


From: [LEGG, Robyn](#)
To: [Michael Mrdak](#); [Clare Gardiner-Barnes](#); [Reece Waldock](#)
Cc: s22(1)(a)(ii); s22(1)(a)(ii); s22(1)(a)(ii)
Subject: RE: Consideration of the liminal projects [SEC=OFFICIAL:Sensitive] [SEC=OFFICIAL]
Date: Tuesday, 1 August 2023 10:47:00 PM
Attachments: [image001.png](#)

OFFICIAL

s47B(a), s47B(b), s47C




Robyn

OFFICIAL

From: Michael Mrdak s47F
Sent: Tuesday, 1 August 2023 10:44 PM
To: LEGG, Robyn <Robyn.Legg@infrastructure.gov.au>; Clare Gardiner-Barnes <clare@cgbconsulting.org>; Reece Waldock s47F
Cc: s22(1)(a)(ii) @infrastructure.gov.au; s22(1)(a)(ii) @infrastructure.gov.au; s22(1)(a)(ii) @infrastructure.gov.au
Subject: RE: Consideration of the liminal projects [SEC=OFFICIAL:Sensitive]

s47B(b), s47C



Mike

Mike Mrdak AO

(e) s47F
 (m) s47F

Executive Assistant

s47F
 (e) s47F
 (m) s47F

Please note I am transferring to my new email address of s47F; please use this for all future correspondence.

From: [LEGG, Robyn](#)

Sent: Tuesday, 1 August 2023 10:36 PM

To: [Clare Gardiner-Barnes](#); [Reece Waldock](#); [Michael Mrdak](#)

Cc: s22(1)(a)(ii); s22(1)(a)(ii); s22(1)(a)(ii)

Subject: Consideration of the liminal projects [SEC=OFFICIAL:Sensitive]

Importance: High

OFFICIAL:Sensitive

Evening all (and apologies for the late message)

You may recall that at the beginning of the review, the Secretariat provided State and Territory Governments with a full list of projects being delivered under the IIP, including their progress status as recorded in Departmental systems as at 26 May 2023. We divided them across the 3 x categories (Election Commitments, Under Construction and Not Yet Under Construction). This was done on the basis of the status of the project at that time. As per the Terms of Reference, Election Commitments and projects Under Construction are expected to continue.

s47B(a), s47B(b), s47C

Thank you

Robyn Legg

Assistant Secretary • IIP Review • Land Transport Infrastructure Division

Robyn.Legg@infrastructure.gov.au

P s22(1)(a)(ii) • M s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

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OFFICIAL:Sensitive

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From: [Clare Gardiner-Barnes](#)
To: [Michael Mrdak](#); [Reece Waldock](#); [LEGG, Robyn](#)
Subject: Recs only
Date: Tuesday, 1 August 2023 4:01:34 PM
Attachments: [Just Recs.docx](#)
[ATT00001.htm](#)

Hi Robyn

As discussed, attached is the doc with just the recs.

Neither Reece or Mike have had an opportunity to comment at this time but these generally reflect the discussion with Reece and his comments.

Reece and Mike - Robyn has a copy of the more detailed doc with your combined comments.

Don't hesitate to call if you have any questions or concerns.

Clare

From: s22(1)(a)
To: [Clare Gardiner-Barnes](#); [Michael Mrdak](#); [Reece Waldock](#)
Cc: [BOURNE, Andrew](#); [LEGG, Robyn](#)
Subject: 1st Draft Report + Timeline [SEC=OFFICIAL:Sensitive]
Date: Friday, 4 August 2023 9:33:17 PM
Attachments: [image001.png](#)
[Independent Strategic Review IIP - Report - First Draft - V1.docx](#)
[Timeline - finalisation of report 4 Aug.docx](#)

OFFICIAL:Sensitive

Good evening Clare, Mike & Reece,

Please find attached the first draft of the report, noting that there are still some gaps where we think we need more content, and some formatting/editing issues that need to be polished. Most of these are marked with comments or highlight. Robyn and I agree that it is currently too long, however I usually find that it's easier to cut things out than put them in, so have left as is for now. The password is the same as previously used.

I've also attached a revised timeline of our next 10 days. s47C

Like Robyn I'm not available tomorrow but I plan to be online/available from about 2.30pm on Sunday.

Thanks

s22(1)

s22(1)(a)(ii)

Director • IIP Review • Land Transport Infrastructure Division

s22(1)(a) [@infrastructure.gov.au](#)

M s22(1)(a)(ii)

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From: [Clare Gardiner-Barnes](#)
To: [Michael Mrdak](#)
Cc: [Reece Waldock](#); [LEGG, Robyn](#)
Subject: Re: Combined draft version of report for discussion at 11 - talk soon
Date: Sunday, 6 August 2023 10:57:40 AM

Yep, a couple that I think we should land on.

Cheers Clare

Clare Gardiner-Barnes
 Director
 CGB Consulting Pty Ltd
 ABN: 78 655 723 989
 m: s47F
 e: clare@cgbconsulting.org
 LinkedIn s47F

On 6 Aug 2023, at 10:51 am, Michael Mrdak s47F wrote:

I don't think we need to till we get the next draft which is near to final and we can settle – are there any sig issues in contention?
 mike

Mike Mrdak AO

(e) s47F
 (m) s47F

Executive Assistant

s47F
 (e) s47F
 (m) s47F

*Please note I am transferring to my new email address of s47F ;
 please use this for all future correspondence.*

From: [Clare Gardiner-Barnes](#)
Sent: Sunday, 6 August 2023 10:48 AM
To: [Michael Mrdak](#)
Cc: [Reece Waldock](#); [LEGG Robyn](#)
Subject: Re: Combined draft version of report for discussion at 11 - talk soon

Ok - so does that mean we are not linking up at all today?
[Clare Gardiner-Barnes](#)
 Director

CGB Consulting Pty Ltd

ABN: 78 655 723 989

m: s47F

e: s47F

LinkedIn s47F

On 6 Aug 2023, at 10:44 am, Michael Mrdak s47F wrote:

Thanks Clare – will wait for next draft by Robyn and the team to fill in the remaining gaps etc as per the schedule

mike

Mike Mrdak AO

(e) s47F

(m) s47F

Executive Assistant

s47F

(e) s47F

(m) s47F

Please note I am transferring to my new email address of s47F; please use this for all future correspondence.

From: [Clare Gardiner-Barnes](#)

Sent: Sunday, 6 August 2023 9:59 AM

To: [Michael Mrdak](#); [Reece Waldock](#); [LEGG Robyn](#)

Subject: Combined draft version of report for discussion at 11 - talk soon

Morning all

Cheers

Clare

Clare Gardiner-Barnes

Director

CGB Consulting Pty Ltd

ABN: 78 655 723 989

m: s47F

e: s47F

LinkedIn s47F

From: [Clare Gardiner-Barnes](#)
To: s22(1)(a)
Cc: [Reece Waldock](#); [Michael Mrdak](#); [LEGG, Robyn](#); [BOURNE, Andrew](#); s22(1)(a)(ii)
Subject: Re: Revised Recs for checking [SEC=OFFICIAL::Sensitive]
Date: Tuesday, 8 August 2023 7:06:15 AM
Attachments: [Proposed changes 7 Aug.docx](#)
[ATT00001.htm](#)
[image001.png](#)
[ATT00002.htm](#)

Thx for sending these through s22(1)(a).
Please see attached changes with agreement from Mike and myself.
Hope all is continuing to well at your end.
Don't hesitate to mark review times in our diaries as we get closer to finalising.

From: [REDACTED]
To: [Clare Gardiner-Barnes](#)
Cc: [Reece Waldock](#); [Michael Mrdak](#); [LEGG, Robyn](#); [BOURNE, Andrew](#); s22(1)(a)(ii); s22(1)(a)
Subject: RE: Revised Recs for checking [SEC=OFFICIAL:Sensitive] [SEC=OFFICIAL]
Date: Tuesday, 8 August 2023 9:30:38 AM

OFFICIAL

Thanks very much Clare & Mike for turning these around so quickly. We'll incorporate into the next draft and amend the body as needed.

I can see you have some time put aside on Friday for discussion but as we are hoping you'll get the report sooner we might pop some time in the diary for Thursday as well.

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From: Clare Gardiner-Barnes <clare@cgbconsulting.org>
Sent: Tuesday, 8 August 2023 7:06 AM
To: s22(1)(a)(ii) @infrastructure.gov.au>
Cc: Reece Waldock s47F; Michael Mrdak s47F;
 LEGG, Robyn s22(1)(a)(ii) @infrastructure.gov.au>; BOURNE, Andrew
 <Andrew.Bourne@infrastructure.gov.au>; s22(1)(a)(ii)
 @infrastructure.gov.au>
Subject: Re: Revised Recs for checking [SEC=OFFICIAL:Sensitive]

Thx for sending these through s22(1)(a)(ii).

Please see attached changes with agreement from Mike and myself.

Hope all is continuing to well at your end.

Don't hesitate to mark review times in our diaries as we get closer to finalising.

From: s22(1)(a)
To: [Clare Gardiner-Barnes](#); [Michael Mrdak](#); [Reece Waldock](#)
Cc: [LEGG, Robyn](#); [IIP Review](#)
Subject: Notes for IA/NPA meetings, and council funding info [SEC=OFFICIAL:Sensitive]
Date: Tuesday, 8 August 2023 4:08:11 PM
Attachments: [image001.png](#)
[Information from the Report relevant to NPA Review.docx](#)
[Report contents relevant to IA.docx](#)
[Words - council funding SECOFFICIAL.msg](#)

OFFICIAL:Sensitive

Hi Clare, Reece and Mike,

A few things that have been requested/promised for you.

1. Relevant extracts from the draft report relating to IA and NPA reforms/issues – for reference when you are meeting with IA and s47F. These are also saved to sharepoint in the stakeholder consultation folder. s47C

s47B(a), s47C

Please let me know if you require anything further on these.

Thanks

s22(1)

s22(1)(a)(ii)

Director • IIP Review • Land Transport Infrastructure Division

s22(1)(a) [@infrastructure.gov.au](mailto:s22(1)(a)@infrastructure.gov.au)

M s22(1)(a)(ii)

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OFFICIAL:Sensitive

From: [REDACTED]
To: [Clare Gardiner-Barnes](#); [Reece Waldock](#); [Michael Mrdak](#)
Cc: [LEGG, Robyn](#); [BOURNE, Andrew](#)
Subject: Draft Report + Letter to Minister [SEC=OFFICIAL]
Date: Wednesday, 9 August 2023 10:57:06 PM
Attachments: [image001.png](#)
[Draft - Reviewers' letter to the Hon Catherine King MP.docx](#)
[Independent Strategic Review IIP - Report - Second Draft - V2.docx](#)

OFFICIAL

Good evening Clare, Reece & Mike,

With apologies for the late hour, please find attached the draft report, as well as a draft letter to the Minister to go with the report (it can go separately or included at the front – up to you).

s47C

s47C

I believe there is time in calendars tomorrow and Friday for discussions – let us know how you want to manage those.

We'll get the project lists to you as soon as possible, thank you for your patience and understanding!

Cheers

s22(1)

s22(1)(a)(ii)

Director • IIP Review • Land Transport Infrastructure Division

s22(1)(a) [@infrastructure.gov.au](mailto:s22(1)(a)@infrastructure.gov.au)

M s22(1)(a)(ii)

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OFFICIAL

The Hon Catherine King MP
Minister for Infrastructure, Transport, Regional Development and Local Government
PO Box 6022
House of Representatives
Parliament House
CANBERRA ACT 2600

Dear Minister

On 1 May 2023, you announced the 90-day Independent Strategic Review of the Infrastructure Investment Program (IIP). You asked us to engage with key government and industry stakeholders, and provide recommendations for how the Australian Government can better provide lasting benefits for Australians through its infrastructure investments.

We are pleased to present our report into the IIP. We offer 15 recommendations across each of the Terms of Reference for this Review.

Through the Review, it has become clear that the ten-year pipeline of projects cannot be delivered within your Government's \$120 billion commitment.

The number of projects in the IIP tripled between 2015 and 2022, with the majority of new projects added before the COVID-19 pandemic. Australia has also experienced unprecedented cost increases during this period, while our industry has also faced several complex local and global constraints to its capacity to deliver infrastructure projects. As a consequence, the Australian Government is funding a large number of projects that do not address nationally significant priorities, that have cost pressures and are at risk of delay.

We have paid particular attention to the merits of continuing to fund specific infrastructure projects that are not yet under construction, and how to improve the delivery of funding for local roads and targeted road infrastructure through the sub-programs. Our report also makes recommendations for how the Australian Government can position itself to deliver a more sustainable and credible infrastructure investment pipeline in the future.

Given the 90-day Review timeframe, our report is informed by data and analysis from your Department and relies on the best available advice, data and information from the states, territories and local government. We have not been able to independently review the advised project cost escalation, or the reported status or delivery issues for each project in the IIP within the timeframe.

In line with your letter to the states and territories on 22 June 2023, we have maintained the confidentiality of any sensitive information provided for our use. For this reason, we expect that the report and our comments on specific IIP projects will not be publicly released in full. The executive summary and recommendations do not include sensitive material and we believe can be released without breaching any confidentiality.

We would like to express our appreciation to the team of officers in your Department for their outstanding support throughout the Review process. We also acknowledge the constructive engagement we received from all levels of government and across industry.

When announcing this Review, you undertook to work closely with state and territory infrastructure and transport Ministers to agree ongoing infrastructure investments. We believe our report offers practical recommendations to support this engagement, particularly through the current National Partnership Agreement arrangements, while also informing how the Australian Government manages its investments in infrastructure moving forward.

Yours sincerely,

Ms Clare Gardiner-Barnes

Mr Mike Mrdak AO

Mr Reece Waldock AM

From: [Michael Mrdak](#)
To: s22(1)(a)(ii) [Clare Gardiner-Barnes](#); [Reece Waldock](#)
Cc: [LEGG, Robyn](#); [BOURNE, Andrew](#)
Subject: RE: Draft Report + Letter to Minister [SEC=OFFICIAL]
Date: Wednesday, 9 August 2023 10:59:11 PM
Attachments: [image001.png](#)

Thanks s22(1)(a) – well done to pull all this together. Will work through

Talk tomorrow

Regards
mike

Mike Mrdak AO

(e) s47F
(m) s47F

Executive Assistant

s47F
(e) s47F
(m) s47F

Please note I am transferring to my new email address of s47F; please use this for all future correspondence.

From: s22(1)(a)(ii)
Sent: Wednesday, 9 August 2023 10:57 PM
To: [Clare Gardiner-Barnes](#); [Reece Waldock](#); [Michael Mrdak](#)
Cc: [LEGG, Robyn](#); [BOURNE, Andrew](#)
Subject: Draft Report + Letter to Minister [SEC=OFFICIAL]

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Good evening Clare, Reece & Mike,

With apologies for the late hour, please find attached the draft report, as well as a draft letter to the Minister to go with the report (it can go separately or included at the front – up to you). s47C

s47C

s47C

I believe there is time in calendars tomorrow and Friday for discussions – let us know how you want to manage those.

We'll get the project lists to you as soon as possible, thank you for your patience and understanding!

Cheers

s22(1)

s22(1)(a)(ii)

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s22(1)(a) [@infrastructure.gov.au](mailto:s22(1)(a)@infrastructure.gov.au)

M s22(1)(a)(ii)

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From: [LEGG, Robyn](#)
To: [Clare Gardiner-Barnes](#)
Subject: Re: Good to go [SEC=OFFICIAL]
Date: Thursday, 10 August 2023 8:10:35 PM

OFFICIAL

Thanks Clare

Robyn


OFFICIAL

From: "Clare Gardiner-Barnes" <clare@cgbconsulting.org>
Date: Thursday, 10 August 2023 at 8:06:02 pm
To: "LEGG, Robyn" <Robyn.Legg@infrastructure.gov.au>
Subject: Good to go

Hi Robyn

Haven't heard back from Reece yet but I think you can go on the attached cover letter as agreed.

s47C, s47B(a)



From: [LEGG, Robyn](#)
To: [Reece Waldock](#); [Clare Gardiner-Barnes](#); [Michael Mrdak](#)
Cc: s22(1)(a)(ii); s22(1)(a)(ii) [BOURNE, Andrew](#)
Subject: Project Lists [SEC=OFFICIAL:Sensitive]
Date: Thursday, 10 August 2023 10:41:00 PM
Attachments: [image001.png](#)
[Project List Attachment for reviewers 10 August.xlsx](#)
s47C

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Dear Clare, Reece and Mike

Sorry for another late message and thank you for your patience while we worked line by line through the projects lists to ensure that we captured all the decisions and relevant information (including information from IA etc), another huge effort from the team.

As I mentioned when we met today, we have sent them to you in excel (same password as normal) so that you can see anything that has changed since the last time you saw the lists - marked in purple (or Lilac as s22(1)(a)(ii) says) s47C

s47B(a), s47C

Our plan (pending getting your comments back on the project lists tomorrow as soon as possible) is to get you a final draft of the report, attachments and lists tomorrow pm so that you have the weekend to do any final QA and identify any red line issues.

Thanks again for all the quick turnarounds on the work to date. Much appreciated.

Robyn Legg

Assistant Secretary • IIP Review • Land Transport Infrastructure Division

Robyn.Legg@infrastructure.gov.au

Ps22(1)(a)(ii) • Ms22(1)(a)(ii)

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From: [Michael Mrdak](#)
To: [Clare Gardiner-Barnes](#); [Reece Waldock](#); [LEGG, Robyn](#)
Subject: [UNSCANNED CONTENT]FW: Draft Report + Letter to Minister [SEC=OFFICIAL]
Date: Thursday, 10 August 2023 3:08:55 PM
Attachments: [image001.png](#)
[Independent Strategic Review IIP - Report - Second Draft.docx](#)
[Draft - Reviewers" letter to the Hon Catherine King MP\[50055\].docx](#)

Afternoon – thanks for the discussion

Attached is a few further changes to the report text as marked

Also suggestions on letter

mike

Mike Mrdak AO

(e) s47F
(m) s47F

Executive Assistant

s47F
(e) s47F
(m) s47F

Please note I am transferring to my new email address of s47F; please use this for all future correspondence.

From: [Michael Mrdak](#)
Sent: Thursday, 10 August 2023 9:58 AM
To: [Clare Gardiner-Barnes](#); [Reece Waldock](#)
Subject: FW: Draft Report + Letter to Minister [SEC=OFFICIAL]

Morning – added my suggestions to clares exec summary

Reading through rest of document this morning

Thanks
mike

Mike Mrdak AO

(e) s47F
(m) s47F

Executive Assistant

s47F
(e) s47F
(m) s47F

Please note I am transferring to my new email address of s47F; please use this

for all future correspondence.

From: [Clare Gardiner-Barnes](#)

Sent: Thursday, 10 August 2023 8:57 AM

To: [Reece Waldock](#); [Michael Mrdak](#)

Subject: Fwd: Draft Report + Letter to Minister [SEC=OFFICIAL]

Morning Reece and Mike

Please see attached a tracked changed version of the exec summary of section of the report. This includes further revisions of the recs that had some changes etc.

It would be helpful if you have time, to get agreed landing on the recs prior to our meeting today.

I'll keep going with edits to the report and see how far I get - a few other things I need to sort this morn.

Clare

Clare Gardiner-Barnes
Director
CGB Consulting Pty Ltd
ABN: 78 655 723 989

m: s47F

e: s47F

LinkedIn s47F

Begin forwarded message:

From: s22(1)(a)(ii) @infrastructure.gov.au>

Subject: Draft Report + Letter to Minister [SEC=OFFICIAL]

Date: 9 August 2023 at 10:57:04 pm AEST

To: "Clare Gardiner-Barnes" <clare@cgbconsulting.org>, "Reece Waldock"

s47F, "Michael Mrdak" s47F

Cc: "LEGG, Robyn" <Robyn.Legg@infrastructure.gov.au>, "BOURNE, Andrew" <Andrew.Bourne@infrastructure.gov.au>

OFFICIAL

Good evening Clare, Reece & Mike,

With apologies for the late hour, please find attached the draft report, as well as a draft letter to the Minister to go with the report (it can go separately or included at the front – up to you). s47C

s47C



I believe there is time in calendars tomorrow and Friday for discussions – let us know how you want to manage those.

We'll get the project lists to you as soon as possible, thank you for your patience and understanding!

Cheers

s22(1)

s22(1)(a)(ii)

Director • IIP Review • Land Transport Infrastructure Division


s22(1)(a) [@infrastructure.gov.au](mailto:s22(1)(a)@infrastructure.gov.au)

M s22(1)(a)(ii)

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The Hon Catherine King MP
 Minister for Infrastructure, Transport, Regional Development and Local Government
 PO Box 6022
 House of Representatives
 Parliament House
 CANBERRA ACT 2600

Dear Minister

On 1 May 2023, you announced the 90-day Independent Strategic Review of the Infrastructure Investment Program (IIP). You asked us to engage with key government and industry stakeholders, and provide recommendations for how the Australian Government can better provide lasting benefits for Australians through its infrastructure investments.

We are pleased to present our report into the IIP. We offer 15 recommendations across each of the Terms of Reference for this Review.

Through the Review, it has become clear that the ten-year pipeline of projects cannot be delivered within your Government's \$120 billion commitment and the current jurisdiction commitments under the National Partnerships Agreements.

The number of projects in the IIP tripled between 2015 and 2022, with the majority of new projects added before the COVID-19 pandemic, and then a range of COVID stimulus projects was added. Australia has also experienced unprecedented cost increases during this period, while ~~our~~ industry has also faced several complex local and global constraints to its capacity to deliver infrastructure projects. As a consequence, the Australian Government is funding a large number of projects that do not address nationally significant priorities, that have large cost and delivery pressures and are at significant risk of delay.

We have paid particular attention to the merits of continuing to fund specific infrastructure projects that are not yet under construction, and how to improve the delivery of funding for local roads and targeted road infrastructure through the sub-programs. Our report also makes recommendations for how the Australian Government can position itself to deliver a more sustainable and credible infrastructure investment pipeline in the future.

Given the 90-day Review timeframe, our report has had to be informed by data and analysis from your Department and relies on the ~~best~~-available advice, data and information from the states, territories and local government. We have not been able to independently review the advised project cost escalation, or the reported status or delivery issues for each project in the IIP within the timeframe.

In line with your letter to the states and territories on 22 June 2023, we have maintained the confidentiality of any sensitive information provided for our use. For this reason, we expect that the report and our comments on specific IIP projects will not be publicly released in full. The executive summary and recommendations do not include sensitive material and we believe can be released without breaching any confidentiality.

We would like to express our appreciation to the team of officers in your Department for their outstanding support throughout the Review process. They have provided us with high quality support and analysis in a very tight timeframe. We also acknowledge the constructive engagement we received from all levels of government and across industry.

When announcing this Review, you undertook to work closely with state and territory infrastructure and transport Ministers to agree ongoing infrastructure investments. We believe our report offers practical recommendations to support this engagement, particularly through the current National Partnership Agreement arrangements which will form the basis of the next steps from this Review, while also informing how the Australian Government manages its investments in infrastructure moving forward.

We hope this work assists you in reshaping Australia's land transport investment programmes to ensure they best meet our nation's investment priorities.

Yours sincerely,

Ms Clare Gardiner-Barnes

Mr Mike Mrdak AO

Mr Reece Waldock AM

From: [LEGG, Robyn](#)
To: [Clare Gardiner-Barnes](#); s22(1)(a)
Cc: [Reece Waldock](#); [Michael Mrdak](#)
Subject: RE: [UNSCANNED CONTENT]Re: Draft Report + Letter to Minister [SEC=OFFICIAL]
Date: Thursday, 10 August 2023 2:19:39 PM

OFFICIAL

Thank you Clare and thanks for explaining all the changes and comments – make a massive difference to understand the context.

Jane Halton's (NPA reviewer) number is s47F

Robyn

OFFICIAL

From: Clare Gardiner-Barnes <clare@cgbconsulting.org>
Sent: Thursday, 10 August 2023 2:01 PM
To: s22(1)(a)@infrastructure.gov.au>
Cc: Reece Waldock s47F; Michael Mrdak s47F;
 LEGG, Robyn <Robyn.Legg@infrastructure.gov.au>; BOURNE, Andrew
 <Andrew.Bourne@infrastructure.gov.au>
Subject: [UNSCANNED CONTENT]Re: Draft Report + Letter to Minister [SEC=OFFICIAL]

s22(1)(a) and Robyn

Please see attached as discussed.

Don't hesitate to call if you are concerned with any suggested edits not yet discussed.

Thanks so much for all your amazing work on this.

From: [LEGG, Robyn](#)
To: [Clare Gardiner-Barnes](#); [Reece Waldock](#); [Michael Mrdak](#)
Cc: [BOURNE, Andrew](#); [s22\(1\)\(a\)](#)
Subject: Update on the report on project lists [SEC=OFFICIAL:Sensitive]
Date: Friday, 11 August 2023 11:24:57 PM
Attachments: [image001.png](#)
[Draft - Reviewer's letter to the Hon Catherine King MP.docx](#)
[Independent Strategic Review IIP - Report - Second Draft - V3.docx](#)

OFFICIAL:Sensitive

Good evening (and sorry that these late messages are becoming a regular event)

After a quick discussion with Clare, I have agreed to send poor [s22\(1\)\(a\)\(ii\)](#) and [s22\(1\)\(a\)\(ii\)](#) home as they were going cross eyed on the project lines. They will be in early to finish off when they are feeling more alert and are aiming to have them to you again by 11 or so. Apologies for not having these to you tonight but I just thought the risk of getting something wrong was going up as the hours progressed.

Attached though, is the latest report to the extent that you want/have time to have a look at the more significant changes requested. Any changes made since your comments yesterday are in track, anything marked in yellow is a placeholder to be checked again once project lists are finally agreed. Very happy to have any comments back in the interim if you have them, otherwise next (and hopefully final) draft will be with you with the lists tomorrow. The password is the same. The final draft cover letter is also attached.

We have booked in time for you to chat on Sunday and give us any red line comments at that stage.

Have a wonderful weekend and chat Sun.

Robyn

Robyn Legg

Assistant Secretary • IIP Review • Land Transport Infrastructure Division

Robyn.Legg@infrastructure.gov.au

[P s22\(1\)\(a\)\(ii\)](#) • [M s22\(1\)\(a\)\(ii\)](#)

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OFFICIAL:Sensitive

The Hon Catherine King MP
Minister for Infrastructure, Transport, Regional Development and Local Government
PO Box 6022
House of Representatives
Parliament House
CANBERRA ACT 2600

Dear Minister

On 1 May 2023, you announced the 90-day Independent Strategic Review of the Infrastructure Investment Program (IIP). You asked us to engage with key government and industry stakeholders, and provide recommendations for how the Australian Government can better provide lasting benefits for Australians through its infrastructure investments.

We are pleased to present our report into the IIP. We offer 15 recommendations across each of the Terms of Reference for this Review.

Through the Review, it has become clear that the ten-year pipeline of projects cannot be delivered within your Government's \$120 billion commitment and the current jurisdiction commitments under the National Partnerships Agreements.

The number of projects in the IIP tripled between 2015 and 2022, with the majority of new projects added before the COVID-19 pandemic, and then a range of smaller COVID stimulus projects were added. With the COVID stimulus package being designed to provide an opportunity for shovel ready, short-term projects to get underway quickly, most of these projects will be completed within the next twelve months.

Since 2015, Australia has also experienced unprecedented cost increases, while industry has faced complex local and global constraints in its capacity to deliver infrastructure projects. As a consequence, the Australian Government is funding many projects that have large cost and delivery pressures and are at significant risk of delay. It is our view that many projects in the pipeline could not be considered 'nationally significant' as they are small scale and do not address national priorities.

We have paid particular attention to the merits of continuing to fund specific infrastructure projects that are not yet under construction, and how to improve the delivery of funding for local roads and targeted road infrastructure through the sub-programs. Our report also makes recommendations for how the Australian Government can position itself to deliver a more sustainable and credible infrastructure investment pipeline in the future.

Given the 90-day Review timeframe, our report has had to be informed by data and analysis from your Department and relies on the available advice, data and information from the states, territories and local government. We have not been able to independently review the advised project cost escalations, or the reported status or delivery issues for each project in the IIP within the timeframe.

In line with your letter to the states and territories on 22 June 2023, we have maintained the confidentiality of any sensitive information provided for our use. For this reason, we expect that the report and our comments on specific IIP projects will not be publicly released in full. The executive summary and recommendations do not include sensitive material and we believe can be released without breaching any confidentiality.

We would like to express our appreciation to the team of officers in your Department for their outstanding support throughout the Review process. They have provided us with high quality

support and analysis in a very tight timeframe. We also acknowledge the constructive engagement we received from all levels of government and across industry.

When announcing this Review, you undertook to work closely with state and territory infrastructure and transport Ministers to agree ongoing infrastructure investments. We believe our report offers practical recommendations to support this engagement, particularly through the current National Partnership Agreement arrangements which will form the basis of the next steps from this Review, while also informing how the Australian Government manages its investments in infrastructure moving forward.

We hope this work assists you in reshaping Australia's land transport investment programs to ensure they best meet our nation's investment priorities.

Yours sincerely,



Ms Clare Gardiner-Barnes



Mr Mike Mrdak AO



Mr Reece Waldock AM

From: [LEGG, Robyn](#)
To: [Clare Gardiner-Barnes](#)
Cc: [Reece Waldock](#); [Michael Mrdak](#); s22(1)(a)(ii) s22(1)(a)(ii) ; s22(1)(a) [BOURNE, Andrew](#)
Subject: Re: [UNSCANNED CONTENT]Re: IIP review - final draft pack [SEC=OFFICIAL:Sensitive]
Date: Saturday, 12 August 2023 9:27:50 PM

OFFICIAL:Sensitive

Thanks Clare, I have my notes from the conversation so I'll check s47B(a) comments and the others. We will double check again but the ones that have completed should say that.

Robyn

OFFICIAL:Sensitive

From: "Clare Gardiner-Barnes" <clare@cgbconsulting.org>
Date: Saturday, 12 August 2023 at 8:46:26 pm
To: "LEGG, Robyn" <Robyn.Legg@infrastructure.gov.au>
Cc: "Reece Waldock" s47F, "Michael Mrdak" s47F, s22(1)(a)(ii) s22(1)(a)(ii) @infrastructure.gov.au, s22(1)(a)(ii) @infrastructure.gov.au, s22(1)(a)(ii) @infrastructure.gov.au, "BOURNE, Andrew" <Andrew.Bourne@infrastructure.gov.au>
Subject: Re: [UNSCANNED CONTENT]Re: IIP review - final draft pack [SEC=OFFICIAL:Sensitive] [SEC=OFFICIAL]

Great. I just wondered given we have been going for 3 months if things had changed. Also, the changes in wording that Mike asked for s47B(a) was not included so thought maybe we had an out of date version. Go the Matilda's. Had it going in the background- thought the French played much stronger in the game.

Cheers Clare

Clare Gardiner-Barnes
 Director
 CGB Consulting Pty Ltd
 ABN: 78 655 723 989
 m: s47F
 e: clare@cgbconsulting.org
 LinkedIn s47F

On 12 Aug 2023, at 8:26 pm, LEGG, Robyn
 <Robyn.Legg@infrastructure.gov.au> wrote:

OFFICIAL

Hi Clare

Now that the Matildas have won, I have taken another closer look at your comments Clare

Some of these I have answers to (which I can run you through tomorrow (ie. we use early/mid/late and mid 2023 is May to end August). We will see what we can do on the others in the morning before we meet

Robyn

OFFICIAL

From: Clare Gardiner-Barnes <clare@cgbconsulting.org>

Sent: Saturday, 12 August 2023 6:54 PM

To: LEGG, Robyn <Robyn.Legg@infrastructure.gov.au>

Cc: Reece Waldock s47F; Michael Mrdak

s47F; s22(1)(a)(ii) @infrastructure.gov.au>;

s22(1)(a)(ii) @infrastructure.gov.au>; s22(1)(a)(ii)

infrastructure.gov.au>; BOURNE, Andrew

<Andrew.Bourne@infrastructure.gov.au>

Subject: [UNSCANNED CONTENT]Re: IIP review - final draft pack

[SEC=OFFICIAL:Sensitive]

Hi all

Please see my comments on project list, does not yet include comments from Reece or Mike. I have used word doc for comments and tracked changes as there is a similar issue with Excell spreadsheet as before (some columns are empty).

I have copied everyone in, in case there is further info from the team on some of the gaps I have identified in rationales.

Thanks for pulling all this together.

Clare

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From: [Michael Mrdak](#)
To: [Clare Gardiner-Barnes](#); [LEGG, Robyn](#)
Cc: [Reece Waldock](#); s22(1)(a)(ii) s22(1)(a)(ii); s22(1)(a) [BOURNE, Andrew](#)
Subject: RE: IIP review - final draft pack [SEC=OFFICIAL:Sensitive]
Date: Saturday, 12 August 2023 8:25:50 PM

Thanks Clare – good points.

Robyn - I have no further queries or comments to add

Thanks for all the hard work team – tables have come up well. Hope you get some rest this weekend

Thanks
mike

Mike Mrdak AO

(e) s47F

(m) s47F

Executive Assistant

s47F

(e) s47F

(m) s47F

Please note I am transferring to my new email address of s47F [REDACTED]; please use this for all future correspondence.

From: Clare Gardiner-Barnes <clare@cgbconsulting.org>

Sent: Saturday, August 12, 2023 6:53:45 PM

To: LEGG Robyn <Robyn.Legg@infrastructure.gov.au>

Cc: Reece Waldock s47F; Michael Mrdak s47F; s22(1)
 infrastructure.gov.au>; s22(1)(a)(ii) (a)
 @infrastructure.gov.au>; s22(1)(a)(ii) @infrastructure.gov.au>;

BOURNE, Andrew <Andrew.Bourne@infrastructure.gov.au>

Subject: Re: IIP review - final draft pack [SEC=OFFICIAL:Sensitive]

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Thanks for pulling all this together.

Clare

Clare

Clare Gardiner-Barnes
 Director
 CGB Consulting Pty Ltd
 ABN: 78 655 723 989

m: s47F
 e: s47F
 s47F

On 12 Aug 2023, at 2:11 pm, LEGG, Robyn
 <Robyn.Legg@infrastructure.gov.au> wrote:

OFFICIAL:Sensitive

Hi Reece, Clare and Mike

With a huge thanks to all in the team, and apologies for getting this to you later than planned, please find attached the final draft pack for discussion tomorrow at 2pm:

- The cover letter to the Minister (Mike has said he is happy with this, any other comments welcome)
- The final draft report s47B(a), s47C
- Project lists in word format and an excel copy too just in case you want to see what changed

Password is as per usual.

Happy reading and looking forward to chatting tomorrow.

Robyn

Robyn Legg

Assistant Secretary • IIP Review • Land Transport Infrastructure Division

Robyn.Legg@infrastructure.gov.au

P s22(1)(a)(ii) • M s22(1)(a)(ii)

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<image001.png>

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<Draft - Reviewer's letter to the Hon Catherine King MP.docx><Independent Strategic Review IIP - Report - Final Draft.docx><Appendix C - Project Assessments.docx><Appendix C - Project Assessments.xlsx>

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Parliament House
CANBERRA ACT 2600

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Yours sincerely,



Ms Clare Gardiner-Barnes



Mr Mike Mrdak AO



Mr Reece Waldock AM

From: [Michael Mrdak](#)
To: [LEGG, Robyn](#); [Clare Gardiner-Barnes](#); [Reece Waldock](#)
Cc: [BOURNE, Andrew](#); s22(1)(a)
Subject: RE: Update on the report on project lists [SEC=OFFICIAL:Sensitive]
Date: Saturday, 12 August 2023 11:08:54 AM
Attachments: [image001.png](#)

Thanks Robyn

Terrific work by you and all the team – very much appreciated

Will get any suggestions back asap

Regards
 mike

Mike Mrdak AO

(e) s47F
 (m) s47F

Executive Assistant

s47F
 (e) s47F
 (m) s47F

Please note I am transferring to my new email address of s47F; please use this for all future correspondence.

From: LEGG, Robyn <Robyn.Legg@infrastructure.gov.au>
Sent: Friday, August 11, 2023 11:24:55 PM
To: Clare Gardiner-Barnes <clare@cgbconsulting.org>; Reece Waldock
 s47F; Michael Mrdak s47F
Cc: BOURNE, Andrew <Andrew.Bourne@infrastructure.gov.au>; s22(1)(a)(ii)
 infrastructure.gov.au
Subject: Update on the report on project lists [SEC=OFFICIAL:Sensitive]

OFFICIAL:Sensitive

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Have a wonderful weekend and chat Sun.

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Robyn Legg

Assistant Secretary • IIP Review • Land Transport Infrastructure Division

Robyn.Legg@infrastructure.gov.au

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From: [Michael Mrdak](#)
To: [LEGG, Robyn](#); [Clare Gardiner-Barnes](#); [Reece Waldock](#)
Cc: [BOURNE, Andrew](#); s22(1)(a)
Subject: RE: Update on the report on project lists [SEC=OFFICIAL:Sensitive]
Date: Saturday, 12 August 2023 11:11:47 AM
Attachments: [image001.png](#)

Thanks letter all ok with me

Mike

Mike Mrdak AO

(e) s47F
 (m) s47F

Executive Assistant

s47F
 (e) s47F
 (m) s47F

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Sent: Friday, August 11, 2023 11:24:55 PM
To: Clare Gardiner-Barnes <clare@cgbconsulting.org>; Reece Waldock
 s47F; Michael Mrdak s47F
Cc: BOURNE, Andrew <Andrew.Bourne@infrastructure.gov.au>; s22(1)(a)(ii)
 @infrastructure.gov.au
Subject: Update on the report on project lists [SEC=OFFICIAL:Sensitive]

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To: [Michael Mrdak](#); [Clare Gardiner-Barnes](#); [Reece Waldock](#)
Cc: [BOURNE, Andrew](#); s22(1)(a)
Subject: RE: Update on the report on project lists [SEC=OFFICIAL:Sensitive] [SEC=OFFICIAL]
Date: Saturday, 12 August 2023 11:12:00 AM
Attachments: [image001.png](#)

OFFICIAL

Thanks Mike – another version with project list attachments in coming soon so fine if you want to wait for that to provide any comments on the report - I sent the one last night for the “early bird” in the group

Robyn

OFFICIAL

From: Michael Mrdak s47F
Sent: Saturday, 12 August 2023 11:09 AM
To: LEGG, Robyn <Robyn.Legg@infrastructure.gov.au>; Clare Gardiner-Barnes <clare@cgbconsulting.org>; Reece Waldock s47F
Cc: BOURNE, Andrew <Andrew.Bourne@infrastructure.gov.au>; s22(1)(a)(ii) t@infrastructure.gov.au
Subject: RE: Update on the report on project lists [SEC=OFFICIAL:Sensitive]

Thanks Robyn

Terrific work by you and all the team – very much appreciated

Will get any suggestions back asap

Regards
 mike

Mike Mrdak AO

(e) s47F

(m) s47F

Executive Assistant

s47F

(e) s47F

(m) s47F

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Sent: Friday, August 11, 2023 11:24:55 PM

To: Clare Gardiner-Barnes <clare@cgbconsulting.org>; Reece Waldock

s47F [REDACTED]; Michael Mrdak s47F [REDACTED]

Cc: BOURNE, Andrew <Andrew.Bourne@infrastructure.gov.au>; s22(1)(a)(ii) [REDACTED]
[REDACTED]@infrastructure.gov.au>

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Robyn Legg

Assistant Secretary • IIP Review • Land Transport Infrastructure Division

Robyn.Legg@infrastructure.gov.au

P s22(1)(a)(ii) [REDACTED] • M s22(1)(a)(ii) [REDACTED]

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From: [LEGG, Robyn](#)
To: [Clare Gardiner-Barnes](#); [Reece Waldock](#); [Michael Mrdak](#)
Cc: s22(1)(a)(ii) s22(1)(a)(ii); s22(1)(a) [BOURNE, Andrew](#)
Subject: IIP review - final draft pack [SEC=OFFICIAL:Sensitive]
Date: Saturday, 12 August 2023 2:12:15 PM
Attachments: [image001.png](#)
[Draft - Reviewer's letter to the Hon Catherine King MP.docx](#)
[Independent Strategic Review IIP - Report - Final Draft.docx](#)
[Appendix C - Project Assessments.docx](#)
[Appendix C - Project Assessments.xlsx](#)

OFFICIAL:Sensitive

Hi Reece, Clare and Mike

With a huge thanks to all in the team, and apologies for getting this to you later than planned, please find attached the final draft pack for discussion tomorrow at 2pm:

- The cover letter to the Minister (Mike has said he is happy with this, any other comments welcome)
- The final draft report s47B(a), s47C
- Project lists in word format and an excel copy too just in case you want to see what changed

Password is as per usual.

Happy reading and looking forward to chatting tomorrow.

Robyn

Robyn Legg

Assistant Secretary • IIP Review • Land Transport Infrastructure Division

Robyn.Legg@infrastructure.gov.au

P s22(1)(a)(ii) • M s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

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

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Making Flexibility Work - if you receive an email from me outside normal business hours, I'm sending it at a time that suits me. Unless it's marked urgent, I'm not expecting you to read or reply until normal business hours

OFFICIAL:Sensitive

The Hon Catherine King MP
Minister for Infrastructure, Transport, Regional Development and Local Government
PO Box 6022
House of Representatives
Parliament House
CANBERRA ACT 2600

Dear Minister

On 1 May 2023, you announced the 90-day Independent Strategic Review of the Infrastructure Investment Program (IIP). You asked us to engage with key government and industry stakeholders, and provide recommendations for how the Australian Government can better provide lasting benefits for Australians through its infrastructure investments.

We are pleased to present our report into the IIP. We offer 15 recommendations across each of the Terms of Reference for this Review.

Through the Review, it has become clear that the ten-year pipeline of projects cannot be delivered within your Government's \$120 billion commitment and the current jurisdiction commitments under the National Partnerships Agreements.

The number of projects in the IIP tripled between 2015 and 2022, with the majority of new projects added before the COVID-19 pandemic, and then a range of smaller COVID stimulus projects were added. With the COVID stimulus package being designed to provide an opportunity for shovel ready, short-term projects to get underway quickly, most of these projects will be completed within the next twelve months.

Since 2015, Australia has also experienced unprecedented cost increases, while industry has faced complex local and global constraints in its capacity to deliver infrastructure projects. As a consequence, the Australian Government is funding many projects that have large cost and delivery pressures and are at significant risk of delay. It is our view that many projects in the pipeline could not be considered 'nationally significant' as they are small scale and do not address national priorities.

We have paid particular attention to the merits of continuing to fund specific infrastructure projects that are not yet under construction, and how to improve the delivery of funding for local roads and targeted road infrastructure through the sub-programs. Our report also makes recommendations for how the Australian Government can position itself to deliver a more sustainable and credible infrastructure investment pipeline in the future.

Given the 90-day Review timeframe, our report has had to be informed by data and analysis from your Department and relies on the available advice, data and information from the states, territories and local government. We have not been able to independently review the advised project cost escalations, or the reported status or delivery issues for each project in the IIP within the timeframe.

In line with your letter to the states and territories on 22 June 2023, we have maintained the confidentiality of any sensitive information provided for our use. For this reason, we expect that the report and our comments on specific IIP projects will not be publicly released in full. The executive summary and recommendations do not include sensitive material and we believe can be released without breaching any confidentiality.

We would like to express our appreciation to the team of officers in your Department for their outstanding support throughout the Review process. They have provided us with high quality

support and analysis in a very tight timeframe. We also acknowledge the constructive engagement we received from all levels of government and across industry.

When announcing this Review, you undertook to work closely with state and territory infrastructure and transport Ministers to agree ongoing infrastructure investments. We believe our report offers practical recommendations to support this engagement, particularly through the current National Partnership Agreement arrangements which will form the basis of the next steps from this Review, while also informing how the Australian Government manages its investments in infrastructure moving forward.

We hope this work assists you in reshaping Australia's land transport investment programs to ensure they best meet our nation's investment priorities.

Yours sincerely,



Ms Clare Gardiner-Barnes



Mr Mike Mrdak AO



Mr Reece Waldock AM

From: [Michael Mrdak](#)
To: s22(1)(a)(ii); "[Reece Waldock](#)"; "[Clare Gardiner-Barnes](#)"
Cc: [LEGG, Robyn](#); s22(1)(a)
Subject: RE: Report with MO [SEC=OFFICIAL]
Date: Monday, 14 August 2023 5:33:10 PM
Attachments: [image001.png](#)

Thank you s22(1)(a)(ii)

Regards

mike

Mike Mrdak AO

(e) s47F

(m) s47F

Executive Assistant

s47F

(e) s47F

(m) s47F

Please note I am transferring to my new email address of s47F; please use this for all future correspondence.

From: s22(1)(a)(ii)
Sent: Monday, 14 August 2023 5:12 PM
To: '[Reece Waldock](#)'; '[Clare Gardiner-Barnes](#)'; [Michael Mrdak](#)
Cc: [LEGG, Robyn](#); s22(1)(a)(ii)
Subject: Report with MO [SEC=OFFICIAL]

OFFICIAL

Good afternoon Reece, Mike and Clare,

I am pleased to announce the hard copy of the report has now been handed over to the MO.

At this stage, it looks like any meetings with the office to go through elements of the report will be next week.

If you have any questions or concerns please do not hesitate to contact us.

Thank you for all your help.

s22(1)(a)(ii)

Project Officer • IIP Review • Infrastructure Investment Division

s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

p s22(1)(a)(ii)

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From: s22(1)(a)(ii)
To: "Reece Waldock"; "Clare Gardiner-Barnes"; Michael Mrdak
Cc: LEFGG, Robyn; s22(1)(a)
Subject: Report with MO [SEC=OFFICIAL]
Date: Monday, 14 August 2023 5:12:00 PM
Attachments: image001.png

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From: [Reece Waldock](#)
To: [Clare Gardiner-Barnes](#)
Cc: s22(1)(a)(ii); [Michael Mrdak](#); [LEGG, Robyn](#); s22(1)(a)
Subject: Re: Report with MO [SEC=OFFICIAL]
Date: Tuesday, 15 August 2023 9:58:47 AM

Thank you s22(1)(a)(ii)
 All good
 Cheers Reece

Sent from my iPhone

On 14 Aug 2023, at 3:35 pm, Clare Gardiner-Barnes <clare@cgbconsulting.org> wrote:

Wonderful news s22(1)(a)(ii)
 Thanks to all.

Cheers Clare

Clare Gardiner-Barnes
 Director
 CGB Consulting Pty Ltd
 ABN: 78 655 723 989
 m: s47F
 e: clare@cgbconsulting.org
 LinkedIn s47F

On 14 Aug 2023, at 5:12 pm, s22(1)(a)(ii)
 s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)> wrote:

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s22(1)(a)(ii)

Project Officer • IIP Review • Infrastructure Investment Division

s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

p s22(1)(a)(ii)

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<image001.png>

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