrastructure.gov.au">David.Hallinan@infrastructure.gov.au</a></td>
<td>02 6274 7302</td>
<td>S 47F</td>
</tr>
<tr>
<td>Adam Stankevicius</td>
<td>First Assistant Secretary (A/g), Cities Division</td>
<td><a href="mailto:Adam.Stankevicius@infrastructure.gov.au">Adam.Stankevicius@infrastructure.gov.au</a></td>
<td>02 6274 6062</td>
<td>S 47F</td>
</tr>
</tbody>
</table>
Melbourne City Deals

Key message

The Australian Government is partnering with the Victorian government and local councils to develop City Deals for North West and South East Melbourne regions.

Following the pandemic, the Australian and Victorian governments have now re-commenced negotiations on the Deals and they are expected to be developed over the next 12 months.

Snapshot and impact

The overarching aim for the Melbourne City Deals is to ensure employment growth matches the significant population growth expected in the regions over the next 20 years. Ensuring the regions can grow on a sustainable basis means ensuring the residents have the access to jobs, services and amenities in their region. The Deals can also support the regions’ recovery from COVID-19.

The Melbourne City Deals will build on the investments the Australian Government has made in Melbourne including:

- $1.1 billion to upgrade local roads in Melbourne’s north and south-eastern suburbs
- $5 billion investment in the Melbourne Airport Rail link, in addition to $30 million for the business case
- $2 billion investment in fast rail from Melbourne to Geelong
- $395 million for Commuter Car Park Upgrades.

Stakeholders

- Australian Government
- Relevant local councils
- NorthLink
- LeadWest
- La Trobe University
- The South East Melbourne Group
- Victorian Government
- Northern Councils Alliance
- University of Victoria
- WoMEDA
- University of Victoria

Program status

The Melbourne City Deals are in the development phase. The Australian Government will continue to work with the Victorian Government and local governments to help inform priority projects in the coming months.

In parallel, the department is engaging with other Commonwealth agencies to leverage existing or future government investments in the North West and South Melbourne regions.

Expense funding and forward estimates

This deal is under development and funding has not been provided at this stage so therefore there is no funding table.
Program governance

- **Outcome:** 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 economic growth; and providing grants and financial assistance
- **Purposes:** Regional development – improving living standards and facilitating economic growth in cities and regions across Australia
- **Nature of appropriation:** Budget Program 3.3 — Cities: Annual Administered Expenses.
- **Relevant legislation:** N/A

History

While initial consultations kicked off with roundtables in October 2019, negotiations were placed on hold due to COVID-19 and have now re-commenced.

<table>
<thead>
<tr>
<th>Contacts</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>David Hallinan</strong></td>
<td><strong>Adam Stankevicius</strong></td>
</tr>
<tr>
<td>Deputy Secretary, Infrastructure and Surface Transport</td>
<td>First Assistant Secretary (A/g), Cities Division</td>
</tr>
<tr>
<td><a href="mailto:David.Hallinan@infrastructure.gov.au">David.Hallinan@infrastructure.gov.au</a></td>
<td><a href="mailto:Adam.Stankevicius@infrastructure.gov.au">Adam.Stankevicius@infrastructure.gov.au</a></td>
</tr>
<tr>
<td>02 6274 7302</td>
<td>02 6274 6062</td>
</tr>
<tr>
<td>s 47F</td>
<td>s 47F</td>
</tr>
</tbody>
</table>
Perth City Deal

Key message

The Perth City Deal focuses on Perth’s CBD, investing in key infrastructure projects over a ten year period that will support Perth’s recovery in the short term while also investing in key exports including education and tourism to position Perth for the future.

Snapshot and impact

The City Deal invests in projects that deliver economic stimulus catalysing over $1.5 billion of investment in CBD projects and creating in excess of 7,500 construction jobs in the city over the life of the Deal. The City Deal partnership between the Australian Government, Western Australian Government and City of Perth will support Perth’s recovery and positioning for the future, through:

- creating jobs and supporting private investment in the CBD, particularly in areas that will support future economic growth;
- enabling an energised and vibrant city centre that attracts residents and visitors and demonstrates the best in inner-city living; and
- building a strong community that is inclusive, safe, sustainable and liveable.

The centrepiece of the Perth City Deal is the new Edith Cowan University Cultural and Creative Industries Education CBD Campus. The $695 million campus investment will bring over 9,200 students and staff to Perth’s CBD in 2025 rising to over 11,000 students in 2034 boosting the city’s vibrancy, particularly with the inclusion of the WA Academy of Performing Arts.

Stakeholders

- Australian Government
- Western Australian Government
- Fugro Australia Marine
- Western Australian Cricket Association
- Cricket Australia
- City of Perth
- Perth and Western Australian Community
- Edith Cowan University
- Murdoch University
- Curtin University

Program status

The Perth City Deal is a 10-year plan that was announced by Deal partners on 20 September 2020. Deal partners are currently working to establish governance arrangements, funding agreements and agree the implementation plan.

Expense funding and forward estimates

<table>
<thead>
<tr>
<th></th>
<th>2020–21 ($’000)</th>
<th>2021–22 ($’000)</th>
<th>2022–23 ($’000)</th>
<th>2023–24 ($’000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation Budget</td>
<td>36,793</td>
<td>77,786</td>
<td>63,671</td>
<td>59,000</td>
</tr>
<tr>
<td>Less: actual expenditure</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total balance of funds</td>
<td>36,793</td>
<td>77,786</td>
<td>63,671</td>
<td>59,000</td>
</tr>
</tbody>
</table>

Note: total Australian Government funding for the Perth City Deal is $413 million, with the above being administered by Cities Division, with the balance being administered by other Divisions within the Department and other government agencies.
Program governance

- **Outcome**: Strengthening the vibrancy and liveability of our cities including through facilitating local partnerships between all levels of government, local communities and private industry; through reforms and investment in infrastructure
- **Purposes**: Sustainable economic, social and environmental development of Australia’s cities to optimise their vibrancy and liveability
- **Nature of appropriation**: Budget 2020-21, Federal Financial Relations Budget Paper No. 3 2020-21, Table 2.8
- **Relevant legislation**: *Federal Financial Relations Act 2009*

History

The Australian and WA Governments agreed to negotiate a City Deal when former Prime Minister, Malcolm Turnbull, and Premier McGowan signed a Memorandum of Understanding (MOU) on 27 April 2018.

The Perth City Deal was announced on behalf of the Australian Government by Prime Minister Morrison on 20 September 2020.

<table>
<thead>
<tr>
<th>Contacts</th>
</tr>
</thead>
</table>
| **David Hallinan**  
Deputy Secretary, Infrastructure and Surface Transport  
David.Hallinan@infrastructure.gov.au  
02 6274 7302 | **Adam Stankevicius**  
First Assistant Secretary (A/g), Cities Division  
Adam.Stankevicius@infrastructure.gov.au  
02 6274 6062 |
Smart Cities and Suburbs Program

Key message

The $50 million Smart Cities and Suburbs Program (the program) is supporting the delivery of smart city projects that improve the liveability, productivity and sustainability of cities and towns across Australia. The Program is fully allocated and projects will be completed during the 2020-21 financial year.

Snapshot and impact

A $50 million competitive grants program was established for local governments to collaborate and apply innovative, technology-based approaches to improve the liveability of cities and towns across Australia.

Collaboration is a key aspect of the program, with each grantee partnering with at least one other organisation such as other local governments, research organisations, industry or the private sector. Grant funding covers up to 50 per cent of project costs, with proponents and their partners providing a co-contribution of at least 50 per cent.

In Round One the co-investment will be almost $36 million, generating around $1.30 for every Australian Government grant dollar.

In Round Two the co-investment will be over $26 million, generating around $1.25 for every Australian Government grant dollar.

Stakeholders

- Local communities
- Local governments
- Research organisations
- Industry organisations
- Private sector

Program status

Round One of the program was open between 17 March and 30 June 2017. 176 applications were received and successful projects were announced in November 2017. Round One committed $27.7 million towards 49 projects across all states and territories, leaving $22.3 million for a second round. As at 12 November 2020, 48 Round One projects have been completed with the remaining project due for completion by end of 2020.

Round Two of the program was open between 2 May 2018 and 2 July 2018. 102 applications were received and successful projects were announced in November 2018. Round Two committed over $21 million towards 32 projects across all states and territories. As at 12 November 2020, 13 Round Two projects have been completed, with the remainder due to be completed in the 2020-21 financial year. There is no commitment from the Australian Government to any future funding.
Expense funding and forward estimates

A Movement of Funds was approved to move underspent funds from 2019–20 to 2020–21. The underspend is due to delayed projects, including a number that were delayed due to COVID-19 for which the department has agreed a variation to finalise in 2020-21.

The original appropriation budget for 2019–20 was reduced from $12,700,000 to $11,700,000 following a Movement of Funds to the Hobart City Deal for a joint business case to establish an Antarctic and Science Precinct (matched contribution from the Tasmanian Government).

<table>
<thead>
<tr>
<th></th>
<th>2020–21 ($'000)</th>
<th>2021–22 ($'000)</th>
<th>2022–23 ($'000)</th>
<th>2023–24 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation Budget</td>
<td>5,701</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Less: actual expenditure</td>
<td>1,700</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total balance of funds</td>
<td>4,001</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Program governance

- **Outcome:** 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
- **Purpose:** Regional development — improving living standards and facilitating economic growth in cities and regions across Australia
- **Nature of appropriation:** Budget Program 3.3 — Cities
- **Relevant legislation:** NA

History and other issues

In line with whole of government grant administration arrangements, AusIndustry’s Business Grants Hub is administering the Program.

An online Smart Cities Collaboration Platform has been developed to capture detailed information about each project funded under the program, and facilitate information sharing and collaboration between organisations and individuals with an interest in smart cities. The Platform is also able to capture information about independently funded projects. We are exploring options to further improve the Platform.

Contacts

**David Hallinan**
Deputy Secretary, Infrastructure and Surface Transport
David.Hallinan@infrastructure.gov.au
02 6274 7302

**Adam Stankevicius**
First Assistant Secretary (A/g), Cities Division
Adam.Stankevicius@infrastructure.gov.au
02 6274 6062
South East Queensland City Deal

Key message

Through the South East Queensland (SEQ) City Deal, the three levels of government will work collaboratively with industry and the community to realise projects and reform initiatives that can improve the region’s connectivity, create jobs and enhance liveability.

Snapshot and impact

As one of the fastest growing regions in Australia, SEQ is experiencing significant change. To 2041, the region is expected to accommodate an additional 1.9 million residents, almost 800,000 new homes and one million new jobs. The Deal will leverage existing Australian Government investment and COVID-19 stimulus in SEQ to support SEQ’s economic recovery. It will deliver greater transport and digital connectivity; generate jobs; create opportunities for private investment and growth; and deliver practical reforms agreed between the three levels of government.

Stakeholders

- Queensland Government
- Council of Mayors SEQ

Program status

On 21 July 2020, negotiations of the Deal were extended into 2021 to allow all levels of government to focus on the immediate response to the global COVID-19 pandemic. Following the outcome of the recent Queensland election, negotiations are expected to resume with a Leadership Group meeting in December 2020 to determine the timeline and priorities for the Deal.

Expense funding and forward estimates

This deal is under development and funding has not been provided at this stage so therefore there is no funding table.

Program governance

- **Outcome**: 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
- **Purposes**: Regional development — improving living standards and facilitating economic growth in cities and regions across Australia
- **Nature of appropriation**: N/A
- **Relevant legislation**: N/A

History

- The Queensland Government and Council of Mayors SEQ have been preparing and advocating for a SEQ City Deal since 2013. This collaboration culminated in publication of *TransformingSEQ: The SEQ City Deal Proposition* in February 2019.
- On 12 February 2019, the Prime Minister announced the Australian Government would work with the Queensland Government and local councils in SEQ to develop a City Deal for the region.
The local government councils are represented by the Council of Mayors SEQ. The 11 member councils are: Brisbane City Council; City of Gold Coast; Ipswich City Council; Lockyer Valley Regional Council; Logan City Council; Moreton Bay Regional Council; Redland City Council; Scenic Rim Regional Council; Somerset Regional Council; Sunshine Coast Council; Toowoomba Regional Council.

On 15 March 2019, the Hon Alan Tudge MP, Minister for Population, Cities and Urban Infrastructure co-signed a Statement of Intent, recording the shared vision for the Deal, with the then Queensland Deputy Premier and the then Chair of the Council of Mayors South East Queensland.

In September 2019, Minister Tudge held a number of roundtable meetings across SEQ - in Brisbane, Logan, Moreton Bay, Sunshine Coast, Redland, Toowoomba, Lockyer Valley, Somerset and Ipswich.

The Hon Scott Buchholz MP, Assistant Minister for Road Safety and Freight Transport, met with representatives from the Scenic Rim Region area on 13 December 2019.

Other issues

Following the July 2020 announcement of the extension of negotiations into 2021, several stakeholders released a media statement and sent a joint-letter to the Leadership Group expressing disappointment at the decision and seeking greater engagement on the content of the Deal.

Several local councils have stated publicly their expectation that the Deal will develop and deliver a regional fast rail network that will include a 45-minute connectivity from Brisbane to Toowoomba, Gold Coast and Sunshine Coast.

Several councils have linked the Deal to the potential 2032 Olympic and Paralympic candidature, citing the Deal as a vehicle for delivering the necessary infrastructure to host the Games.

Contacts

<table>
<thead>
<tr>
<th>David Hallinan</th>
<th>Adam Stankevicius</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Secretary, Infrastructure and Surface Transport</td>
<td>First Assistant Secretary (A/g), Cities Division</td>
</tr>
<tr>
<td><a href="mailto:David.Hallinan@infrastructure.gov.au">David.Hallinan@infrastructure.gov.au</a></td>
<td><a href="mailto:Adam.Stankevicius@infrastructure.gov.au">Adam.Stankevicius@infrastructure.gov.au</a></td>
</tr>
<tr>
<td>02 6274 7302</td>
<td>02 6274 6062</td>
</tr>
</tbody>
</table>

47C
Townsville City Deal

Key message

The Townsville City Deal is a 15-year agreement between the Australian Government, Queensland Government and Townsville City Council to a collective program of planning and investment with the aim of delivering a prosperous economic future for the city and positioning Townsville as a vibrant, liveable and innovative city in Northern Australia. The Townsville City Deal was the first City Deal in Australia.

Snapshot and impact

The Townsville City Deal is comprised of 16 commitments and 9 future opportunities. An Implementation Plan details each Deal partner’s role and responsibilities in delivering the projects under each commitment and future opportunity. To date, the total amount of funding announced for projects under the Deal is $942.6m.

The Australian Government has committed $381.7m to the Deal, including:

- $100m for the North Queensland Stadium;
- $75m for the Port of Townsville channel upgrade; and
- $195m, originally committed to the Haughton Pipeline Stage Two, for other projects in the Townsville region (to be announced).

Key achievements over the past 12 months have included:

- Opening of the North Queensland Stadium, with a concert by Sir Elton John on 29 February and the North Queensland Cowboys’ first match of the 2020 NRL season on 13 March.
- Commencement of construction for the Port of Townsville channel upgrade, with over 650,000 tonnes of rock used to build a 2.2km seawall, which is now almost complete.
- Completion of construction of Stage 1 of the Haughton Pipeline from the Ross River Dam to the Haughton River, ready for eventual connection to Stage 2 between the Haughton and Burdekin Rivers.
- Finalisation of the Townsville Health and Knowledge Development Strategy and the Townsville Workforce Development Plan.

Progress over the next 12 months is expected to include:

- Finalisation of the 3 year review and release of the findings in the annual progress report
- Commencement of dredging for the Port of Townsville channel upgrade.
- Announcement of projects for the reallocation of the Australian Government’s $195m funding originally committed to the Haughton Pipeline Stage 2.

Stakeholders

- Queensland Government
- Townsville City Council
- ONA

Townsville RDA
NIAA
Businesses and residents of Townsville
Program status
Start date: 9 December 2016
End date: 9 December 2031

Expense funding and forward estimates

<table>
<thead>
<tr>
<th></th>
<th>2020–21 ($'000)</th>
<th>2021–22 ($'000)</th>
<th>2022–23 ($'000)</th>
<th>2023–24 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation Budget</td>
<td>182,932</td>
<td>75,600</td>
<td>24,000</td>
<td>-</td>
</tr>
<tr>
<td>Less: actual expenditure</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total balance of funds</td>
<td>182,932</td>
<td>75,600</td>
<td>24,000</td>
<td>-</td>
</tr>
</tbody>
</table>

Program governance

- **Outcome:** 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
- **Purpose:** Regional development — improving living standards and facilitating economic growth in cities and regions across Australia
- **Administered own-source revenue:** Budget Program 3.3 — Cities; Annual administered expenses
- **Relevant legislation:** N/A

History

- The Townsville City Deal was signed on behalf of the Australian Government by Prime Minister Turnbull on 9 December 2016 and is Australia’s first City Deal.
- An annual report is released early in each year covering progress on projects under the Deal for the previous January to December period.
- In 2020, the Deal partners engaged AECOM Australia for conduct a formal review of the first three years of the Townsville City Deal. The findings of this review will be released in early 2021.

Other issues
Background

- In November 2018, the Australian Government committed $195 million for construction of the Haughton Pipeline Stage 2, as recommended by the final report of the Townsville Water Security Taskforce (established under the City Deal).
- This funding was re-confirmed in June 2019 following the release of a detailed business case (funded by the Australian Government).
- In October 2019, the Queensland Government undertook to pass-through the funding to Townsville City Council, without condition, as there no suitable legislative mechanism available for the Australian Government to provide the funding directly to local government.
- In January 2020, Queensland sought to condition this undertaking by demanding that the funding be exempted from the HFE calculations for the distribution of GST.
- In August 2020, Queensland announced it would fully fund the project itself.

Contacts

<table>
<thead>
<tr>
<th>David Hallinan</th>
<th>Adam Stankevicius</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Secretary, Infrastructure and Surface Transport</td>
<td>First Assistant Secretary (A/g), Cities Division</td>
</tr>
<tr>
<td><a href="mailto:David.Hallinan@infrastructure.gov.au">David.Hallinan@infrastructure.gov.au</a></td>
<td><a href="mailto:Adam.Stankevicius@infrastructure.gov.au">Adam.Stankevicius@infrastructure.gov.au</a></td>
</tr>
<tr>
<td>02 6274 7302</td>
<td>02 6274 6062</td>
</tr>
</tbody>
</table>
Western Sydney City Deal

Key message

The Western Sydney City Deal is a 20-year partnership agreement between the Australian Government, New South Wales (NSW) Government and eight local governments to create the ‘Western Parkland City’ through the delivery of rail, jobs and community infrastructure for the people of Western Sydney.

The Australian Government and NSW Government are working together to deliver rail to Western Sydney International (Nancy-Bird Walton) Airport (Western Sydney Airport) by its opening in 2026. The Australian Government has also worked closely with the NSW Government to protect a rail corridor through the airport site, with space for two rail services (4 tracks) and two stations.

Construction of the rail and airport projects is expected to progress simultaneously.

Snapshot and impact

Western Sydney is one of Australia’s fastest growing areas. The Western Sydney City Deal will help provide employment, public transport, housing and educational opportunities to accommodate that growth. It includes commitments for:

- the Australian and NSW Governments to deliver and equally fund the first stage of the Sydney Metro - Western Sydney Airport (formerly the North South Rail Link), from St Marys to the Western Sydney Aerotropolis via the Western Sydney Airport. Through its Infrastructure Investment Program, the Australian Government has announced $5.25 billion towards the delivery of the rail line. The NSW Government has also committed up to $5.25 billion.

- a $190 million Western Parkland City Liveability Program (Liveability Program) to revitalise community infrastructure and public spaces across Western Sydney ($60 million each from the Australian Government and NSW Government and $70 million from councils)

- a $30 million Western Parkland City Housing Package ($15 million each from the Australian Government and NSW Government)

- enduring tri-government governance arrangements

The Western Sydney City Deal will support the development of a productive and liveable Western Parkland City. The Sydney Metro – Western Sydney Airport rail project will connect the airport and support residents to live, work and access services locally as the transport ‘spine’ of the new city.

Stakeholders

- Western Sydney community and industry
- NSW Government: DPC, DPIE, Sydney Metro, Transport for NSW, Western Parkland City Authority, Western Sydney Planning Partnership, Greater Sydney Commission

- Local governments of the Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly
Program status

**Western Sydney City Deal**

Enduring tri-government governance arrangements have been established overseen by a Leadership Group co-chaired by the Minister for Population, Cities and Urban Infrastructure, the Hon Allan Tudge MP and the NSW Minister for Jobs, Investment, Tourism and Western Sydney, the Hon Stuart Ayres MP. Councils are represented by Mayors. An Implementation Plan for the 38 commitments that comprise the Western Sydney City Deal was published in December 2018 and a second annual progress report was published in June 2020. A formal three-year review of the City Deal will take place in 2021.

**Sydney Metro – Western Sydney Airport**

Both governments are pushing towards delivery of rail by the Western Sydney Airport’s opening in 2026. A joint business case is currently being reviewed by Infrastructure Australia (IA), with IA expected to conclude its independent assessment in 2020-21.

The Sydney Metro – Western Sydney Airport Environmental Impact Assessment (EIA) was released for public exhibition on 21 October 2020 and will close on 2 December 2020. Sydney Metro, as the project proponent, is leading the environmental approvals process for Sydney Metro – Western Sydney Airport.
Expense funding and forward estimates

<table>
<thead>
<tr>
<th></th>
<th>2020–21 ($'000)</th>
<th>2021–22 ($'000)</th>
<th>2022–23 ($'000)</th>
<th>2023–24 ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation Budget</td>
<td>566,320</td>
<td>740,320</td>
<td>1,159,860</td>
<td>897,990</td>
</tr>
<tr>
<td>Less: actual expenditure</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total balance of funds</td>
<td>566,320</td>
<td>740,320</td>
<td>1,159,860</td>
<td>897,990</td>
</tr>
</tbody>
</table>

Program governance

- **Outcome:** 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

- **Purposes:**
  - *Western Sydney City Deal Implementation:* Regional development — improving living standards and facilitating economic growth in cities and regions across Australia
  - *Sydney Metro – Western Sydney Airport:* Transport connectivity — supporting an efficient, sustainable, safe and accessible transport system

- **Administered own-source revenue:**
  - *Western Sydney City Deal Implementation:* Budget Program 3.3 — Cities; Special appropriation (Treasury) – Federal Financial Relations Act 2009
  - *Sydney Metro – Western Sydney Airport:* Budget Program 1.1 — Infrastructure Investment; Federal Financial Relations Act 2009


History and other issues

The Western Sydney City Deal was signed on 4 March 2018. It comprises 38 commitments across six themes: Connectivity, Jobs for the Future, Skills and Education, Liveability and Environment, Planning and Housing, and Implementation and Governance. The City Deal is the most comprehensive of the current deals, and has been supported by the City Deal partners. Implementation is on track.

The City Deal will be reviewed in 2021, and an evaluation framework has been developed to guide that review. Depending on the timing of the review it may take place during the lead up to local council elections, which were postponed in 2020. There is funding in the department’s budget to provide for a Commonwealth contribution to the review.

Contacts

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Hallinan</td>
<td>Deputy Secretary, Infrastructure and Surface Transport</td>
<td><a href="mailto:David.Hallinan@infrastructure.gov.au">David.Hallinan@infrastructure.gov.au</a></td>
<td>02 6274 7302</td>
</tr>
<tr>
<td>Kerryn Vine-Camp</td>
<td>First Assistant Secretary, Major Transport &amp; Infrastructure Projects Division</td>
<td><a href="mailto:Kerryn.Vine-camp@infrastructure.gov.au">Kerryn.Vine-camp@infrastructure.gov.au</a></td>
<td>02 6274 7664</td>
</tr>
</tbody>
</table>
Western Sydney

**Issue**

Delivery of Western Sydney International (Nancy-Bird Walton) Airport (WSI) and the Sydney Metro – Western Sydney Airport (SMWSA) rail line by 2026, and the ongoing implementation of the Western Sydney City Deal.

**Way Forward**

Continued engagement with key stakeholders to deliver WSI and SMWSA

Would you like further briefing on this topic:   

- Written briefing ☐
- Verbal briefing ☐

**Comments:**

**Context and future action**

- The Australian Government (AG) established a Government Business Enterprise, WSA Co Limited, in 2017 and committed up to $5.322 billion in equity to build and open WSI by the end of 2026. Construction commenced in 2018 and is on schedule and is on budget, with bulk earthworks underway.

- A key upcoming decision for Government will be the commencement of the formal public consultation on the proposed flight path design. The department has commenced the design and undertaken significant modelling work and engagement with regulators. Critical consultation with aviation industry stakeholders has been problematic during COVID-19.

- The Australian and NSW Governments have agreed to equally fund the $10.5 billion SMWSA rail line by the Airport opening.

- Jobs generation for the Western Sydney region is a major priority for the Government. The City Deal included a commitment of 200,000 new jobs. Airport construction will generate 11,000 jobs during the construction phase, and 28,000 jobs by 2031. SMWSA construction will generate an additional 14,000 jobs.

**Key risks and sensitivities**

- The Department is closely monitoring WSA’s ability to deliver the Airport within the Government’s $5.3 billion commitment including the commonwealths funding of SMWSA with Sydney Metro

- Airspace planning for the Airport is likely to be of high public interest, and it will be important to maintain airport safeguarding provisions in the State Environmental Planning Policy through ongoing consultation with NSW.

**Key stakeholders**

- Minister for Finance
- NSW Minister for Western Sydney
- WSA Co Limited
- Sydney Metro (Transport for NSW)
- Western Sydney City deal partner councils
- Forum on Western Sydney Airport
- NSW Treasury

**Upcoming Events**

- Announcement of the Airport Baggage Handling System contractor (January 2021) and the Airport Terminal Contractor (April 2021).

- RFT for Stations, Tunnels and Boxes package (Sydney Metro – March 2021)
ANAO Audit of the Leppington Triangle Purchase

Issue
The ANAO’s performance audit report of 21 September 2020 on the purchase of the Leppington Triangle raised a number of serious allegations regarding decision making of the Department throughout the purchase and engagement with the ANAO during the audit. The ANAO referred the matter to the AFP on 13 July 2020, with the matter now under AFP investigation.

Way Forward
Until investigations are completed the level of detail that can be provided publicly is limited and all enquiries in relation to the Leppington Triangle should be directed to the Department. The Department will keep Ministers informed as investigations and Departmental inquiries are progressed.

Would you like further briefing on this topic: Written briefing ☐ Verbal briefing ☐

Context and future action
- The Department agreed to all three recommendations in the ANAO performance audit report ‘Purchase of the ‘Leppington Triangle’ Land for the Future Development of Western Sydney Airport’ (refer Attachment B).
  - The report goes to the administrative actions of the Department, more than two years ago. There is no evidence of Ministerial decision making in the transaction.
- The Department is taking action to address shortcomings in processes and decision making and has also launched three separate inquiries to ensure all issues raised are addressed in detail and that lessons learnt are embedded across the Department (refer Attachment A). All three inquiries are expected to be completed early in the new-year.
- In light of ongoing investigations, a number of requests for information have been declined on public interest immunity grounds including approximately 11 freedom of information requests and a Senate Order for the Production on Documents.
  - The public disclosure of matters under investigation by the AFP could prejudice this investigation.
  - Disclosure could also reveal the identity of individuals being investigated under the Public Service Act 1999.

Key risks and sensitivities
- Scrutiny and public interest regarding the matter will intensify in the new-year as a result of the Department’s inquiries concluding, submissions closing for a JCPAA inquiry on 29 January 2021 and Additional Estimates (early March). The evidence that can be provided will be dependent on the status of the investigations. The Department will provide updated briefing to Ministers as these matters progress.

Key stakeholders
- Ministers
- ANAO
- Department of Finance
- Australian Government Solicitor

Upcoming Events
- nil

Ruth Wall
Executive Director, Assurance Taskforce
ruth.wall@infrastructure.gov.au
02 6274 7326 | s 47F

Director, Assurance Taskforce
s 47F @infrastructure.gov.au
s 47F | s 47F
Department of Infrastructure, Transport, Regional Development and Communications actions taken in response to the ANAO audit report on the Purchase of the “Leppington Triangle” land for the future development of Western Sydney Airport.

The Department in taking action beyond the formal responses in the report (refer Attachment A), specifically:

- formal independent investigations under the APS Code of Conduct into two matters of staff conduct raised by the ANAO, referred to Human Resources for formal consideration on 21 August;
- an independent audit of the conduct of the Leppington transaction to identify any further areas of improvement or lessons learned, commenced 4 August 2020;
- an independent review of the Western Sydney Unit’s systems, process, culture and capabilities and the Unit’s systemic engagement with the Department’s governance structures and enabling divisions, to commence in late December-early January; and
- established an Assurance Taskforce in October 2020 to drive implementation and provide oversight of the response to the ANAO’s recommendations and other measures.
Department summary response

The Department of Infrastructure, Transport, Regional Development and Communications (the Department) notes the ANAO report and agrees with the recommendations.

The Department is concerned by the findings of the report, and is taking actions to address any shortcomings in the processes and decision making arrangements identified in relation to the Leppington Triangle acquisition.

The Department has a long track record of operating consistent with expected standards of integrity and ethics. In light of the allegation of individual breaches of integrity, the matters raised by the ANAO in the report are being investigated to ensure all such matters are fully understood and appropriate action can be taken.

The Department has established an independent review of the transaction arrangements to ensure the findings of the audit are addressed. The Department has also commenced management reviews into matters of staff conduct identified by the ANAO, and will ensure the concerns raised are specifically addressed.

An external probity advisor will be appointed to support ongoing functions related to major projects and land acquisitions, and will assist with the development of guidance materials on obtaining purchase valuations in consultation with the Department of Finance, to ensure that protocols are in line with operations of the Lands Acquisition Act 1989.

The Department notes the ANAO view that the purchase could have been made at a much later date, and considers that consistent with earlier approaches at Badgerys Creek, and with other airports, acquisition of the land as early as practicable has benefits. The acquisition of the Triangle represented the final parcel of land that needed to be acquired for the airport site, creating a complex market situation.

The acquisition of the Triangle came about alongside the establishment of the Western Sydney Airport Company and the public release of the Government’s Airport Plan which committed to a two runway airport.

Early acquisition provided certainty to stakeholders for long term planning, has allowed Western Sydney Airport Company to plan effectively for the entire development of the Airport as identified in the Airport Plan, and has reduced the risk of future challenges on the Airport development.

The Department agrees that the valuation strategy was unorthodox. However, we note that the strategy was developed in consultation with the Department of Finance and the Australian Government Solicitor and was designed to mitigate the risk of costly and lengthy legal challenges.

As the report notes, the land-holding company had previously challenged land acquisitions at the airport site with the Department spending over ten years in legal proceedings.

The Department’s Audit and Risk Committee has been consulted on the audit. They advised the Financial Statements Sub Committee were made aware prior to the Audit and Risk Committee recommending the financial statements be signed by the Secretary, that the accounting treatment of the transaction and its inclusion in the Department’s financial statements, had been accepted by the ANAO and that an unmodified audit opinion would be issued.

The Committee was further advised that the ANAO intended to undertake further audit procedures of the purchase, internal reviews on probity and integrity were being undertaken by the Department, and that the ANAO may conduct a performance audit on the matter at a later stage.

Response to recommendations
Recommendation 1

The Department of Infrastructure, Transport, Regional Development and Communications prepare comprehensive and balanced written analysis on the benefits, costs and risks of proposals to spend public money.

Department response

Agreed. The Department has existing frameworks and guidance on the requirements associated with developing proposals to spend public money in accordance with the Public Governance, Performance and Accountability Act 2013.

The Department will review and update existing material to ensure there is a clear requirement for comprehensive and balanced written analysis on the benefits, costs and risks to support proposals to spend public money, and particularly in regard to valuations and land acquisitions. All staff will be reminded of their responsibilities and updated guidance material will be made available to all staff and appropriate training provided.

Recommendation 2

The Department of Infrastructure, Transport, Regional Development and Communications put in place meeting and communication protocols for when staff engage directly with individual landowners, developers or similar parties with heightened probity risks. The protocols should: include guidelines regarding suitable venues; require the presence of at least two departmental representatives; and to require properly recorded minutes of meetings and conversations.

Department response

Agreed. The Department has established protocols on meeting with interested parties developed specifically for the Western Sydney Unit. The guidance is available to all staff. The Department will review the protocols to expand coverage to other areas of the Department.

These will include, at a minimum, guidelines regarding suitable venues; require the presence of at least two departmental representatives; and properly recorded minutes of meetings and conversations. Staff will be reminded of their responsibilities and appropriate training provided.

Recommendation 3

The Department of Infrastructure, Transport, Regional Development and Communications develop policies and procedures to govern its approach to obtaining purchase valuations.

Department response

Agreed. The Department will develop specific guidance materials on obtaining purchase valuations in consultation with the Department of Finance, to ensure that protocols are in line with operations of the Lands Acquisition Act 1989. All guidance material will be made available to staff and appropriate training provided.