Australian Government

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

2023–27

CORPORATE PLAN

Connecting Australians
Enriching our communities
Empowering our regions

© Commonwealth of Australia 2023

ISSN: 2208-4215 (Print)
ISSN: 2208-4223 (Online)
ISBN: 978-1-925843-84-2
AUGUST 2023

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Acknowledgment of Country

The Department of Infrastructure, Transport, Regional Development, Communications and the Arts acknowledges the Tradition Custodians of the Country throughout Australia and their continuing connection to land, sea and community. We pay respects to them, their cultures and to their Elders, past, present and emerging.

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The Department

Message from the Secretary

Jim Betts
Secretary

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

As one of the most diverse portfolios in the Australian Public Service, the work of the Department of Infrastructure, Transport, Regional Development, Communications and the Arts touches the lives of every Australian, every day. While our head office is in Canberra (Ngunawal country), we have staff working across the country and take a national perspective in our goal to connect Australians, enrich our communities and empower our regions.

Our 2023–24 Corporate Plan showcases how we plan to deliver on a significant agenda of regulatory, program and policy delivery, including the development of the First Nations Outcomes Strategy and a Transport and Infrastructure Net Zero Roadmap and Action Plan.

We are committed to embedding First Nations perspectives across our work and to genuinely engage to deliver our responsibilities under the National Agreement on Closing the Gap and our Reconciliation Action Plan. This year we will finalise our First Nations Outcomes Strategy, which will guide our future actions including those focused on embedding the Closing the Gap Priority Reforms across the department.

In 2023–24, our Arts portfolio will continue to encourage excellence in the arts, help protect our cultural heritage and National Collecting Institutions. It will also support public access to, and participation in, arts and culture in Australia. We will play a leading role in the implementation and evaluation of *Revive: a place for every story, a story for every place* (**Revive**), Australia's landmark five-year cultural policy. ***Revive*** will change the trajectory of the creative sector, so Australia's artists and arts workers, organisations and audiences thrive and grow; our arts, culture and heritage are re-positioned as central to Australia's future; and we move towards a stronger, more culturally safe arts, entertainment and cultural sector for First Nations peoples.

We will work with agencies across the Australian Public Service towards meeting net zero by 2050. We have a critical role in helping to reduce emissions from transport and infrastructure, increasing the climate resilience of national infrastructure and assisting our regions in the transition to a net zero economy. This year, we will consult on a Transport and Infrastructure Roadmap and Action Plan which will identify pathways to reach emissions targets and achieve net zero. A key step on the decarbonisation journey is developing a Fuel Efficiency Standard to reduce emissions in our light vehicle fleet, the largest source of transport emissions in our economy.

Safe, efficient and sustainable transport systems are vital to the continued prosperity of our economy and support our wellbeing and way of life. Australia's supply chains are critical to our future economic growth. They strengthen the connections between our regions and urban centres and create new opportunities for Australian businesses, consumers and producers. This year, the department will conduct the first five-year review of the National Freight and Supply Chain Strategy to ensure it remains fit-for-purpose to support our transport and freight sector.

The Aviation White Paper, which we expect to be released in mid-2024, will guide the next generation of growth and innovation in the aviation sector. It will set the Australian Government's long-term vision for a safe, competitive, sustainable and efficient aviation sector out to 2050.

Investment in transport infrastructure will enable commuters and freight to move safely and more efficiently, ensure the resilience of supply chains and labour markets, and create greater job opportunities. We will continue to work with state and territory governments to support delivery of infrastructure projects under the National Partnership Agreement on Land Transport Infrastructure Projects, support the Independent Strategic Review of the Infrastructure Investment Program and deliver a $120 billion infrastructure pipeline over 10 years from 2022 until 2032.

We will continue to focus on reducing the number of road deaths and serious injuries. This is the shared responsibility of all Australians and through the National Road Safety Strategy, the department will work with state and territory partners, industry stakeholders and the community towards (Vision Zero) by 2050.

The department will continue to deliver a range of programs to support Australia's territories, regions and cities. We are building strong and sustainable regions through the delivery of the Regional Investment Framework which places regional Australians at the centre of decision making. This place-based approach to investment, focuses on each region's specific circumstances, engages the community and a broad range of local stakeholders. We will work across all levels of government to deliver funding and projects, delivering fit-for-purpose investments. The newly established Cities and Suburbs Unit will help deliver the government's urban policy agenda and develop a National Urban Policy for consultation in late-2023.

We will continue to support the development of Northern Australia through policy advice, investment, and collaboration across all levels of government, while refreshing the 2015 *Our North, Our Future: White Paper on Developing Northern Australia*, to guide policy makers and investors in building a strong, prosperous, resilient northern economy.

In the media and communications space, the department is supporting the government's immediate reform priorities through a review of the anti-siphoning scheme, development of a prominence framework and its ambitious classification reform agenda. We are also developing strategically planned reforms in the media sector and supporting public interest journalism, streaming quotas and media diversity.

We continue to develop reform options which can help to make Australia Post financially sustainable and focused on the services Australian's want in the 21st century. We are supporting the upgrade of NBN services to improve the fixed wireless network and an equity injection of $2.4 billion to upgrade the fixed live network to support full fibre services. The department continues to manage targeted investment in, and policy measures to support universal access to high quality telecommunications services with a particular focus on regional Australia and remote First Nations communities.

Legislation will be introduced to Parliament to empower the Australian Communications and Media Authority to hold digital platforms to account for harmful misinformation and disinformation online. We will respond to emerging risks and opportunities in the changing online environment by considering new approaches to tackling online harms including online hate speech and online dating. We will also facilitate the review of the *Online Safety Act 2021* and support the response to the House of Representatives inquiry into online gambling. We will support the Australian Government's investment in regional communications to help deliver fast, reliable and affordable broadband and better mobile coverage to Australians.

Our Chief Operating Officer group enables the department to continue delivering on its purposes and fulfilling its objectives, by providing professional corporate services. We are implementing a people-centred approach to our operating systems and building on existing capabilities in change management, human resources, communications, finance, governance, legal and information technology areas to enhance our efficiency and effectiveness and mitigate enterprise risks.

I am committed to investing in and modernising the department's capability. We will address the findings of the APS Capability Review and implement our Agency Action Plan, with a key focus to lift our capability in strategic policy, project and program management, regulation and legislation, data handling and analysis, and evaluation and benefits management. This will further empower our diverse and inclusive workforce to solve problems, think strategically, behave with integrity and deliver collaboratively across the department and with our stakeholders.

In January 2023, the Australian National Audit Office (ANAO) commenced its Annual Performance Statements audit. This Corporate Plan starts to address the ANAO's preliminary findings. Future Corporate Plans will progress even further as we enhance our suite of performance measures to better represent and measure the department's large and varied body of work. The department has also developed a Performance Framework for 2023–24, which will improve processes, strengthen consistency across reporting documents, and present a new benchmark for assessing our performance.

Our department will be best placed to achieve its objectives if it is a great place to work, where everyone feels valued and is inspired by the opportunity to make a difference for all Australians. I encourage leaders at all levels to be kind, collaborative, inclusive, creative and daring. I look forward to working with staff across the department to achieve this environment.

I, Jim Betts, as the accountable authority of the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, am pleased to present the department's 2023–24 Corporate Plan, for the reporting period 2023–24 to 2026–27, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Jim Betts
Secretary

Our Vision

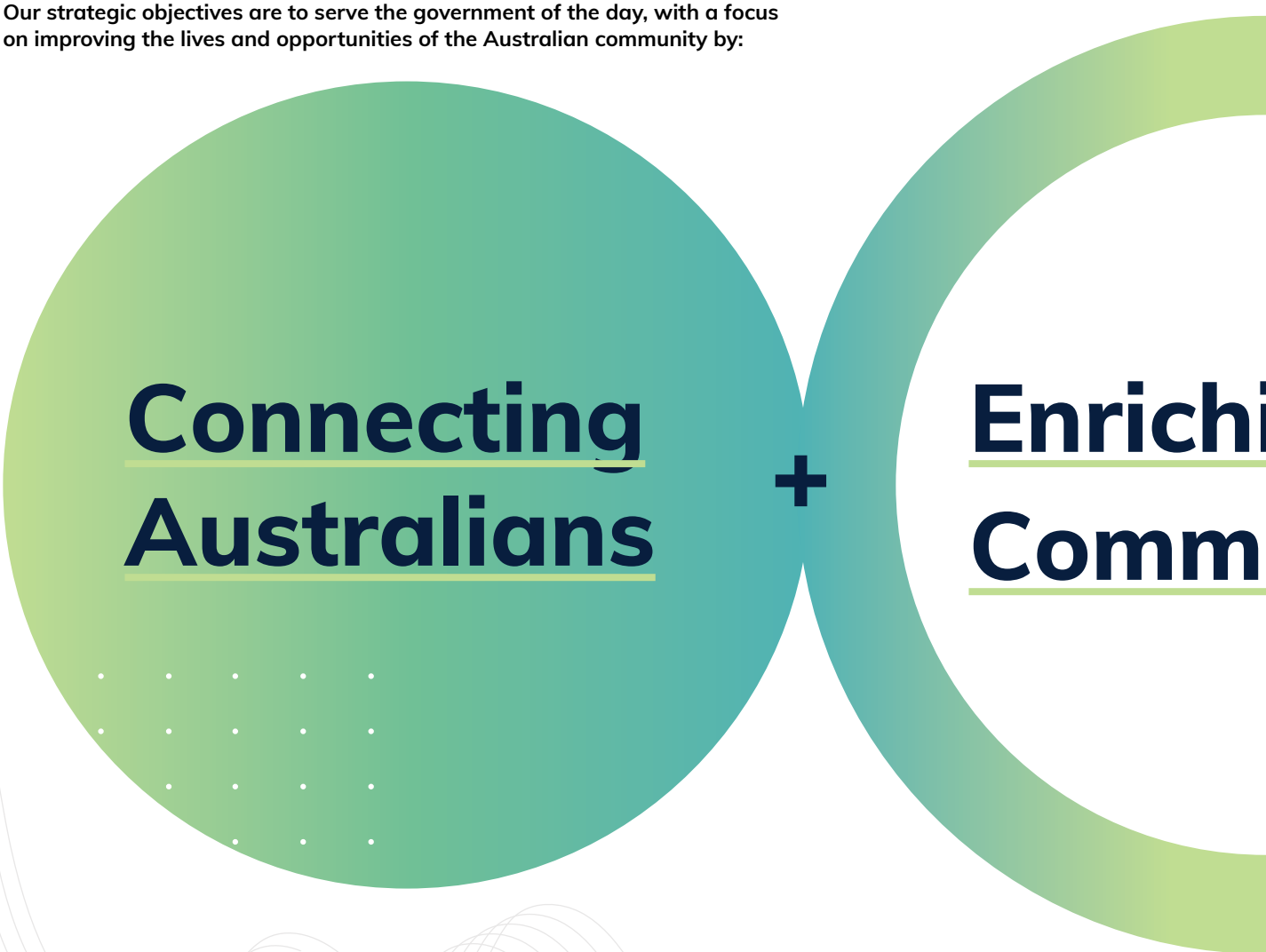
Connecting Australians + **Enriching our communities** + **Empowering our regions**

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

In light of the APS Capability Review, the department will be refreshing its purpose statement to ensure that it reflects our current operating environment.

Figure 1: Our Vision

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



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+

Empowering
Regions

Our Purposes and Outcomes

Our purposes are achieved through our outcomes and programs.

Figure 2: Outcomes, Purposes and Key Activities

Outcome 1	Outcome 2	Outcome 3
Transport Connectivity Supporting an efficient, sustainable, competitive, accessible, safe and secure transport system through infrastructure investment.		**Regional Development** Improving living standards and facilitating economic growth in cities and regions.
Program 1.1	**Programs 2.1, 2.2, 2.3**	**Programs 3.1, 3.2, 3.3, 3.4**
Key Activities • Deliver and manage the Infrastructure Investment Program (IIP).	**Key Activities** • Advise on and deliver better road safety as well as heavy vehicle and rail regulation. • Advise on technology advances in the road transport sector. • Implement the National Freight and Supply Chain Strategy and Action Plan. • Supporting an efficient and sustainable transport system. • Supporting a safe and accessible transport system. • Manage domestic maritime policy, programs and regulation to support efficient sea trade, vessel safety, Australian maritime skills capability and environment protection. • Advise on and deliver better road safety. • Regulate the first provision of road vehicles to the Australian market. • Lead the design of the Western Sydney Airport flight paths. • Manage domestic aviation programs and regulation. • Administer effective aviation safety policy.	**Key Activities** • Deliver programs to support regional development and local governments. • Advise on and deliver City and Regional Deals and commitments to enhance Australia's cities and towns. • Advise on and deliver commitments to enhance Australia's cities and towns. • Progress key initiatives from and monitor whole-of-government implementation of the Northern Australia agenda.
Outcome 1	Outcome 2	Outcome 3

Our purposes and outcomes: two-page diagram outlining the departments six outcomes — Outcomes 1 and 2 is Transport connectivity (Program 1.1 and Programs 2.1, 2.2 and 2.3); Outcome 3 is Regional development (Programs 3.1, 3.2, 3.3 and 3.4); Outcome 4 is Territories (Program 4.1); Outcome 5 is Communications connectivity (Program 5.1); and Outcome 6 is Creative and culture (Program 6.1).

Outcome 4

Territories

Providing governance frameworks and services to support communities in the Territories.

Outcome 5

Communications Connectivity

Enabling people in Australia to connect to effective, safe communications services.

Enabling investment in communications technologies, for inclusiveness and sustainable economic growth.

Outcome 6

Creativity and Culture

Supporting sustainable and inclusive creative and cultural sectors, and protecting and promoting Australian content and culture.

Program 4.1

Key Activities

- Ensuring governance and legislative frameworks are fit-for-purpose to support delivery of services and programs to Australia's non-self-governing Territories.
- Provide essential infrastructure, fund and deliver services to residents of the external territories (Norfolk Island and the Indian Ocean Territories) and the Jervis Bay Territory.

Program 5.1

Key Activities

- Provide advice to the government on, and deliver, communications programs, including in regional and remote Australia.
- Providing effective and inclusive communications services and technologies.
- Protecting Australians through effective management of classification frameworks.

Program 6.1

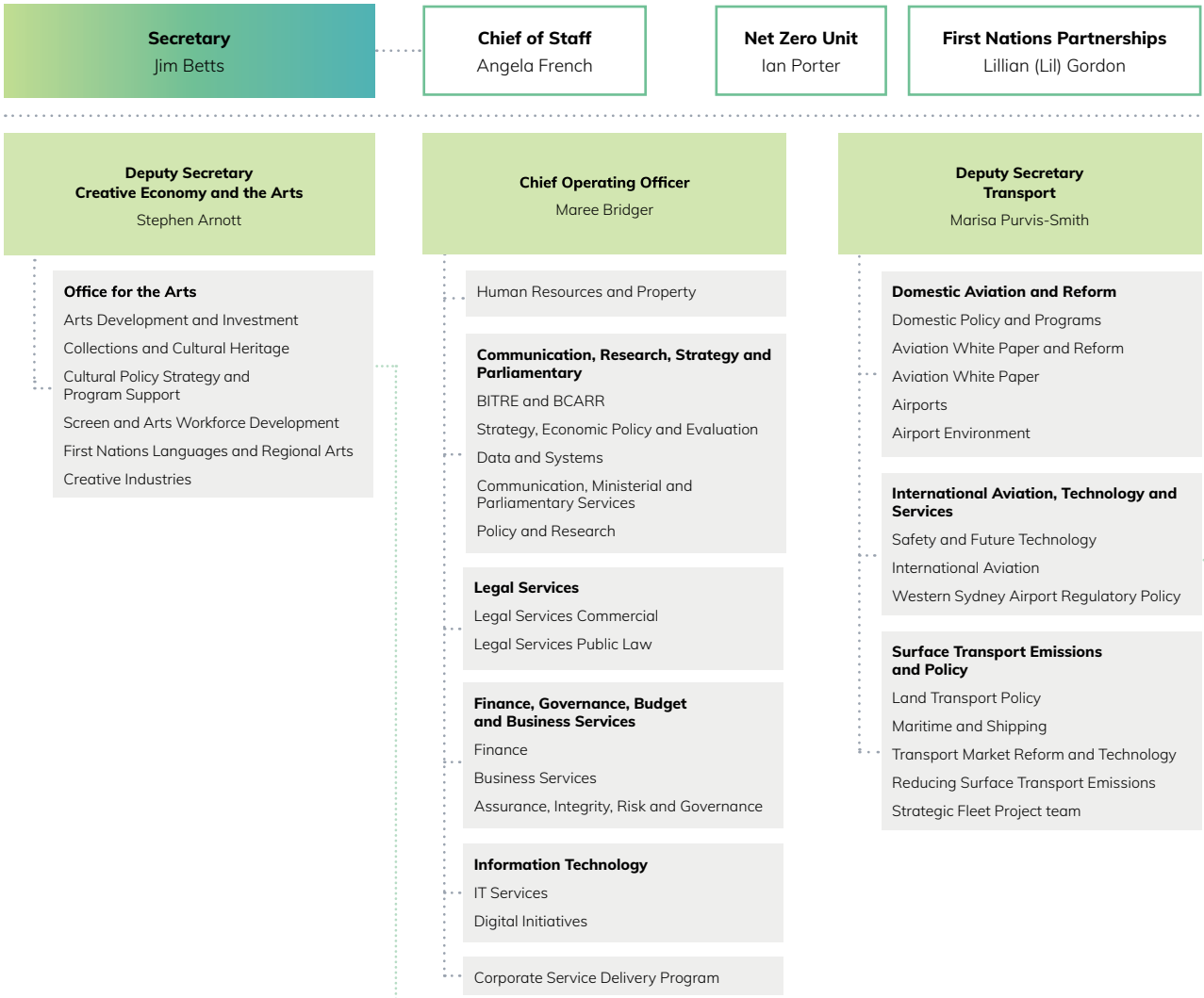
Key Activities

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

Outcome 4 Outcome 5 Outcome 6

Our Corporate Structure

Figure 3: Organisational structure and portfolio 8 August 2023



The department is mindful to avoid potential silos and encourage sharing of skills and ideas across the department. The APS Capability Review supports a functional review or similar process to help inform this work. This will be a key activity in the coming year.

Our Operating Context

The department is responsible for the design and implementation of the Australian Government's infrastructure, transport, regional development, communications and arts policies and programs.

The department's work is critical to the economic, sustainability and social wellbeing of the nation, as it seeks to:

- improve major transport and digital infrastructure across Australia
- support an efficient, sustainable, competitive, safe, accessible and secure transport system
- improve living standards and facilitate economic growth in our cities and regions including northern Australia
- support regional growth and resilience through connectivity, reliability and security for agricultural and other primary industry users
- provide good governance frameworks and services to support communities in the territories
- enable people in Australia to connect to effective, safe communications services and enabling investment in communications, technologies and infrastructure, for inclusiveness and sustainable economic growth, and
- support sustainable and inclusive creative and cultural sectors, and protecting and promoting Australian content and culture.[1]

The department operates within the broader Australian Public Service (APS) landscape. APS Reform has been an ongoing effort for a number of years and momentum is accelerating. While the 2019 Thodey Review remains an important foundation, the operating context of the Australian Government and the APS has shifted since 2019.

This includes changes in the expectations of the APS, and in the challenges and opportunities the service faces.

The department volunteered to be part of the pilot APS Capability Review program under the APS Reform agenda to position us to be future fit and capable of adapting and evolving to changing and rising expectations.

1 Portfolio Overview, Portfolio Budget Statements 2023–24, Budget 2023–24 | Department of Infrastructure, Transport, Regional Development, Communications and the Arts

First Nations Outcomes

Under the National Agreement on Closing the Gap, the department is supporting portfolio Ministers to achieve three Socio-Economic Targets (9b. Community Infrastructure, 16. Language and 17. Digital Inclusion) and we are implementing the four Priority Reforms that aim to transform the way governments work with Aboriginal and Torres Strait Islander people, communities and organisations.

In July 2023, the First Nations Partnerships Division (the Division) was created. The Division will provide strong cultural knowledge, lived experience and leadership as we develop and implement our First Nations Strategy within the department.

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

While the department has a broad sphere of influence we recognise that we, from an organisational maturity perspective, are an in our infancy. We need to make a concerted and concentrated effort to expedite and intensify our partnerships with, and contributions to, First Nations peoples and communities.

The core functions of the Division will be to collaborate and work across the department in the development and implementation of a First Nations Outcomes Strategy as well as deliver on our Closing the Gap and Reconciliation Action Plan responsibilities.

The Division is not a substitute for line divisions building their own First Nations leadership, but a significant step in continuing to build and transform how we partner with First Nations communities. Through enhanced policy development, bringing together the interconnected elements of our programs and organisation and bringing change to the department's approach to working with First Nations communities.

To ensure programs and functions best support the delivery of outcomes, the Strategy will focus on organisational culture, cultural safety, engagement and partnerships, leadership and accountability across the department as we deliver on our priorities.

The department has established a First Nations Steering Committee to support accountability and momentum across its First Nations outcomes work.

Strengthening partnerships in First Nations languages

Priority Reform One — Formal Partnerships and Shared Decision-Making is a critical step to ensuring that First Nations peoples have a strong voice in the development and design of the policies and programs that directly affect their lives.

To give tangible effect to this priority reform, the department established the International Decade of Indigenous Languages Directions Group (Directions Group) to shape Australia's participation in the UNESCO International Decade of Indigenous Languages 2022–2032 (the International Decade).

Figure 4: IDIL cultural pattern

The Directions Group was formed through an Expression of Interest process that received 58 applications, which were assessed by a panel that included key First Nations stakeholders. The Directions Group comprises 18 members: 13 Aboriginal and Torres Strait Islander members, including two members representing First Languages Australia; and five ex-officio members from key government agencies (the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, the Australian Institute of Aboriginal and Torres Strait Islander Studies, the Department of Foreign Affairs and Trade, the Department of Education, and the National Indigenous Australians Agency). The key purpose of the Directions Group is to develop the Australian National Action Plan for the International Decade in partnership with government, as well as provide strategic policy direction and work on key projects.

Net Zero

Our portfolio has a substantial role to contribute to achieving the government's greenhouse gas emissions reduction targets of 43 per cent by 2030 and net zero by 2050. The Net Zero Unit has been established in the department to co-ordinate our policies and programs to:

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

In 2023–24, the Net Zero Unit will support the department to develop and implement policies and programs that ensure our portfolio, and the industries it stewards, are making their contribution to the net zero task. Examples include:

- Delivering the Transport and Infrastructure Roadmap and Action Plan, which will outline the pathway to net zero in 2050 and support achieving the government's net zero policy agenda.
- Coordinating departmental advice and input to non-portfolio Australian Government climate change policy development. For example, portfolio input into the development of the National Reconstruction Fund, Powering the Regions Fund and the establishment of the National Net Zero Authority.
- Supporting the government and portfolio(s) to communicate its Net Zero actions.
- Developing internal communications, reports and updates to increase awareness of existing cross portfolio activities and stakeholder engagements.
- Supporting divisions with additional capacity on portfolio net zero priorities, connecting policy areas with new research and translating it into action.

Our Partners

The department engages with a variety of key partners, stakeholders and collaborators, including:

- Portfolio entities
- Government Business Enterprises (GBE's)
- Other Australian Government agencies, state, territory, local governments and other regional governance structures
- Non-government stakeholders including the business community, peak bodies, industrial associations, consumers and the not-for-profit sector.

In line with our values and strategic objectives, the department actively seeks diverse views and engages regularly with key partners — including Ministers, Commonwealth, state and territory agencies and industry stakeholders — to deliver government priorities.

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

One priority finding of the APS Capability Review was the need for the department to take steps to address a perception of insularity. This includes making sure collaboration, both internally and externally, is an expected behaviour and is visibly valued and rewarded.

Several areas of the department demonstrate good practice in collaborating with government and non-government stakeholders.

We will leverage these approaches to scale up a consistent collaborative operating style with jurisdictions, industry and community partners.

A comprehensive list of our partners and stakeholders can be found at **Appendix A** .

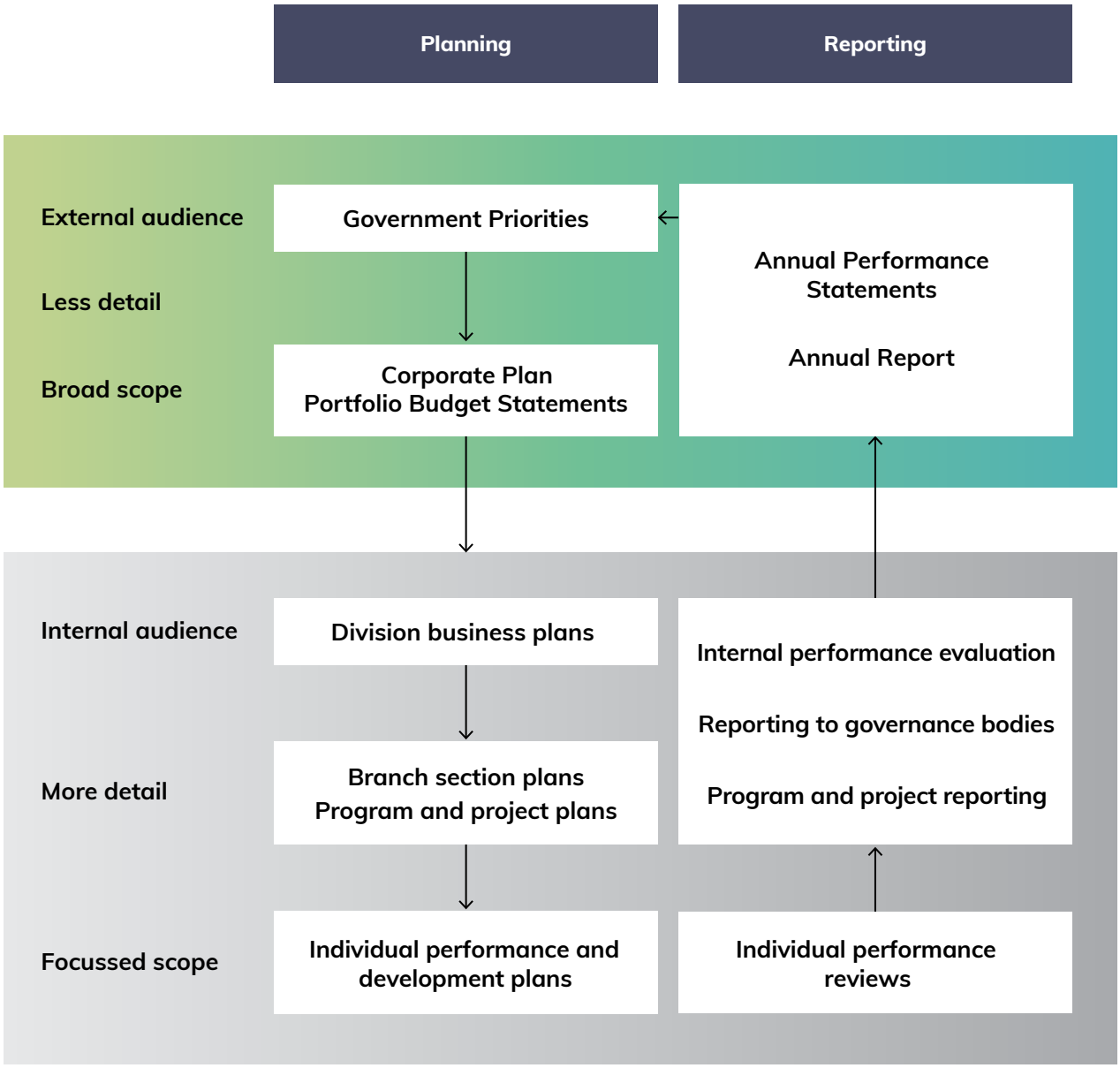
Figure 5: Our partners

Our Performance Framework

Planning and reporting

Our internal and external planning and reporting activities provide information on our resourcing, operations and performance, which support the achievement of our outcomes and purposes. The relationship between these activities is illustrated in the diagram below. The framework allows us to set out what we plan to do at the beginning of the year and what we have achieved by the end of the year, but also to think longer-term and plan for the future.

Figure 6: Planning and reporting



Performance Framework

We have developed a new performance reporting framework to improve the clarity and robustness of our performance information, ensure a clear read across all of our performance and reporting documents, and to better reflect the department's core work.

The new Performance Framework is based on the Commonwealth Performance Framework and provides a strategy for the department to undertake effective performance measurement, monitoring, reporting and evaluation moving forward. It sets the department's processes and standard for performance measurement and reporting to ensure measures meet legislative, assurance and best practice requirements.

Since our last Corporate Plan, we have refined our key activities and performance measures to better meet requirements under the *Public Governance, Performance and Accountability Rule 2014* and to address interim findings of the current ANAO Annual Performance Statements audit. We have 37 performance measures, which we have improved for the 2023–24 year by:

- removing eight[2] and replacing one[3] performance measure/s
- ensuring performance measures are based on reliable and verifiable data sources and methodologies
- clearly aligning the performance measure targets to enable reporting against the measure
- using data sources and methodology for performance measures that provide an unbiased assessment of our performance, and
- ensuring performance measures are specific and measurable.

An explanation of the changes is provided in the Our Performance section of the Corporate Plan, and a detailed table illustrating our performance journey is at **Appendix B**.

The department is on a continuous improvement journey to strengthen and mature the way we measure and report on our performance. These updates to our performance reporting framework are part of the department's continuous review and improvement of our planning and reporting processes. This framework strengthens our ability to demonstrate consistency across reporting documents and presents a new starting point for assessing our performance over time.

We will continue to make ongoing improvements to our performance information through the full implementation of the Performance Framework, including the following:

- review of our performance measures in consideration of the findings of the current ANAO Annual Performance Statements audit and amend and/or remove performance measures where necessary
- continued analysis of performance measures to ensure complete reporting of the department's performance[4]
- continued analysis of all performance information to ensure the measures are appropriate and they contain a mix of quantitative and qualitative measures of outputs, efficiency and effectiveness
- improving the identification and documentation of data sources and methodologies used to measure results against performance measures, and
- strengthening the assurance process.

This work will contribute to addressing a finding of the APS Capability Review that the department needs to strengthen broader capability in evaluation and performance reporting.

Our participation in the ANAO Performance Statements Audit Program will drive improvements in the transparency and quality of our performance reporting.

2 Performance measures removed are: 2, 4, 6, 21, 22, 27, 30 and 38.

3 Performance measure 15 has been replaced with measure 9 for 2023–24.

4 The department aims, by 2024–25, to have complete performance coverage of the matters allocated to it and set out in the current Administrative Arrangements Order. Further information can be found at: Administrative Arrangements Order — 13 October 2022 (as amended on 8 June 2023) | PM&C (pmc.gov.au).

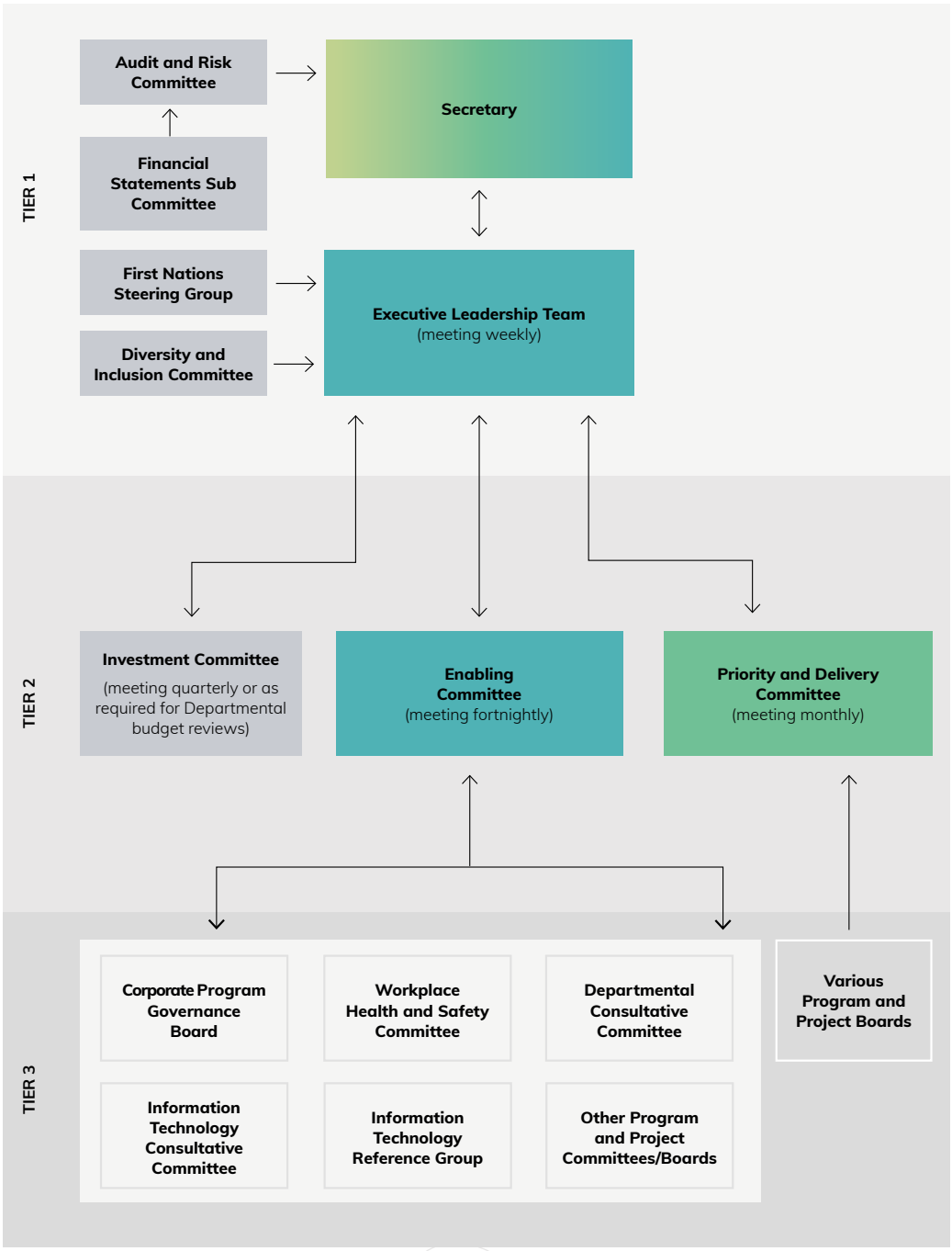
02

Governance, integrity and risk

Governance

Our governance committees oversee key areas of our strategy and operations, and support the Secretary in his role as the Accountable Authority. Our committees address matters of strategic importance including direction setting, achievement of priorities, management of risks and stakeholder relationships, as well as daily departmental business and oversight of operational matters. Together they focus on building organisational capability and culture.

Figure 7: Governance structure



Integrity

Integrity is fundamental to maintaining trust and confidence in everything we do. We are committed to upholding our reputation for high levels of professionalism, accountability and ethical behaviour.

We are investing in a pro-integrity culture that promotes the importance of maintaining high professional and ethical standards and contributes to improved performance, transparency and accountability. We have developed an Integrity Strategy that outlines how this will be achieved. An Integrity and Risk Champion at the Deputy Secretary level has been appointed to promote this work, supported by the Chief Integrity and Risk Officer.

During 2023–24 we will continue to implement our Integrity Strategy and mature our integrity arrangements. We will achieve this by reviewing and updating our supporting policies, guidelines and procedures, ensuring that the right tools, guidance, direction and support is available to our people, and fit-for-purpose.

In line with this, we will continue to support the Department of the Prime Minister and Cabinet's Integrity Taskforce (the Taskforce), including their work on pillar one of the APS Reform agenda — an APS that embodies integrity in everything it does. We are contributing our integrity experiences to the Taskforce to help inform the delivery of system-wide integrity improvements.

We want to create a pro- integrity culture that is free from fear. We want staff to feel, at all levels, that they are well-equipped with the knowledge and skills to manage integrity risk, and that they feel enabled and empowered to speak out where necessary about unethical behaviour when required.

A key priority of the government's APS Reform agenda is an APS that embodies integrity in everything it does. The APS Capability Review finds that the department has a strong culture that is kind, and inclusive and notes an opportunity for senior leaders to visibly model integrity and promote a pro-integrity culture.

Senior leaders set the tone for integrity and create the psychological safety needed for the department to provide frank and fearless advice. They help to set the foundations for a culture that is free from fear, enabling and encouraging people at all levels to speak out.

This will be a focus for the coming year, along with ensuring that integrity and assurance processes conform with ANAO recommendations, requirements of the National Anti-Corruption Commission and findings of the Robodebt Royal Commission.

Fraud Control Plan

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

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

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

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

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

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

Risk oversight and management

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

Our risk management framework

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

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

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

A positive risk culture promotes an open and proactive approach to risk management and we are committed to improving our risk culture and capability. During 2023–24, we will continue to deliver training and guidance to ensure risk management is part of our core skills and promote positive risk behaviours. Our Chief Integrity and Risk Officer will continue to work closely with the Secretary and our Integrity and Risk Champion to promote a positive risk culture, mature our capability and implement our Risk Culture and Awareness Strategy.

Our risk appetite and tolerance

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

The department's risk appetite statement is:

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

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

The APS Capability Review highlighted the need to embed ongoing reforms in areas such as risk, and the need to embed the department's risk appetite in actual performance and program delivery. It is important that this work is co-owned and collectively driven by members of the Executive Leadership team so that it becomes embedded in the everyday practices of departmental staff.

The APS Capability Review found that there is a mismatch between the department's declared risk appetite and its actual practice. A low appetite for risk reduces opportunities for collaboration, innovation and reform. It asks the department to ensure that our risk tolerance is understood at all levels and is embedded in our performance and delivery. This will help combat perceptions that we are risk averse.

Table 1: Risk appetite and tolerance statements

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

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

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

Our enterprise risks

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

Table 2: Enterprise risks

Enterprise risks	Management strategies
E1: We do not have the capability or capacity to achieve our purposes or meet emerging priorities	Our business planning and budgeting processes assist the executive to align people and resources with areas of greatest priority. We use agile work practices and deploy taskforces and short-term project teams to bring necessary expertise and resourcing to our priority areas.
E2: We do not establish and maintain resilient, efficient, fit-for-purpose, and effective IT systems, services and other facilities	Our IT systems and services are regularly reviewed to ensure they are resilient, effective, efficient, and meet our business requirements. Our business planning is used to inform IT systems and services design. We monitor the internal and external environments to identify potential threats and opportunities for improvement.
E3: We are not influential and fail to steer and anticipate policy direction and communicate objectives, benefits and progress	We maintain close engagement with our Ministers and key external stakeholders to ensure outputs align with government priorities. We monitor relevant market and sector developments, and provide early advice to government on risks, opportunities and relevant policy options.
E4: We do not deliver effective, efficient and sustainable programs and services and outcomes are not aligned with policy objectives	We engage with our internal and external stakeholders and delivery partners. We invest in our people, our systems and our processes to ensure our programs are effective and efficient. Our governance committees and executive monitor program alignment with government policy. Our business plans link policy objectives with program outcomes and include corresponding performance measures.
E5: We are not an effective regulator	The department has transparent processes and documentation to inform regulated organisations of their obligations, and to monitor compliance.
E6: The department's activities, or lack of appropriate actions, cause death or serious injury (including to mental health)	Policies are regularly updated and performance plans include mandatory work health and safety deliverables. We maintain regular engagement with health and safety representatives through the department's workplace health and safety committee and address issues promptly. Work health and safety training is mandated for our people.
E7: Death or serious injury (including mental health injuries) associated with the department's operations, programs or regulation, including those delivered by third parties	We maintain regular engagement with our internal and external stakeholders and delivery partners to ensure that work health and safety arrangements in place are appropriate to the relevant operations, programs or regulations. We require our delivery partners and their contractors to comply with all relevant WHS legislation.
E8: We do not effectively engage with key stakeholders	We actively seek diverse views and the department engages regularly with key stakeholders — including Ministers, Commonwealth, state and territory agencies and industry stakeholders — to deliver government priorities.
E9: Staff do not act with integrity and public and government trust is reduced	Relevant policies, procedures and Accountable Authority Instructions are periodically reviewed. Our fraud control plan and fraud risk assessment are reviewed every two years, or when significant changes occur.

03

Our organisational culture and capability

Our enabling strategies

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

- People, property, finances, and other resources
- ICT capability, including digital technology
- Legal, governance including risk, assurance, and security
- Research, strategy and data capability.

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

The Chief Operating Officer group, as a trusted partner across the department, assists with the delivery of department-wide priorities whilst continuing to make tangible improvements to the way we do our work.

A key focus is to implement IT improvements which support flexible working arrangements and strengthen our cyber security.

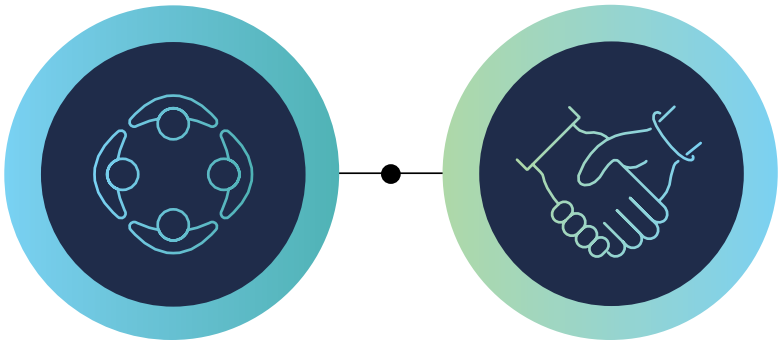
Our goal for this year is to have one IT network for all staff, where collaboration and connection are simple, no matter where staff are located.

Our people

Building the capability and culture of our workforce is essential to ensuring we are equipped to perform and excel in delivering on the department's strategic objectives.

Our values

Our values were brought together through identifying the skills, capabilities, characteristics and behaviours that are valued across our department. Together as a department we have identified five values that encapsulate the behaviours and professional capabilities needed for our success:



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

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

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

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

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

The APS Capability Review highlighted the quality of the department's staff engagement and experience. The department aims to embed ongoing cultural reforms in areas such as integrity, risk, collaboration and diversity to ensure the department remains a great place to work.

We intend to revisit our workplace values to clearly articulate and nurture the kind of culture we want.

APS values

We will also continue to align with the APS Values which articulate the parliament's expectations of public servants in terms of performance and standards of behaviour. These principles of good public administration embodied in the APS Values are embedded in how we operate on a daily basis:

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

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

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

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

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

People capability

Much like the environment around us, we are continually adapting our way of working to best position ourselves as an agile, capable, and responsive workforce now and into the future. By embracing these ways of working, we are preparing our workforce for the future and supporting the department's strategic objectives of connecting Australians, enriching communities and empowering regions.

The APS Capability Review of the department gave its highest rating to the quality of the department's staff engagement and experience. It noted the importance of focusing on attracting, retaining and building expertise and a performance-based culture and finds a number of opportunities for the department to leverage its competitive advantages. This work will be taken forward through the update to our Strategic Workforce Plan for 2023–26.

The new plan will outline how our workforce will achieve our objectives through a commitment to building and retaining required capabilities, cultivating a diverse, inclusive and fearless culture, and having the right processes, systems and structures in place.

The development and update of our Strategic Workforce Plan has identified a number of priorities for our workforce moving forward, that are endorsed by the findings of the Capability Review. Investing in our strategic policy capability will be a primary focus to ensure we can continue to deliver well-informed, evidence-based and long-term policy advice to government. We will support our policy reforms with regulation and legislation design capabilities. In addition, we will bolster our core program and project management skills with future-fit commercial acumen and procurement capabilities. We will continue to build strong governance, evaluation and data analysis capabilities. The continued delivery of our business and enabling functions will be underpinned by strong research, finance, and communication skills.

We will attract and retain staff through targeted recruitment activities tailored to our critical functions and capabilities, supported by a competitive and persuasive Employee Value Proposition (EVP). We will leverage our people to promote our EVP to potential and existing employees to ensure we are positioned as an employer of choice in a tight labour market. Furthermore, we will focus on streamlining and modernising our recruitment and enabling processes and systems, to help us maintain our focus on attracting, developing and retaining talent.

We will further support the retention and development of our staff through a proactive approach to career development. We will do this by enhancing our mobility and collaboration opportunities, continuing to embrace flexible ways of working, developing our leadership capabilities, and maintaining a values-based culture that supports wellbeing and encourages diversity and inclusion.

Our Learning Strategy empowers our people to learn, develop and grow their expertise through on-the-job experience and from each other. This emphasises a culture of learning, deepening our expertise and specialist skills.

The four capability pillars under our Learning Strategy include organisational capabilities, core public service capabilities, leadership capabilities and specialist skills. As part of the Learning Strategy offerings we have a Learning Calendar with a suite of offerings across all levels, and an SES Development Catalogue, implemented at the start of each learning semester.

Our staff access professional development opportunities, accessible from anywhere, including our state and regional offices, and our development programs incorporate face-to-face, virtual and online learning. To ensure all staff are informed of their key obligations, responsibilities and duties, we have seven mandatory e-learning modules. In addition, our Cultural Appreciation Training program is strongly encouraged for all staff, and mandatory for our SES and EL2 Officers to complete as a leader in the department.

Given the focus of the APS Capability Review on developing our evaluation capabilities, evaluation training is regularly considered as part of future learning offerings and we continue to build and support the capability of our people through the development of training packages to meet current and future workforce needs and trends.

We have recently completed our first cycle under our new THRIVE@Work Performance Framework. We will continue to evaluate what worked well and adjust our approach to performance management where required.

The THRIVE Objectives are:

- ongoing future-focused conversations
- enabling our people to adapt and succeed into the future
- working together on the right priorities to make a difference.

Along with the core objectives, the THRIVE principles focus on conversations, careers, strengths, simplifying the process, innovation and continuously evolving our approach. We will continue to ensure that managers have the skills needed for frank and effective conversations with staff about performance expectations and opportunities. Through THRIVE, we aim to enable a values-driven, high-performing culture across all the diverse parts of our department.

The APS Capability Review emphasised the importance of ensuring the cultural settings are in place to support frank and useful career conversations.

We are committed to providing a safe and healthy work environment for our people. Our focus remains on continuous improvement of our Work Health and Safety Management System, providing our people an understanding of their responsibilities under the *Work Health and Safety Act 2011* and empowering them with tools and resources to meet their obligations.

Diversity and inclusion

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

The department's Diversity and Inclusion Committee provides strategic advice and leadership to achieve impactful and sustainable cultural change, and comprises seven dedicated SES Champions, six staff representatives and Corporate representatives. The department also has six staff-led Networks and each has an area of focus providing staff with professional and social networking, support, learning and advocacy. The department is committed to recognising the valuable contribution our diversity networks make to our workplace.

In line with the findings of the APS Capability Review we will clarify the role of diversity networks in relation to enabling functions such as human resources and recognise the extracurricular work of diversity network members above and beyond their days jobs.

- Cultural and Linguistic Diversity Network (CALD Network) — racial, cultural, linguistic and religious diversity
- Disability Neurodiversity and Allies Network (DNA) — people with disability, neurodiversity and carers
- Gender Equality Network (GEN) — Women, men and gender non-binary
- Mental Health and Wellbeing Network (MHWN) — networking, support learning and advocacy relating to mental health and wellbeing
- Pride and Allies Network (PAN) — Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual, and people with other gender and sexual identities (LGBTQIA+)
- First Nations Network (FNN) — Aboriginal and Torres Strait Islander people

Together with the six staff-led Networks, the Diversity and Inclusion Committee advocates for and promotes the benefits that diversity and inclusion bring to the workplace and its culture.

The Diversity and Inclusion Strategy 2021–2024, which is focused on people being respected, feeling connected, being able to fully contribute and having opportunities to develop within our department, continues to provide a high-level vision for our entity. Through the implementation of the Diversity and Inclusion Strategy, the department continues to offer experiences and initiatives which support a workplace and culture where diversity and inclusion is at the core of what we do, and which contribute towards our ambitious goals and targets. The aim is to make our department an employer of choice for all diversity groups, where everyone feels safe, supported and respected.

We continue to make progress, in partnership with our staff, with the implementation of our Mental Health and Wellbeing Framework, and Action Plan, which focuses our ongoing commitment to protect and support our staff with maintaining their health and wellbeing in the workplace.

We are committed to recognising and learning from the wealth of knowledge First Nations staff contribute to our department. We are currently developing, in liaison with the First Nations Network and relevant areas within the department, the next steps towards our commitment to improving our First Nations employment participation and retention rate, in line with the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy.

Additionally, we are committed to advancing the equitable inclusion of staff with disability, neurodivergent staff, and staff with caring responsibilities in all aspects of the department. The Disability, Neurodiversity and Allies Network Strategy and Action Plan 2022–2025 (Strategy and Action Plan), endorsed by the Secretary, aims to advocate for an accessible and inclusive workplace for all staff so that the department is, and is recognised as, an 'employer of choice'.

The key goals of the Strategy and Action Plan are to ensure:

- the importance of diversity is communicated
- processes are updated to become more inclusive
- appropriate support is provided for people with disability
- barriers are actively sought out and removed
- the behaviours we want become embedded into culture.

This will ensure staff who identify with disability are treated fairly, feel safe, and have equitable opportunities to make an impact with their work and lead fulfilling careers. These efforts will also contribute towards the department meeting its seven per cent target for staff who identify with a disability.

The APS Disability Employment Strategy 2020–25, launched on 3 December 2020, provides a foundation for building an inclusive and diverse Australian Public Service (APS). The APS Disability Employment Strategy has two focus areas including: attract, recruit and retain more people with disability; and, accessible and inclusive workplace cultures and environments.

Australia's Disability Strategy 2021–2031 (the Strategy) is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. The Strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, their families and carers. All levels of government have committed to deliver more comprehensive and visible reporting under the Strategy. A range of reports on progress of the Strategy's actions and outcome areas will be published and available at: https://www.disabilitygateway.gov.au/ads. The department contributes to the Inclusive Homes and Communities Outcome under the Strategy through our work in transport, communications and the arts.

Disability reporting is included the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at http://www.apsc.gov.au.

Policy capability

The department's work connects and enriches every Australian community, underpins our economy and society, and empowers our regions. We provide policy advice across all of our responsibilities of infrastructure, transport, communications and arts sectors, regions, cities and territories. This advice looks to advance Australia's economic interests from well-functioning, safe, secure and productive markets. Policy advice is looking to support and protect all people in Australia to get equitable access to essential services and reasonable quality of service from the industry sectors we advise on.

Our policy capabilities enable us to develop and deliver high quality policy advice and solutions through the informed use of evidence, consultation, data and expertise to achieve the department and broader government objectives, and improve outcomes for Australia. We will continue to focus on providing timely, robust and influential policy advice, underpinned by best-practice tools and processes, and enhance our forward-thinking policy skills to enable us to anticipate the challenges and opportunities presented by factors influencing our operating environment, to ensure Australia reaps the productivity benefits.

The APS Capability Review found that the department is reinvigorating its ability and willingness to respond to the renewed demand from government for ambitious policy ideas from the APS.

We will focus on asserting ourselves and making sure that we are strong and influential players in our policy areas.

Regulatory capability

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

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

The Minister for Infrastructure, Transport, Regional Development and Local Government has issued the department a Regulatory Statement of Expectations. The Statement of Expectations sets out the Minister's intentions for regulatory functions within the department covering vehicle safety, aviation and maritime. The department will report on progress towards meeting the priorities outlined in the Regulatory Statement of Expectations through the annual reporting process.

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

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

Data capability

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

The department's Data Strategy 2021–24 (the Data Strategy) sets the direction to ensure we have a strong foundation to continue building and developing our data capability and capacity. The Data Strategy is guided by four key principles:

1. Data is a fundamental business enabler
2. Data should be open and shared by default
3. Data should be high quality and high value
4. Data should be transparent, safe and trusted.

Supporting these principles, the Data Strategy identifies three strategic objectives that go to embedding **best practice data governance and management**, having the right **ICT platforms and tools**, and growing our data **culture and capability**.

As the APS Capability Review notes, data handling and analysis are recognised as a persistent skills shortage in the APS and other sectors.

The department's data capability is largely devolved and inconsistent, with pockets of strength that need to underpin the department's efforts to grow our strategic policy and forecasting ability.

This includes promoting awareness and use of the department's Data Strategy 2021–24.

Figure 8: Data capability

Financial capability

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

Through stewardship, our financial management processes enable our internal and external stakeholders to make informed decisions to deliver the departments outcomes.

We aim to provide financial services through a strong understanding of the business and the broader economic environment to position the department, Ministers' Offices and portfolio agencies to achieve their respective strategic financial management and budget outcomes. We support decision making by facilitating the coordination of the budget process and facilitate the allocation of budgets to priorities for the delivery of the department's outcomes.

We partner with policy and program areas to deliver outcomes, meet government and statutory obligations and compliance with legislative and policy requirements. We are committed to enhancing financial capability and building financial literacy across the department and in supporting our portfolio agencies.

This is achieved by working with central agencies and the broader Australian Public Service to ensure comprehensive, holistic advice is provided to our Ministers, our Executive, portfolio agencies, and governance and assurance committees (such as the Audit and Risk Committee and the Financial Statements Subcommittee).

Our 2023–24 Portfolio Budget Statement contain further information regarding the department's budget estimates (departmental and administered), average staffing levels, and financial statements for the reporting period.

Over the coming year, the department will commence work to review our finance systems to allow more fit-for-purpose capabilities and enable efficient, accurate and timely budget management. This will address a finding of the APS Capability Review that there is room to improve our budget forecasting and business planning.

ICT capability

Information Communication Technology (ICT) is one of the key facilitators of the department's performance. ICT provides opportunities to incrementally improve achievement of our purposes, enabling faster data analysis, improved public outreach and a highly mobile workforce.

The department's Technology Strategy 2021–2026 provides high level guidance on the way we will use technology to enable the delivery of high value services and support to the Australian community, industry and the Commonwealth to 2026. Consistent with this strategy, the department is transforming its digital capability over the next three years, to embed a modern, reliable, scalable, and sustainable information environment, supporting a nationally dispersed workforce, which includes our Indian Ocean Territories and Norfolk Island. ICT is a critical enabler for the department and therefore a focus area for investment, and our continued focus on implementing new technologies to improve ICT capability includes:

- uplifting cyber security maturity including raising cyber security awareness of all staff in the department.
- moving our IT infrastructure to the cloud, which will be completed in the 2023 calendar year, and provide more modern, secure and agile ICT capability.
- refreshing our managed IT service arrangements which will include additional flexibility to allow rebalance of Commonwealth and industry workforce to ensure we build and maintain ICT skills in our APS workforce.
- upgrading our desktop and video conferencing capabilities to better enable hybrid working through improved digital collaboration for, and productivity of, our dispersed national workforce, as well as increasing interoperability across Australian Government and state government agencies and with industry.
- maturing our resilience and disaster response capabilities. As a minimum, this will ensure measures are in place to keep our data safe, secure and accessible.

This digital transformation will ensure the department has the necessary tools and modern digital capabilities to be more agile, connected and secure, to ensure it continues to meet government priorities and objectives.

In line with the findings of the APS Capability Review, we will maintain our focus on the critical uplift of our ICT. Other opportunities to uplift capability rely on a strengthened and reliable ICT and digital capability and better digital tools for service delivery and citizen engagement.

04

Our performance

Transport connectivity

Supporting an efficient, sustainable, safe and accessible transport system and supporting jobs through infrastructure investment.

Outcome 1

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

Outcome 1 contributes to the department delivering on its following purposes:

Transport Connectivity

Supporting an efficient, sustainable, competitive, accessible, safe and secure transport system and supporting jobs through infrastructure investment.

Outcome 1 is delivered through the following program:

- Program 1.1 — Infrastructure Investment.

Environment and risk

Investing in transport infrastructure

Australia's transport system underpins our way of life and is the lifeblood of our economy. With the Australian Government as the investor in partnership with state, territory and local governments as delivery partners, the department is delivering a $120 billion infrastructure pipeline over 10 years from 2022–23. This includes investing in projects assisting national and regional economic and social developments, and major disaster resilience and recovery.

As the major investor, we are providing support to Australian Government Business Enterprises, including the Australian Rail Track Corporation's delivery of Inland Rail. The department is also supporting the transformation of Moorebank Intermodal Company into the National Intermodal Corporation Ltd to support significant investment in terminals across Australia's east coast, including common user terminals in New South Wales, Victoria and Queensland.

Our investment in significant and complex projects continues with the development of the Western Sydney International (Nancy-Bird Walton) Airport. These major Commonwealth projects will help facilitate safer, more reliable, secure and efficient movement of people and goods throughout Australia and internationally, as well as generating greater opportunities and jobs for local communities and the broader economy, well into the future.

Transport infrastructure construction plays an important role in supporting economic recovery as we learn to live with COVID-19, and create a stronger future for Australia and transition to a net zero economy. We will continue to work together with industry, governments and our portfolio entities to deliver infrastructure upgrades and address challenges in the construction sector, including productivity, escalating prices, and tight labour markets, with the latter compounded by major projects coming online simultaneously. To mitigate these challenges, we will work with governments and the private sector on these major projects from identification through to completion.

This substantial investment in transport infrastructure will result in commuters and freight moving safely and more efficiently, ensure supply chains and labour markets are resilient and meet Australia's needs, and create job opportunities. Our targeted engagement with industry ensures our investments are fit-for-purpose, promote freight market competition, and capitalise on commercial opportunities.

We are supporting the government to undertake an Independent Strategic Review (the Review) of the Infrastructure Investment Program to inform future infrastructure investment, including focusing on nationally significant land transport projects.

The Review will aim to ensure that federally funded infrastructure projects meet government policy objectives and deliver benefits for the Australian public.

Safeguarding supply chains

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

Such demands apply to the whole sector and all modes of transport — air, rail, road and shipping — regardless of jurisdictional boundaries. We will continue to work in close consultation with all sectors of industry and with all governments to understand and meet Australia's freight needs and lead through market stewardship best-practice regulation.

Recovery of our transport sector

A strong and sustainable aviation sector is critical for Australia's prosperity. Prior to COVID-19, aviation moved over 100 million domestic and international passengers each year, enabling employment, education and tourism which connected communities across Australia and the world. The pandemic caused dramatic effects including disrupted travel, grounded planes and minimal airport operations. This resulted in job losses and declines in revenue for aviation-related businesses.

The response to the COVID-19 pandemic has now shifted to a new phase with the resumption of travel as domestic and international borders have re-opened, and reduced volatility in regulatory settings administered by the department. The current focus is now assisting with the recovery of the aviation sector and positioning it for long-term sustainability.

Supporting decarbonisation of transport infrastructure

Building, operating and using infrastructure is a major driver of carbon emissions. Embodied carbon emissions[5] in transport infrastructure comprises approximately 12 per cent of transport emissions, or three per cent of Australia's total annual emissions.[6] To meet emissions reduction targets set by Australian governments, the way infrastructure is planned, designed, procured, built, and operated will need to include a greater focus on embodied carbon and to develop a national approach to drive low carbon building practices, and accelerate emissions reduction.

5 Embodied carbon refers to the greenhouse gas emissions emitted from the materials and the processes required to create and demolish an infrastructure asset.

6 CEFC (Clean Energy Finance Corporation) (2020), Issues Paper: Reshaping Infrastructure for a Net Zero Emissions Future.

Program 1.1: Infrastructure Investment

Program Objective

The infrastructure investment program supports economic growth, makes travel safer, increases transport access and supports regional development. It increases the efficiency, productivity, sustainability and safety of Australia's land transport infrastructure through programs and policy to improve connectivity for communities and freight.

Key Activity[7]	Performance Measure(s)
Deliver and manage the Infrastructure Investment Program (IIP).[8]	**1**

7 Key Activities for Program 1.1 have been amended to remove 'Lead policy with the Department of Finance to shape the delivery of major transport infrastructure projects' as it does not currently relate to a performance measure.

8 More information on the IIP can be found here: Infrastructure Investment Program | Infrastructure Investment Program.

Our performance

Outcome 1	Program 1.1
Performance Measure 1[9]	Progress of Land Transport Infrastructure Investment Projects agreed to in the Budget schedules via the Federal Financial Agreements with Jurisdictions.
2023–24 Target	By June 2024, projects are progressed in accordance with agreed timeframes, indicated through states and territories agreeing to Budget schedules.
Forward target 2024–27	By June 2026, National Partnership Agreement projects, as agreed with State and Territory (jurisdictions) through the Land Transport Infrastructure Projects (2019–2024) schedules published on the Federal Financial Relations website[10], are progressed as follows: • 100 per cent of Infrastructure Investment Program projects that have Australian Government contributions paid, have had a Project Proposal Report assessed and approved, and • 100 per cent of milestones are paid upon evidence, provided by the delivery partner and in accordance with all legislative requirements.
Data Source and Methodology	Funding agreements with state and territories to deliver Land Transport Infrastructure Investment Projects, and reporting on deliverables in the funding agreements, kept on the department's Information Management System (IMS). Project status information is captured from state and territory governments and inputted into the IMS monthly. The verification of progress status in IMS is also supported through regular monitoring and discussion of projects verification between the department's state teams and jurisdictions. The progress status of a project is reviewed and analysed in line with the National Partnership Agreement and Notes on Administration for Land Transport Infrastructure Projects 2019–2024 and approved by the departmental Delegate.
Measure Type	Qualitative, Quantitative/Output
Discussion	This measure is directly relevant to the delivery of the Infrastructure Investment Program (IIP), consisting of nearly 800 projects.[11] The Australian Government is an investor and jurisdictions are responsible for the scheduling and delivery of each project. Meeting this measure ensures there is suitable progress on projects agreed to by the Australian Government and jurisdictions through the National Partnership Agreement schedules.
Limitations	The project planning and delivery (construction) is undertaken by state and territory governments. These targets are heavily reliant on jurisdictions as delivery partners, who may amend project timeframes due to factors including adverse weather events, market and labour capacity constraints, and sequencing and scheduling of projects. The performance of this measure may be affected where state and territory governments fail to meet delivery expectations, or amend schedules due to aforementioned constraints.
Rationale for changes	The measure has been amended from the 2022–23 Corporate Plan for clarity to specify projects agreed to in the Budget schedules via the Federal Financial Agreements with Jurisdictions. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

9 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 41.

10 Agreed schedules can be found here: Land Transport Infrastructure Projects (2019–2024) | Federal Financial Relations.

11 More information can be found here: Infrastructure Investment Program | Infrastructure Investment Program.

Transport connectivity

Supporting an efficient, sustainable, safe and accessible transport system and supporting jobs through infrastructure investment.

Outcome 2

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

Transport Connectivity

Supporting an efficient, sustainable, competitive, accessible, safe and secure transport system and supporting jobs through infrastructure investment.

Outcome 2 is delivered through the following programs:

- Program 2.1 — Surface Transport
- Program 2.2 — Road Safety
- Program 2.3 — Air transport.

Environment and risk

Investing in transport infrastructure

As outlined in Outcome 1, Australia's transport system underpins our way of life and how the department works with state and territory governments to deliver a substantial infrastructure investment pipeline over the next 10 years to 2032.

Our support for investment in significant and complex projects continues with the development of the Western Sydney International (Nancy-Bird Walton) Airport. These major Commonwealth projects will help facilitate safer, more reliable, secure and efficient movement of people and goods throughout Australia and internationally; generating greater opportunities and jobs for local communities.

The department is also responsible for the environmental assessment of the impact of flight paths from the area and undertaking genuine community consultation so those affected are both informed on the impacts of flightpaths and have an opportunity to provide feedback through the environmental assessment process.

Further progress will be made on a Maritime Single Window[12] to support the streamlining of regulatory reporting. It is a critical piece of maritime transportation infrastructure that will significantly contribute to the ongoing digitalisation of the international maritime sector. The Maritime Single Window will contribute to meeting emission targets, the development of digital shipping, and the establishment of international green shipping corridors. By increasing visibility of maritime activity and providing international data sharing, it will also be a significant security tool that supports our national and regional security.

12 A Maritime Single Window is a digital reporting platform which aims to streamline the exchange of information between maritime vessels and government agencies.

Safeguarding supply chains

Australia's supply chains are critical to our future economic success and to strengthening the connections between our regions and urban centres. Subject to the government's agreement, the department will conduct the first five-year review of the National Freight and Supply Chain Strategy to ensure the Strategy remains fit-for-purpose in supporting an efficient, effective and productive transport and freight sector.

Technological Innovation

Emerging transport technologies such as Connected and Automated Vehicles (CAV) have the potential to improve transport safety, productivity, accessibility and sustainability. Estimates from the Bureau of Infrastructure and Transport Research Economics (BITRE) predict that highly automated vehicles will enter the Australian market around 2026, making up two thirds of light vehicle sales by 2050.[13] We are developing new regulatory frameworks to support the safe commercial deployment of automated vehicles and other technologies. While traditional aircraft are capable of extended range, new aircraft, including Remotely Piloted Aircraft Systems (drones), will provide opportunities to access new markets and uses. We will lead the work with state and territory governments, supporting the introduction of emerging technologies and availability, adoption and deployment of cooperative intelligent transport systems to all Australians.

Safe, efficient and sustainable domestic and international transport systems are vital to Australia's continuing prosperity and achieving net zero emissions by 2050. Australia is seeing an increasing uptake of electric vehicles and the continued uptake of electric and hydrogen fuel cell vehicles which will enable reductions in emissions intensity.

Australia is engaged in ongoing work through international fora.[14] Australia is a foundation member of the International Maritime Organization (IMO) and the International Civil Aviation Organization (ICAO) and aims to drive the development of practical and effective global measures to reduce emissions and improve environmental outcomes through operational and technological initiatives.

13 Forecasting uptake of driver assistance technologies in Australia | Bureau of Infrastructure and Transport Research Economics (bitre.gov.au), see p. 12.

14 A fora is a vehicle for public discussion. An international fora is a platform for policy makers to compare experiences to identify best practices.

Transport safety

Australia is committed to ensuring the safety of all modes of transport. We work closely with transport regulators for each mode of transport to support the safe operation of Australia's transport systems.

We are supporting a review of the ongoing safety and regulatory functions of the Civil Aviation Safety Authority, the Australian Maritime Safety Authority and the Australian Transport Safety Bureau to ensure ongoing financial sustainability to carry out their responsibilities.

Improving road safety is critically important for all Australians. The Australian Government has committed to significantly reducing the number of road deaths and serious injuries over the next decade, putting us towards zero deaths and serious injuries on our roads (Vision Zero) by 2050.[15] We are continuing to work closely with state and territory governments to lead the national direction, setting road safety policy through the National Road Safety Strategy 2021–30 and accompanying Action Plans. This strategy includes targets relating to the reduction of road fatalities by 50 per cent and serious injuries by 30 per cent by 2030 through safer roads, safer vehicles, safer road use, and speed management.

Recovery of our transport sector

As outlined in Outcome 1, following the COVID-19 pandemic, the current focus is now on recovery and resuming travel both domestically and internationally.

The Australian Government has also committed to delivering a new Aviation White Paper to set the scene for the next generation of growth and development across Australia's aviation sector out to 2050. This will include consideration of regional aviation's role in economic development, future workforce and skills requirements, help ensure regulatory frameworks promote sustainability of regional operations over the long-term, and consider how to maximise the aviation sector's contribution to achieving net zero carbon emissions, including through sustainable aviation fuel and emerging technologies.

Reducing emissions

Transport contributes around 19 per cent of Australia's total CO_2 emissions, with road transport alone contributing to 84 per cent of the total transport CO_2 emissions.[16] Reducing emissions in the transport sector through using more renewable energy sources will require concerted action across government and industry to secure long lasting benefits, while managing and minimising the impacts of the transition. To plan for the future, the government is developing a Transport and Infrastructure Net Zero Roadmap and Action Plan to support reducing transport emissions across the transport sector.

Work to reduce road transport emissions is already being progressed by the Australian Government and state and territory governments. We will coordinate actions to support the objectives set out in the National Electric Vehicle Strategy, and have commenced consultation on the design of a Fuel Efficiency Standard calibrated to Australian conditions. Other measures include supporting the supply of zero and low emission vehicles and working closely with the heavy vehicle and rail industries to support low emission initiatives.

The Australian Government has also committed to developing a Maritime Emissions Reduction National Action Plan to chart a practical green transition for our maritime sector, while also working with other nations on low and zero emissions maritime operations. The Maritime Emissions Reduction National Action Plan will be developed in close consultation with industry in setting Australia's own strategic direction on a smooth energy transition for its domestic maritime sector.[17] However, much shipping is between two nations and by definition international — and the Maritime Emissions Reduction National Action Plan will also segue with the government's advocacy at the IMO for the decarbonisation of international shipping by 2050. At the IMO, the government is taking a strong stance that international shipping needs firm deadlines to decarbonise, including interim targets that support the industry to transition.

15 Vision Zero is the long-term principle to improve road safety by avoiding any deaths or injuries. Australia committed to road safety goals consistent with the United Nations resolution on improving global road safety. More information can be found here: Global Road Safety | National Road Safety Strategy

16 Source: Department of Climate Change, Energy, the Environment and Water, 2022 emissions projections.

17 Charting Australia's Maritime Emissions Reductions | Department of Infrastructure, Transport, Regional Development, Communications and the Arts

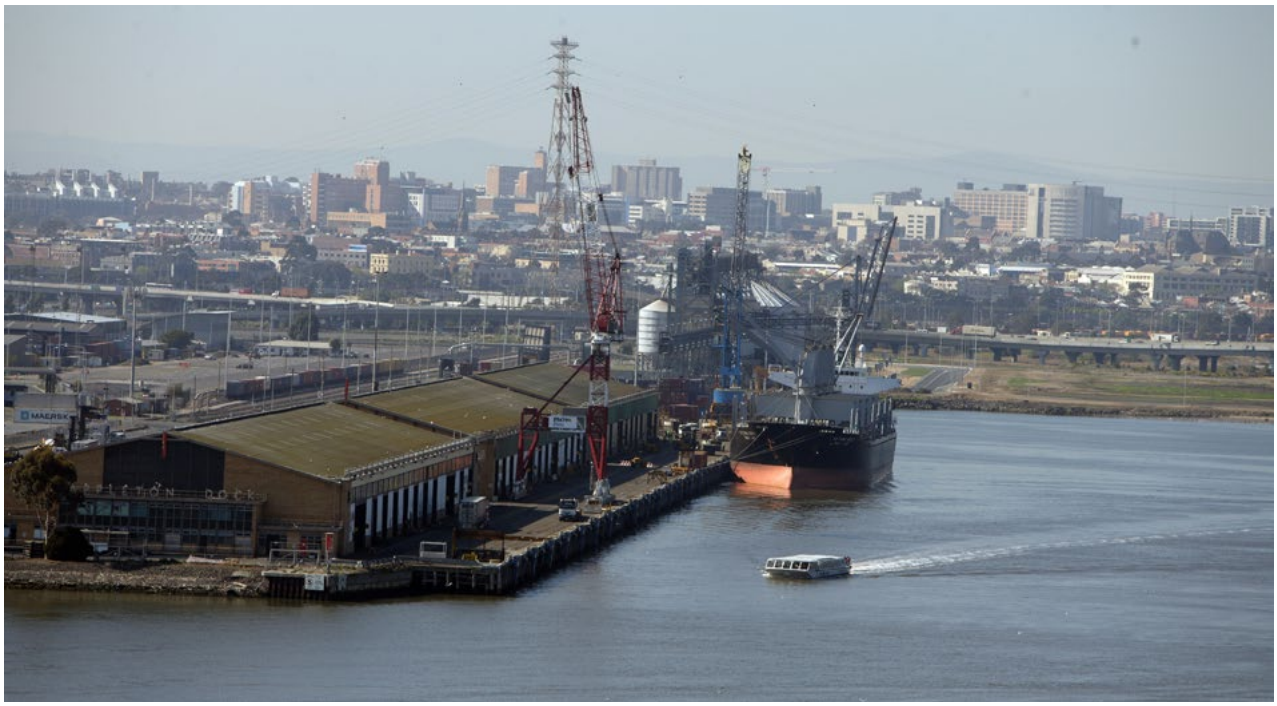
Internationally, the government will continue to leverage its strong record of international aviation leadership to support international efforts to decarbonise aviation, including through maintaining its participation in the ICAO and through its support for international net zero carbon emissions initiatives such as the ICAO Carbon Offsetting and Reduction Scheme for International Aviation and the implementation of a long-term aspirational goal for international aviation of net zero carbon emissions by 2050. Domestically, the government is determined to work with industry, including through the recently established Australian Jet Zero Council, to ensure a strong and sustainable aviation sector that supports emissions reduction targets, while growing jobs and innovation.

Program 2.1: Surface transport

Program Objective

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

Key Activity	Performance Measure(s)
Advise on and deliver better road safety as well as heavy vehicle and rail regulation.[18]	**2**
Advise on technology advances in the road transport sector.	**3**
Implement the National Freight and Supply Chain Strategy and Action Plan.	**4**
Supporting an efficient and sustainable transport system.	**3, 5, 6**
Supporting a safe and accessible transport system.	**2, 3, 6**
Manage domestic maritime policy, programs and regulation to support efficient sea trade, vessel safety, Australian maritime skills capability and environment protection.[19]	**4, 6**



18 This key activity has been updated from the 2023–24 Portfolio Budget Statements to include '*heavy* vehicle'.

19 This key activity has been updated from the 2022–23 Corporate Plan. It was removed in error from the 2023–24 Portfolio Budget Statements.

Our performance

Outcome 2	Program 2.1
Performance Measure 2[20]	a. Provide quality and timely policy advice to support progress on reforms to support rail safety and productivity, including improving rail interoperability.[21] b. Provide quality and timely policy advice to support progression towards implementation of the Heavy Vehicle National Law (HVNL) and Heavy Vehicle Road Reform (HVRR) proposals.
2023–24 Target	a. Rail policy advice is high quality and provided in a timely way. b. HVNL and HVRR policy advice is high quality and provided in a timely way.
Forward target 2024–27	a. Rail policy advice is high quality and provided in a timely way. b. HVNL and HVRR policy advice is high quality and provided in a timely way.
Data Source and Methodology	Data is sourced from departmental records such as official meeting minutes, input received on policy papers, and timelines for decisions. Data, including both advice accepted and rejected, will be centrally stored and maintained in the departmental records management system. The consultation and clearance processes (including state and territory input) will be documented and noted, and any feedback given on the quality of the advice provided will also be stored and noted. The department will assess policy advice against the following definitions: – 'timely' means meeting the timelines set for the Infrastructure and Transport Senior Officials' Committee (ITSOC) and the Infrastructure and Transport Ministers' Meeting (ITMM) consideration — with the exception of late submissions caused by overdue input from other agencies. The department will compare the date of submissions of papers to the ITSOC and ITMM Secretariat with due dates. – 'high quality' means informed by input from a range of stakeholders (as relevant) as part of being developed in preparation for ITSOC and ITMM decisions. Data will be collected through analysing the process of developing departmental advice and noting where stakeholder input has been incorporated. The department intends to have a consistent approach to measuring policy advice. Once finalised, the data and methodology for this measure may be amended to reflect this approach.
Measure Type	Quantitative and Qualitative/Output
Discussion	The department supports the Office of the National Rail Safety Regulator and the National Heavy Vehicle Regulator to be an effective national rail safety regulator and heavy vehicle safety regulator respectively. The department prepares and issues policy advice in its role to shape and implement the Heavy Vehicle National Law package of reforms, Heavy Vehicle Road Reform and the National Rail Action Plan. The Commonwealth works with the National Transport Commission, states and territories, and transport regulators to deliver these objectives. However, delivery of these milestones is reliant on all states and territories reaching agreement. Therefore, the best measure of the department's performance is the provision of policy advice to inform these reforms.

20 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 49.

21 This measure has changed from the 2023–24 Portfolio Budget Statements.

Outcome 2	Program 2.1
Limitations	The department does not have control over whether the jurisdictions or other agencies provide their input in a timely way. Late input from others can impact the timeliness of our advice to decision makers. Qualitative feedback on the quality of the department's advice would not normally be solicited, although it is sometimes volunteered.
Rationale for changes	The measure and targets have been amended from the 2022–23 Corporate Plan and the 2023–24 Portfolio Budget Statements to focus on the quality and timeliness of the department's policy advice. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

Outcome 2	Program 2.1
Performance Measure 3[22]	Progress of reforms to support the safe, legal and nationally consistent introduction and uptake of Connected and Automated Vehicles (CAVs) in Australia.
2023–24 Target	a. The majority of Commonwealth-led actions in the National Land Transport Technology Action Plan (NLTTAP) 2020–23 are completed by the end of 2023 and progress is made towards developing the next iteration of the NLTTAP. b. Progress on a national Automated Vehicle Safety Law (AVSL) and associated in-service framework meets the timeframes set by Infrastructure and Transport Ministers Meetings (ITMM).
Forward target 2024–27	Progress on the Commonwealth's elements of the national automated vehicle regulatory framework meets the timeframes set by ITMM.
Data Source and Methodology	The annual progress report against actions in the NLTTAP that is published on the department's website, is used to assess performance.[23] a. The majority is defined as ≥80 per cent of Commonwealth-led actions in the NLTTAP. The data and methodology for this sub-target will be measured based on the reporting of progress of Commonwealth-led actions in the NLTTAP Annual Review progress report. This report sets out the status of actions in the action plan, including whether they are completed or still in-progress. The other component of this sub-target will be measured based on work completed over the course of 2023–24, including progress against key milestones such as Ministerial approvals (e.g. obtained through ITMM), and Senior Official approvals (e.g. obtained through Infrastructure and Transport Senior Officials' Committee (ITSOC). b. The methodology for the sub-target will be an analysis of updates provided to ITMM and/or ITSOC on the progress of Commonwealth-led elements of the regulatory framework, compared against the implementation timeframes agreed by ITMM. Data will be collected via official meeting records and the agreed roadmap for a national approach to the safety assurance of automated vehicles (maintained by the National Transport Commission (NTC).
Measure Type	Qualitative/Output

22 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 49.

23 Further information can be found at: National Land Transport Technology Action Plan | Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

Outcome 2	Program 2.1
Discussion	Emerging transport technologies, such as CAVs, have the potential to improve transport safety, productivity, accessibility and sustainability. The measure recognises that the primary role of the department in supporting transport technologies is to provide policy and regulatory advice, including the implementation of activities agreed by ITMM. The department is responsible at the Commonwealth level for CAV policy but relies on states, territories and other entities such as the NTC and Austroads to achieve policy objectives. While the division can undertake the preparatory work for legislation, passage of legislation is a matter for parliament. Completion of Commonwealth-led actions in the NLTTAP is also influenced by changing circumstances across the life of the action plan that may mean some actions change focus, are ongoing, delayed or deferred. The annual progress report of the NLTTAP is owned by ITSOC and ITMM.
Limitations	Automated vehicles are an emerging technology and some of the risks associated with the regulation of commercially deployed automated vehicles are unknown. Australia is a relatively small market and ensuring our regulatory approaches are harmonised with international developments is important to support Australia's access to emerging transport technology. This approach may lead to changes in Australia's regulatory approach and as a consequence may also result in delays in implementing timeframes.
Rationale for changes	The measure and targets have been amended from the 2022–23 Corporate Plan to focus on progress of reforms. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

Outcome 2	Program 2.1
Performance Measure 4[24]	Progress implementing the National Freight and Supply Chain Strategy (the Strategy) to 2040.
2023–24 Target	Delivery milestones specified in the National Freight and Supply Chain Strategy are met for the financial year and a five-year review of the Strategy and Action Plan is commenced.
Forward target 2024–27	Delivery milestones specified in the National Freight and Supply Chain Strategy are met for the financial year.
Data Source and Methodology	The department requests data annually from Australian Government departments, and state and territory governments on freight and supply chain performance that contributes to the Strategy's goals. This data is verified and approved by Australian Government departments, and states and territories and then consolidated to provide a national view of performance through the annual reporting process. The Annual Report contains analysis of program and policy outcomes consistent with the National Action Plan and jurisdictions' individual implementation plans. The department also aims to conduct the first five-year review in 2023–24, in consultation with state and territory governments, and industry. Infrastructure and Transport ministers agreed the department will conduct the review in the second half of 2023. The review is expected to be complete by the end of December 2023. The review will be conducted in collaboration with state and territory governments and will include a partnership approach with industry to draw on expert knowledge.

24 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 49.

Outcome 2	Program 2.1
Measure Type	Qualitative/Output
Discussion	The Strategy was developed to meet the emerging freight and supply chain challenges in the Industry. The measure charts progress towards the Strategy's goals and actions contained in the Strategy and the National Action Plan. Annual reporting conducted by the department provides a point-in-time snapshot of progress under the Strategy, including information on priority outcome areas to improve freight and supply chain performance. This primarily includes qualitative performance information from the department and jurisdictions, and is supported by quantitative information from aspects of Australia's freight and supply chain networks. The five-year review will consider the performance of Strategy to date and priorities for the next five-year National Action Plan.
Limitations	The Strategy and National Action Plan includes objectives and actions from the Australian Government and all state and territory governments. The department contributes to the success of the outcomes and is dependent on the active participation of its state and territory counterparts.
Rationale for changes	Wording of measure has been amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements. Targets have also been amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements to better reflect the department's performance. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

Outcome 2	Program 2.1
Performance Measure 5[25]	Advice on reducing CO_2 emissions for the transport sector.
2023–24 Target	a. Policy advice that is high quality, timely and evidence-based. b. Active participation in relevant international forums.
Forward target 2024–27	a. Policy advice is high quality, timely and evidence-based. b. Active participation in relevant international forums. In this period, we would expect to be able to begin to measure and estimate the amount of abatement (along with the total net benefits expected) that policy interventions have achieved.

25 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 50.

Outcome 2	Program 2.1
Data Source and Methodology	Data sources and methodology vary for each element of the measure. a. High quality: Quality of advice will be measured as part of post implementation reviews, and in the longer term, the level of abatement achieved in line with the government's abatement targets as specified by the *Climate Change Act 2022*. 'High quality' means ≥80 per cent of provided advice accepted by the Minister. Timely: Data is sourced from Ministerial correspondence stored in PDMS. Ministers expectations will be set and the timeliness/acceptance of the advice will be tracked through correspondence to and from the Minister. Data will be extracted from PDMS and aggregated to report on in the annual performance statements. 'Timely' means in line with Ministers expectations. Evidence-based: The data source for this will be departmental documents kept on the internal records management system. Information used to formulate each piece of policy advice will be stored on the records management system. 'Evidence-based' means advice for which the department has sufficient empirical evidence or sufficiently strong theoretical deduction to allow a decision to be made. If a piece of information is used that does not fit within the definition we have used as evidence-based policy advice, this will clearly be reported on in the annual performance statements for transparency. b. Active participation in relevant international forums includes progressing Australia's engagement and activities under the Clydebank Declaration, Quad Green Shipping Taskforce, Green Shipping Challenge, Zero emissions Shipping Missions, and the maritime low emission technology initiative with Singapore. The data source are the fora papers. The department intends to have a consistent approach to measuring policy advice. Once finalised, the data and methodology for this measure may be amended to reflect this approach.
Measure Type	Quantitative/Output
Discussion	The department plays a significant role in supporting the government to reach its emissions reduction targets and achieve net zero, including reducing emissions in the transport sector. Transport contributes around 19 per cent of Australia's CO_2 emissions, with 84 per cent coming from road transport alone. Implementation of standards such as Euro VI, Euro 6, and a Fuel Efficiency Standard will significantly contribute to reducing emissions by supporting the supply of zero and low emissions road vehicles. Reducing emissions in the maritime subsector will be targeted through the development of a Maritime Emissions Reduction National Plan. The department is responsible for engaging with international standard setting fora on emissions reduction. Active and ongoing participation provides the department opportunities to progress Australia's international and domestic policy objectives relating to emissions reduction. In the longer term, the department would expect to measure the total amount of abatement that policy interventions are expected to achieve.
Limitations	Measures in the near term are subjective and qualitative. Independent perspectives (such as the Office of Impact Analysis (OIA)) will be used to measure performance where possible. Over the longer term, it may be difficult to more precisely measure the total abatement achieved.
Rationale for changes	Wording of measure and targets has been amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements to better demonstrate the department's role. Data sources and methodology amended to align with changes made to measure and targets. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

Outcome 2	Program 2.1
Performance Measure 6[26]	Provide policy advice supporting maritime safety.[27]
2023–24 Target	Policy advice is high quality, timely and evidence-based to support decision making on maritime safety matters.
Forward target 2024–27	Policy advice is high quality, timely and evidence-based to support decision making on maritime safety matters.
Data Source and Methodology	The data source for high quality and timely advice is Ministerial correspondence stored in PDMS. Ministers expectations will be set and the timeliness/acceptance of the advice will be tracked through correspondence to and from the Minister. Data will be extracted from PDMS and aggregated to report on in the annual performance statements. High quality means ≥80 per cent of advice provided is accepted by the Minister. Timely policy advice is defined as 'in line with Ministers expectations.' Evidence-based data is sourced from departmental documents kept on the internal records management system. Information used to formulate each piece of policy advice will be stored on the records management system. Evidence-based means the use of information from reputable sources including universities, government publications, research published in journals. The department intends to have a consistent approach to measuring policy advice. Once finalised, the data and methodology for this measure may be amended to reflect this approach.
Measure Type	Qualitative/Output
Discussion	The Australian Government is committed to reducing fatal and serious injury maritime incidents in Australia. The department is responsible for advising government on maritime safety policy, and administering maritime safety legislation and regulation. A declining trend in maritime fatality data is the best available measure of the effectiveness of safety laws, however the department is not solely responsible for this — safety is also influenced directly by multiple factors, including the delivery of regulatory activity, industry safety cultures, and the choices of individuals. Therefore, this measure shows the department performance on the quality of the advice to government on maritime safety policy. Information on specific incidents is available through Australian Maritime Safety Authority (AMSA) reporting.[28]
Limitations	It is difficult to define every possible source of reputable data we may use to inform policy advice. We will clearly explain in the Annual Performance Statements where a source is used that does not fit within our current definition of data from universities, government publications or research published in journals.
Rationale for changes	Wording of measure and targets has been amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements to enable accurate reporting of the department's performance. Data sources and methodology amended to align with changes made to measure and targets. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

26 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 50.

27 This includes monitoring any issues affecting AMSA's performance and providing advice to ensure it continues to achieve safety outcomes.

28 See reporting at: Incident reporting (amsa.gov.au)

Program 2.2: Road Safety

Program Objective

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

Key Activity	Performance Measure(s)
Advise on and deliver better road safety.	**7**
Regulate the first provision of road vehicles to the Australian market.[29]	**8**
Supporting a safe and accessible transport system.	**9**

29 This key activity has been amended from the 2023–24 Portfolio Budget Statements.

Our performance

Outcome 2	Program 2.2
Performance Measure 7[30]	Progress of the implementation of the National Road Safety Strategy 2021–30 (the Strategy) through delivery of the Australian Government's commitments under the National Road Safety Action Plan 2023–25.
2023–24 Target	Progress on the implementation of Australian Government actions is accepted by Infrastructure and Transport Ministers, as reported through the National Road Safety Annual Progress Report.
Forward target 2024–27	a. Progress on the implementation of Australian Government actions is accepted by Infrastructure and Transport Ministers, as reported through the National Road Safety Annual Progress Report. b. Undertake a review of the National Road Safety Action Plan 2023–25 (the Action Plan). c. Develop and implement a second Action Plan for the period 2026–30 and report on implementation progress from 2026–27.
Data Source and Methodology	National Road Safety Annual Progress Report: The Australian Government will coordinate the annual progress report on road safety reporting through an Intergovernmental Steering Committee established under the Action Plan. The report will reflect on the key performance indicators in the Strategy and Action Plan and will be submitted for consideration to the Infrastructure and Transport Ministers' Meeting (ITMM), which will decide how and when it is publicly released. The Australian Government and all states and territories will be required to contribute information on their collective progress implementing the commitments set out in the Action Plan. This will include a mix of qualitative data, and quantitative data.
Measure Type	Qualitative and Quantitative/Output
Discussion	The Australian Government is committed to reducing deaths and serious injuries on Australian roads. The Strategy sets out Australia's road safety objectives, priorities and trauma reduction targets over the decade to 2030.[31] The first Action Plan (2023–25)[32] was agreed at ITTM on 9 December 2022.[33] The Action Plan sets out governance arrangements for implementation, oversight and reporting.
Limitations	The Australian Government has a leadership role in coordinating and reporting on national efforts to implement the Action Plan, as well as commitments under each of the Action Plan's priority and enabling actions.
Rationale for changes	Targets in this measure have been amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements to align better with the measure and enable accurate reporting of the department's performance. Data sources and methodology reflect changes made to targets. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

30 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 53.

31 Read more on the National Road Safety Strategy 2021–30 at: National Road Safety Strategy 2021–30 | National Road Safety Strategy.

33 Further information can be found at: National Road Safety Strategy 2021–30 | National Road Safety Strategy.

33 The Infrastructure and Transport Ministers' Meeting (ITMM) communique: Infrastructure and Transport Minister's Meeting Communiqué | Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

Outcome 2	Program 2.2
Performance Measure 8[34]	Administration of the Road Vehicle Standards (RVS) legislation.[35]
2023–24 Target	a. 100 per cent of applications are decided within legislative timeframes. b. 75 per cent of voluntary recalls are published within the service level agreement of seven days. c. Undertake planning and procurement activities supporting the commencement of a post implementation review (PIR) of the RVS legislation in July 2024.
Forward target 2024–27	a. 100 per cent of applications are decided within legislative timeframes. b. 75 per cent of voluntary recalls published within the service level agreement of seven days. c. PIR is conducted through industry consultation, with agreed recommendations implemented.
Data Source and Methodology	Data is obtained through external stakeholders such as the motor vehicle industry and members of the public. Information is entered into the approved ROVER application form as required by the RVS legislation.[36] An advanced find look-up query has been built into the ROVER system to support the extraction of data from the system for a range of purposes. Departmental officers will run relevant searches to extract application processing and recalls publication times. These reports will be cross checked against weekly management dashboard reporting. Additional quality assurance will be conducted periodically by comparing the quantitative results with qualitative feedback from assessors and recall officers. The department will consider targets a) and b) met where they achieve or exceed the target set. Only the department's data on assessment and recall metrics will be utilised for this measure. Private and/or commercial information entered by applicants is not within scope for this measure. Additionally, the department owns the reporting data for the PIR project. Once the PIR project commences in early-2024, milestones to monitor progress will be established. Monthly reports on the progress towards the milestones will be generated by the project team. The department will consider targets a) and b) met where they achieve or exceed the target set.
Measure Type	Quantitative/Output
Discussion	The department supports the safety, environmental and anti-theft performance of all road vehicles entering the Australian market for the first time through RVS legislation. The legislation provides for the setting of national road vehicle standards; establishes requirements and pathways to obtain approvals to provide road vehicles to the Australian market; and allows for the recall of road vehicles and approved road vehicle components when required. Recall notifications are submitted voluntarily by suppliers with wording negotiated with the department to ensure consistency and effectiveness of messaging. The wording of notifications often relies upon the supplier's head office overseas approval, therefore can impact timeliness of publication.
Limitations	An unexpected increase in the volume of applications and/or staffing shortages may impact the ability to meet the 100 per cent target within legislative timeframes.

34 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 53.

35 The Road Vehicle Standards (RVS) legislation can be found on the link.

36 ROVER: **Ro**(ad) **Ve**(hicle) **R**(egulator) is an administration system for the *Road Vehicle Standards Act 2018*. Further information can be found at: ROVER resources | Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Outcome 2	Program 2.2
Rationale for changes	Wording of measure amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements. Targets in 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements amended to provide comprehensive metrics for the department to better demonstrate its performance against the measure. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

Outcome 2	Program 2.2
Performance Measure 9[37]	Delivery of road safety grants programs/projects within budget and achieving the outputs outlined in individual grant agreements.
2023–24 Target	Road safety grants programs/projects delivered within budget and achieving the outputs outlined in individual grant agreements for 2023–24.
Forward target 2024–27	Road safety grants programs/projects delivered within budget and achieving the outputs outlined in individual grant agreements for each financial year.
Data Source and Methodology	Each grant agreement stipulates that grantees must provide progress reporting on their activity at least twice per year.[38] The reports that are submitted are assessed against the grant guidelines and Key Performance Indicators stipulated in individual grant agreements and progress is monitored through this reporting process. All grants will be administered in accordance with the Commonwealth Grant Rules and Guidelines and records will be kept in accordance with the department's record keeping policy. Each grant agreement has milestones, key performance indicators and outputs that are linked to timeframes and payments. The department will track overall grant program performance based on the requirements of the underlying project grant agreements.
Measure Type	Qualitative/Output
Discussion	The measure reflects the department's commitment to national road safety by providing non-infrastructure grant programs which align to the National Road Safety Strategy 2021–30 and Action Plan 2023–25 to deliver significant road safety outcomes for the Australian community.
Limitations	The Australian Government will manage grant agreements and activity progress in accordance with the individual grant agreements, however we are not responsible for the actual activity delivery. Any risk to budget, timeliness or outputs will be closely monitored and resolved with individual grantees.
Rationale for changes	This measure replaces measure 16 in the 2022–23 Corporate Plan. The measure and targets have been amended from the 2023–24 Portfolio Budget Statements to better enable complete and accurate reporting of the department's performance. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

37 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 53.

38 Each grant program is different when considering timing and the number of reports that can be generated.

Program 2.3: Air transport

Program Objective

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

Key Activity	Performance Measure(s)
Lead the design of the Western Sydney Airport flight paths.	**10**
Manage domestic aviation programs and regulation.[39]	**11, 12, 13, 14**
Administer effective domestic aviation safety policy.[40]	**15**
Supporting a safe and accessible transport system.	**12, 15**

39 This key activity has been amended from the 2023–24 Portfolio Budget Statements.

40 This key activity is new for the 2023–24 Corporate Plan.

Our performance

Outcome 2	Program 2.3
Performance Measure 10[41]	Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport (WSI).
2023–24 Target	a. Release of the draft Environmental Impact Statement (EIS) for WSI's preliminary flight paths — September/October 2023. b. Release of the Public Submissions Report — March/April 2024, subject to further planning and decision by Minister.
Forward target 2024–27	Flight Paths finalised and approved following community consultation to enable airport opening in late 2026: a. Final EIS published in Quarter 4, 2024.
Data Source and Methodology	Data for the performance measure is sourced from departmental records including minutes taken from governance groups meetings (Expert Steering Group and Joint Implementation Group)[42]; the Project Management Plan for the airspace design process; and fortnightly dashboard reporting for the environmental assessment package. The flight path design process is being undertaken in accordance with Airservices Australia standards and International Civil Aviation Organization (ICAO) guidelines. The environmental assessment process is being undertaken consistent with the *Environment Protection and Biodiversity Conservation Act 1999*. Note that Airservices Australia is predominantly responsible for the detailed design phase that will occur following completion of the environmental assessment process.
Measure Type	Qualitative/Output
Discussion	The department is responsible for leading the flight path design for WSI, working closely with Airservices Australia and the Civil Aviation Safety Authority. The design of the flight paths is guided by 12 design principles outlined in the 2021 Airport Plan.[43] These design principles seek to maximise safety, efficiency and capacity, while minimising impacts on the community and the environment. The target relating to the preliminary flight path EIS measures performance against Condition 16(4) of the 2021 Western Sydney Airport Plan. Condition 16(4) sets out general requirements for the airspace design process which must be satisfied prior to the commencement of airport operations.
Limitations	Successful implementation of the flightpaths requires significant input from a range of parties, including Airservices Australia which will ultimately deliver the airspace arrangements and supporting infrastructure. Key decisions are independent of government, including decisions to approve airspace changes and validate flight paths which must be taken by the Civil Aviation Safety Authority, an independent statutory authority. In addition, some airspace design work in the Sydney Basin interacts on the WSI flight path work but is not the prime responsibility of the department.
Rationale for changes	Targets amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements to simplify wording and improve the forward target. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

41 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 56.

42 The Expert Steering Group oversees the detailed planning and technical design process of the airport's airspace arrangements and flight paths. It is supported by the Joint Implementation Group which coordinates key elements of the design process.

44 Further information can be found at: Western Sydney Airport | Airport Plan September 2021.

Outcome 2	Program 2.3
Performance Measure 11[44]	Percentage of Master Plans and Major Development Plans processed for leased federal airports within statutory timeframes.
2023–24 Target	100 per cent of Master Plans and Major Development Plans are assessed and submitted to the Minister with sufficient time for consideration and decision within statutory timeframes in each financial year.
Forward target 2024–27	100 per cent of Master Plans and Major Development Plans are assessed and submitted to the Minister with sufficient time for consideration and decision within statutory timeframes in each financial year.
Data Source and Methodology	Assessments are maintained in departmental records workspace while under development. All Master Plans and Major Development Plan submissions and the decisions are recorded through Parliamentary Document Management System (PDMS) and include statutory timeframes. An established process is followed to ensure Major Development Plan applications are always referred to relevant agencies. Detailed templates are followed in the assessment process and the structure of the advice is subject to a consistent approach to assist decision-making. The department closely monitors and follows up as required, to ensure that relevant timelines are met in accordance with the requirements of the *Airports Act 1996*. The department is expecting up to four Master Plans and seven Major Development Plans to be submitted to the Minister for decision in 2023–24.
Measure Type	Quantitative/Output
Discussion	The target measures the number of Master Plans and Major Development Plans that are assessed and decided on within the 50-business day statutory timeframe specified in the *Airports Act 1996*.[45] The Minister has 50-business days to either approve, or refuse to approve, a Master Plan or Major Development Plan. Approval within this timeframe allows the Minister to attach conditions on Major Development Plans if needed. As a decision must be made within 50-business days, the department's advice is generally provided to the Minister 25-business days after receipt of a Master Plan or Major Development Plan to allow the Minister sufficient time to decide within statutory timeframe. Failure to provide the Minister with an assessment and advice in this time risks the progression of a Master Plan or Major Development Plan within statutory timeframes.
Limitations	The department is responsible for regulatory oversight of leased federal airports under the *Airports Act 1996*. Other government agencies are not subject to statutory deadlines under the *Airports Act 1996* and may delay delivery of advice to the Minister.
Rationale for changes	Wording for measure and targets amended from the 2022–23 Corporate Plan for clarity. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

44 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 56.

45 Under sections 89(5) and 94(6) of the *Airports Act 1996*, if the Minister has neither approved nor refused to approve a draft Master Plan or draft Major Development Plan by 50-business days after submission, the Minister is taken to have approved the Master Plan or Major Development Plan. Deemed approvals do not count as a decision towards the target for this measure.

Outcome 2	Program 2.3
Performance Measure 12[46]	Performance of the Regional Airports Program (RAP) and the Remote Airstrip Upgrade (RAU) Program.
2023–24 Target	RAP and RAU projects are completed in line with their funding agreements.
Forward target 2024–27	a. RAP program funding ceases at 30 June 2025. 100 per cent of RAP projects with funding agreements in place are completed by 30 June 2025. b. Projects are to be completed in line with their funding agreements, with all projects completed by program end.
Data Source and Methodology	The Department of Industry, Science and Resources (DISR) provides the department a weekly snapshot of the status of applications under the latest round of both the RAU and RAP on all rounds under administration including project status, project completion, financial payments and risks.[47] The department monitors the progress of projects by assessing reports submitted and may conduct site inspections of projects. If required, information provided may be further reviewed or further information requested. Projects are considered completed once DISR has received and accepted project completion reports. DISR provides the project completion reports and financial payment advice to the department and also provides advice in monthly reporting that a project is complete. RAU program funding ceases 30 June 2026.
Measure Type	Quantitative/Output
Discussion	DISR administer the programs on behalf of the department including negotiating and executing grant agreements and variations, monitoring and reviewing progress and completion reporting, financial acquittal and payments.[48] DISR provides monthly updates to the department on progress of grants, to ensure that all projects are completed in accordance with the scope, timing and funding allocation detailed in their agreement or any subsequent variation. Funding agreements are able to be varied and the department will report on the totality of agreements and clearly outline any variations that occurred during the reporting period.
Limitations	Projects may be delayed by a number of factors over which the department has limited direct control, including severe weather events, skilled worker/contractor shortages, supply chain delays on materials and equipment and inflationary cost pressures.
Rationale for changes	The wording of the measure and targets has been amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements have been refined for clarity. The methodology has been revised and amended. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

46 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 56.

47 DISR receive progress and completion reports from grantees to enable DISR to monitor progress and make grant payments.

48 Funding is allocated to projects through a competitive grants program, which ranks projects for funding based on an assessment of the project need, the benefits it will bring and the extent to which the applicant can deliver the project.

Outcome 2	Program 2.3
Performance Measure 13[49]	Remote Air Services Subsidy (RASS) Scheme performance as indicated by eligible and approved communities in remote and isolated areas of Australia having access to a regular air transport service for the carriage of passengers and goods.
2023–24 Target	All approved communities are admitted and maintained in the RASS Scheme.
Forward target 2024–27	All approved communities are admitted and maintained in the RASS Scheme.
Data Source and Methodology	The department has a published list of communities that are approved to receive the service following application by the community over time.[50] Air operator contracted service schedules cover this list. Data regarding communities serviced in a particular week is provided by air operators monthly in arrears, however this does not affect the list of approved locations.
Measure Type	Quantitative/Output
Discussion	The objective of the RASS Scheme is to provide access to an air network delivering services to approved communities. This objective is important as communities rely on the essential air link for a range of deliveries and services and in many cases for attending medical and professional appointments in regional centres. New communities can apply for admission to the RASS Scheme at any time. Their applications are assessed against the published eligibility criteria located on the department's website.
Limitations	The list of communities approved for the service can change when a new community is added. The communities serviced in any given week can change as a community can indicate it does not require the service one week for any number of reasons. Weather or technical issues can also mean flights are sometimes cancelled or re-scheduled, an example of this is during the wet season.
Rationale for changes	Wording for measure and targets amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements for clarity.

Outcome 2	Program 2.3
Performance Measure 14[51]	The number of per-fluoroalkyl and poly-fluoroalkyl substances (PFAS) investigations commenced at civilian airports.
2023–24 Target	The department has executed contracts to undertake PFAS investigations at 16 civilian airports.[52]
Forward target 2024–27	The department has executed contracts to undertake PFAS investigations at up to 37 civilian airports.[53]

49 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 56.

50 Further information can be found at: Remote Air Services Subsidy Scheme | Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

51 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 56.

52 This figure is determined by considering the program scope of up to 37 civilian airports and program end date of 30 June 2027, with the assumption that more than half of the PFAS investigations would have commenced by the program's midpoint in 2023–24.

53 This figure is determined by considering the program scope of up to 37 civilian airports and program end date of 30 June 2027, and assumes PFAS investigations would have commenced at all airports in scope over this period.

Outcome 2	Program 2.3
Data Source and Methodology	Data is collated from the total number of contracts contained in the contract register. For civilian airports to participate in PFAS investigations, a Memorandum of Understanding (MoU), must be executed prior to commencement. Contracts to undertake PFAS investigations will be executed following a procurement process. Execution of a contract by a departmental delegate will be the metric to confirm that an airport is under investigation.
Measure Type	Quantitative/Output
Discussion	PFAS investigations are highly complex and technical in nature. Successful delivery of the PFAS Airports Investigation Program is dependent on the capacity and support of industry delivery partners to conduct the PFAS investigations. A phased implementation of PFAS investigations will support the department to achieve the program's objectives by 30 June 2027. Only the airports where the Commonwealth has previously conducted firefighting activities using PFAS containing foams are included in this program.
Limitations	All eligible airports must enter into and execute a MoU with the department prior to participating in the program — this program is voluntary. Any delays in this process will impact on the commencement of PFAS investigations at airports.
Rationale for changes	This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

Outcome 2	Program 2.3
Performance Measure 15[54]	Contribute to a reduction in the number of aviation fatalities per 100,000 people for the current years 10-year average.
2023–24 Target	The current rolling 10-year average aviation fatalities is maintained or reduced.
Forward target 2024–27	Policy continues to support aviation safety and there is a trending reduction in the 10-year average of annual aviation fatalities.
Data Source and Methodology	Fatalities data is collected from Australian Transport Safety Bureau's (ATSB)'s Aviation Occurrence Data Base. The department's Bureau of Infrastructure and Transport Research Economics (BITRE) quality assures the data and liaises with ATSB if the figures appear to be an outlier and not explained by known incidents. The department reviews these trends to determine if aviation policy is aiding the reduction of aviation-related fatalities. Department policy work is undertaken by various internal Aviation sections. Additionally, the department tests relevant policies related to aviation fatality reduction through discussions with relevant stakeholders in a number of fora.[55]
Measure Type	Quantitative and Qualitative/Effectiveness

54 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 56.
55 Fora include Interdepartmental Committees, Working Groups and internal discussions.

Outcome 2	Program 2.3
Discussion	The department is responsible for developing, maintaining and updating policy advice to support aviation safety outcomes. A reduction in annual average aviation fatalities over time is an indicator of success in aviation safety. Where aviation policy is ineffective in contributing to the reduction of aviation fatalities, the department will engage relevant stakeholders to update its policy approach. In measuring performance, the department will consider extenuating factors and outlier events to test the appropriateness of policy in contributing to fatality reduction rates. For example, the aviation industry experienced a sharp down-turn during COVID-19 — this might have lasting effects on trend data. The department works closely with aviation safety portfolio agencies to ensure the delivery of aviation safety functions by portfolio agencies aligns with policy developed by the department.
Limitations	Aviation fatalities are annually reported by ATSB and represent one measure used internationally for assessing safety performance. The department contributes to an aviation safety system involving other government agencies, industry and safety personnel that seek to continuously improve Australia's aviation safety performance. The department is not solely responsible for the delivery of this measure, but contributes as part of the wider aviation community.
Rationale for changes	Measure and targets amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements to better measure the effectiveness of the department's policy. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

Regional development: cities and Northern Australia

Improving living standards and facilitating economic growth in cities and regions, including Northern Australia

Outcome 3 — Regional Development

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

Outcome 3 contributes to the department delivery on its following purpose:

Regional Development

Improving living standards and facilitating economic growth in cities and regions, including Northern Australia.

Outcome 3 is delivered through the following programs:

- Program 3.1 — Regional Development
- Program 3.2 — Local Government
- Program 3.3 — Cities
- Program 3.4 — Growing a Stronger Northern Australia Economy.

Environment and risk

Investing in the regions

Over eight million Australians live outside capital cities and two-thirds of our export earnings come from regional industries such as agriculture, tourism and manufacturing.[56]

Australian regions are defined in various ways and are not a fixed or static concept reflecting one singular or set of characteristics. Major trends affecting regional Australia include environmental and climatic, demographic, economic and technological changes that will have localised and varying degrees of impacts. This includes the physical and economic impacts of transitioning to a net zero economy, which are concentrated in key regions. We focus on a place-based[57] approach to regional development that reflects the individual needs and circumstances of a region. The department delivers dedicated regional programs, such as the Growing Regions Program and the regional Precincts and Partnerships Program, to support strong and sustainable regional communities and economies.

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

Integrated and coordinated regional investment

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

The department's work supports delivery of the Government's Regional Investment Framework (the Framework).[58] The Framework places regions and their people at the centre of decision making — valuing local voices and priorities, listening to and building on evidence to inform investment, operating with flexibility and transparency, and coordinating across governments to make investments work better for regions. The department has developed and sustained strong relationships through collaborative engagement with state, territory, and local governments, industry, and Australian Government agencies to optimise outcomes in regions.

Genuine partnerships across all levels of government are critical to ensuring that planning, funding and project delivery, across a range of policy responsibilities, maximises regional outcomes. We will listen to and work with communities, state and local governments and businesses in developing our policy approaches to ensure we use the right tools to achieve our outcomes. Our 53 Regional Development Australia (RDA) committees are an effective conduit for the Australian Government's footprint in the regions, providing a two-way communication mechanism to address contemporary policy issues.

Place-based investment will be tailored to address the stated priorities and goals of a region. In programs like the Growing Regions Program, we are specifically asking grantees to identify how their project proposal is aligned with their regional priorities, and then assessing the extent to which it aligned as part of our formal merit assessment process. We will be targeting a region's competitive advantages, strengths and opportunities; and address locally identified and data-informed barriers to success. We will ensure our level of engagement and investment is in line with the intended outcomes, depending on the need, complexity and scale of impact required.

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

56 Source: Australian Bureau of Statistics (Reference period: 03/2019), Regional Population Growth, Australia, ABS Website.

57 Place-based approaches target the specific circumstances of a place and engage the community and a broad range of local organisations from different sectors as active participants in their development and implementation.

58 Additional information on the Framework can be found here: Regional Ministerial Budget Statement May 2023–24: Working Together to Build Strong and Sustainable Regions | Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

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

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

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

Through its management of flagship regional programs including, the Growing Regions Program and regional Precincts and Partnerships Program, the department demonstrates working with integrity and in partnership with communities to deliver outcomes for regions through robust, transparent processes.

Cities and suburbs

Over 80 per cent of Australia's population and 80 per cent of our Gross Domestic Profit come from our cities. The government is delivering for our cities through existing commitments, detailed policy and reporting, new funding programs and strategic engagement with experts.

The government is delivering a new urban agenda to improve the productivity, equity and resilience of our cities and suburbs. This work will be underpinned by a National Urban Policy to outline the challenges facing our major cities, and to establish principles and actions to support more productive, equitable and resilient cities and suburbs; and State of the Cities reports to provide evidence and measure progress over time.

The government will also invest in programs designed to support communities to address their infrastructure needs. This includes the Thriving Suburbs Program to fund community infrastructure in urban and suburban communities; and the urban Precincts and Partnerships Programs to deliver transformative investment in precincts across Australia, working in partnership with all levels of government.

The department will continue to administer the Australian's Government $9.5 billion investment in City Deals in Townsville, Launceston, Darwin, Western Sydney, Hobart, Geelong, Perth, Adelaide and South-East Queensland, and in Regional Deals in Barkly and Hinkler, as well as partnership projects in Albury and Wodonga.[59]

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

In addition to the Deals, the government is committing $3.435 billion towards the Brisbane 2032 Olympic and Paralympic Games (the Games). This is split as capped contributions of up to $2.5 billion for the Brisbane Arena development and up to $935 million for 16 additional venues under the Minor Venues Program. The department is engaging with other Australian Government agencies and the Queensland Government to support land transport infrastructure and venue infrastructure priorities for the Games. This collaboration and significant investment in infrastructure will deliver a world class games as well as support the growing needs of South-East Queensland well beyond 2032.

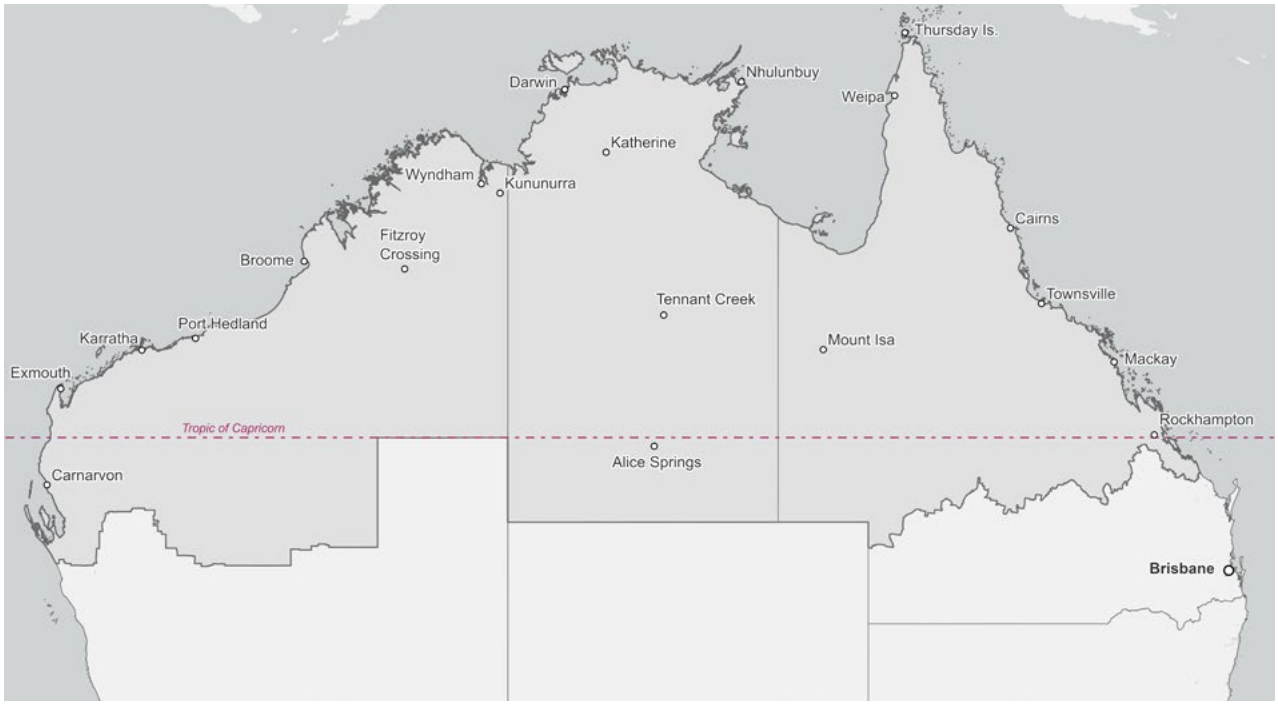
Growing a stronger Northern Australia economy

Northern Australia comprises 59 per cent of Australia's landmass. It includes all of the Northern Territory, parts of Queensland and Western Australia that intersect with the Tropic of Capricorn, and the Indian Ocean Territories of Cocos (Keeling) Islands and Christmas Island.

The region is abundant with untapped potential and talented people. Northern Australia has a competitive advantage in resources, energy, agriculture, aquaculture and tourism and its proximity to Asia and the Pacific creates trade potential to drive Australia's economic growth over the next decade and beyond. Indeed, First Nations Australians have traded with South-East Asian peoples for centuries.

59 Further information on Deals can be found on the department's website: Cities | Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

Figure 9: Northern Australia[60]



Northern Australia is mineral rich with deposits of lithium and rare earth metals that will be vital to the electrification of the country as we move toward a net zero future.[61] The region is on the frontline of the nation's defence, border protection and biosecurity. It is home to a young and growing Indigenous population which will play an increasing role in its economic growth. Unlocking opportunity in the north is key to the development of the nation as a whole.

Developing the north, however, is not without its challenges. Northern Australia is home to only 1.3 million people or around 5.2 per cent of the Australian population.[62] Its sparse population, the vast distances between major centres and extreme weather conditions can make it difficult and costly to do business and to provide adequate social and economic infrastructure. Housing shortages and higher costs of living can make attracting and retaining a skilled workforce difficult[63] and can lead to a prevalence of fly-in, fly-out workers resulting in the benefits of economic activity being siphoned away to southern centres.

The Indigenous population is younger and growing at a faster rate than the rest of the Australian population.[64] Indigenous Australians are projected to constitute approximately half of the working age population of northern Australia by 2050.[65] Outside of major population centres in northern Australia this is already the case.[66] Indigenous Australians have significant assets to bring to the northern Australia development agenda. Indigenous people comprise 16 per cent of the northern Australian population, far greater than their three per cent share of the national population.[67] Around 78 per cent of the land in northern Australia is recognised under native title or statutory land rights.[68]

60 Australian Bureau of Statistics, Regional population, 2021–22 financial year | Australian Bureau of Statistics.
Office of Northern Australia, 2021, *Developing Northern Australia*, Fact Sheet | Developing Northern Australia, p. 1.

61 Invest Northern Territory, 2022, *Minerals*, Invest Northern Territory | Key Sectors — Minerals, accessed 24 October 2022.

62 Analysis of Australian Bureau of Statistics, 2023, Regional Population (20 April 2023 release), Regional population, 2021–22 financial year | Australian Bureau of Statistics, as at June 2022.

63 ibid.

64 Australian Bureau of Statistics (2017) in Australian Venture Consultants Pty Ltd, (2020) *A new framework for accelerated development of the Northern Australian Indigenous economy*, page 38, accessed 26 October 2022.

65 Joint Select Committee on Northern Australia (2014) in Australian Venture Consultants Pty Ltd, (2020) *A new framework for accelerated development of the Northern Australian Indigenous economy*, page 38, accessed 26 October 2022.

66 Australian Bureau of Statistics (2017) in Australian Venture Consultants Pty Ltd, (2020) *A new framework for accelerated development of the Northern Australian Indigenous economy*, page 38, accessed 26 October 2022.

67 Analysis of Australian Bureau of Statistics. (2016). Estimates of Aboriginal and Torres Strait Islander Australians (31 August 2018 release), Estimates of Aboriginal and Torres Strait Islander Australians, June 2016 | Australian Bureau of Statistics.

68 Australian Bureau of Statistics, June 2016, Estimated resident Aboriginal and Torres Strait Islander and non-indigenous populations, SA2, 30 June 2016 [data set], Estimates of Aboriginal and Torres Strait Islander Australians, June 2016 | Australian Bureau of Statistics.

Sustainable economic growth and improved liveability is required to develop the northern regions. The department, including the Office of Northern Australia (the ONA), partners with jurisdictions, the Australian Government agencies and First Nations leaders to coordinate, facilitate and align resources to deliver long-term, sustainable growth in northern Australia as set out in the 2015 *Our North, Our Future: White Paper on Developing Northern Australia*. This year, the department will support the government in refreshing the White Paper to ensure it remains current as a guide for policy makers and investors in building a strong, prosperous, resilient northern economy.

The Northern Australia Infrastructure Facility (NAIF) was established in 2016, to provide concessional financing through northern jurisdictions to support projects that deliver economic benefits across northern Australia. The government is committed to ensuring that investments made through the NAIF benefit local communities and lead to the creation of new jobs across the north, by ensuring the NAIF legislative framework is fit-for-purpose. The department is working to support the NAIF to provide financing assistance which goes beyond a strictly net positive economic impact, and improves the lives of people and communities in the north. Since 2016, the NAIF investment decisions proceeding across the three northern jurisdictions currently total around $4.0 billion, supporting projects with an estimated total capital value of $14.7 billion, and forecast to generate around $29 billion in economic benefit, and support around 14,700 jobs.

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

- Common user marine infrastructure at the Middle Arm Sustainable Development Precinct in the Northern Territory (NT)
- Regional Logistics Hubs in Katherine, Alice Springs and Tennant Creek (NT) to connect these regions to Middle Arm and other export facilities
- Common user port facilities in the Pilbara to boost the region's readiness for new green hydrogen markets and its transition to renewable energy.

Our work is positioning the north as an attractive environment for investment, growth and liveability. In 2021–22, the Australian Government invested $189.6 million through *Our North, Our Future: 2021–2026*, to support industry diversification and business growth across the north. This investment has leveraged more than $235 million in contributions from our partners and is expected to create hundreds of jobs in the north.

Program 3.1: Regional Development

Program Objective

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

Key Activity[69]	Performance Measure(s)
Deliver programs to support regional development and local governments.	**16, 17**
Advise on and deliver City and Regional Deals and commitments to enhance Australia's cities and towns.	**18**

69 The key activities under Program 3.1 have been amended from the 2023–24 Portfolio Budget Statements.

Our performance

Outcome 3	Program 3.1
Performance Measure 16[70]	Performance in delivering regional programs indicated through projects contracted, completed and funds expended for: 1. Community Development Grants (CDG) 2. Stronger Communities Programme (SCP) 3. Building Better Regions Fund (BBRF).
2023–24 Target	By June 2024, 95 per cent of all contracted commitments in the programs are on target for completion.
Forward target 2024–27	Programs are completed prior to end of appropriation period.
Data Source and Methodology	Data is sourced from the department's Regional Development and Local Government Division Central Data Store (central data store), the Financial Management System and the Department of Industry, Science and Resources (DISR) Grants Hub. Information on each program is extracted from the department's central data store and analysed to determine the percentage of projects under each program that have been contracted, are in progress or under construction and completed by the end of the financial year. End date of contracted projects in progress or under construction will be verified through the central data store to confirm if they are expected to be completed within the relevant appropriation for each program. The accuracy of project specific information is maintained by a structured payment-linked reporting system and ongoing regular contact with grant recipients. Funding expenditure measures are monitored for accuracy by balancing with payment systems. Analysis of departmental records for each program is compared with each target.[71] An overall achievement is determined based on the progress of each program.
Measure Type	Quantitative/Output
Discussion	The department is focused on delivering programs that support regional development and local governments. This is achieved through the three regional legacy programs: Community Development Grants Program The intended outcomes of the program are to construct and/or upgrade facilities to provide long term improvements in social and economic viability of local communities. All project will be completed by 30 June 2026. Stronger Communities Program The program provided each of the 151 Federal electorates with $150,000 to fund small capital projects. Federal Members of Parliament identify potential projects and invited applications from their electorate. All projects will be completed by 30 June 2024. Building Better Regions Fund The Program is delivering funding for regional infrastructure projects and community development activities that will provide economic and social benefits for regional and remote areas. All projects will be completed by 30 June 2024.
Limitations	As the department has an oversight role, there are impacts on the individual projects within the programs that is out of our control. This can include; supply chain issues; natural disasters; and labour shortages.

70 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 65.

71 This refers to the number of contracted projects under the program and number completed in any given month or period.

Outcome 3	Program 3.1
Rationale for changes	Measure amended from the 2022–23 Corporate Plan to include applicable programs. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

Outcome 3	Program 3.1
Performance Measure 17[72]	Establishment and implementation of the regional Precincts and Partnerships Program (rPPP) following consultation on program design, within agreed timeframes.
2023–24 Target	Program is opened and funding committed and expended under rPPP within agreed timeframes.
Forward target 2024–27	Funding committed and expended under rPPP within agreed timeframes.
Data Source and Methodology	rPPP will be supported by the Department of Industry, Science and Resources Business Grants Hub. Data will be available from the Business Grants Hub and will collect quantitative and qualitative data to facilitate evaluation and reporting annually via the department's annual report. Data will be collected for each project funded through the program to capture progress and effectiveness. The initiatives are being developed in consultation with key stakeholders, including their implementation, reporting and governance arrangements.
Measure Type	Qualitative and Quantitative/Output
Discussion	The program seeks to support the effective development and delivery of regional precincts that maximise outcomes for their communities. The program intends to provide targeted benefits related to: productivity, equity and resilience for the people of regional, rural or remote Australia, support community priorities, and reflect the government's approach to regional investment as outlined under the Regional Investment Framework. The rPPP is currently in design and pre-implementation, with the aim to open in 2023.
Limitations	The rPPP is a new program. The implementation of the program may be impacted by competing policy and project priorities of state, territory and local governments; the performance of delivery partners and local market conditions; and timing and availability of relevant data.
Rationale for changes	This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

72 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 67.

Outcome 3	Program 3.1
Performance Measure 18[73]	Delivery of City and Regional Deal (Deals) project components are measured against the objectives and timelines set out in Implementation Plans and funding agreements as reported by Delivery Partners.
2023–24 Target	Projects are delivered according to agreed timeframes.
Forward target 2024–27	Projects are delivered according to agreed timeframes.
Data Source and Methodology	Both financial and non-financial data sources collected and analysed to track the project progress against a variety of milestones. Data will vary depending on the individual Deals. The data collected is collated in a format that allows for reporting at the individual and aggregate levels. Analysis of this data is undertaken by departmental officers in line with departmental standard operating procedures. Quantitative data to be sourced from records from Delivery Partners in combination with other data sets at the individual and aggregate level from the Australian Bureau of Statistics. Qualitative data is developed in consultation with stakeholders and gathered by participating in project control working groups to understand delivery factors and discern any early warning signs of delays.
Measure Type	Qualitative and Quantitative/Output
Discussion	The department commits to ensuring that milestones under the Deals are met and that delivery is timely and appropriate to support and promote program objectives — supporting jobs, economic growth, managing population pressures and reduction of congestion. Additional oversight of reporting of measures will be undertaken by Steering Committees and local bodies. Progress and performance against this measure is reported in the department's Annual Progress Report. This measure is linked to Program 3.1 Regional Development and Program 3.3 Cities.
Limitations	The department's performance against this measure can be impacted by the performance of delivery partners against agreed milestones and local market conditions. Agreement milestones may be varied in response to conditions limiting the ability of the department to fully report against this measure.[74]
Rationale for changes	Measure amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements for clarity. Targets amended from the 2022–23 Corporate Plan to enable better measurement of the department's performance. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

73 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 65 and 67.

74 Variations to schedules under the Federation Funding Agreement — Infrastructure are available on the Federal Financial Relations website. Further information can be found at: Home | Federal Financial Relations.

Program 3.2: Local Government

Program Objective

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

Key Activity	Performance Measure(s)
Deliver programs to support regional development and local governments.[75]	**19**

75 The key activity has been amended from the 2023–24 Portfolio Budget Statements.

Our performance

Outcome 3	Program 3.2
Performance Measure 19[76]	Financial assistance is provided to local government in accordance with the *Local Government (Financial Assistance) Act 1995* consisting of: • a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis) • an identified local road component which is distributed between the states and territories according to fixed historical shares.
2023–24 Target	Funding is provided on time and aligned with the budget appropriation.
Forward target 2024–27	Funding is provided on time and aligned with the budget appropriation.
Data Source and Methodology	The data is collected from various sources and undergoes a series of checks to ensure it complies with reporting requirements. Primary data is generated by the State and Northern Territory Local Government Grants Commissions as recommendations received on the distribution of funding allocations to local governing bodies. Departmental records including Financial Management System and Parliamentary Document Management System (PDMS) data is updated in real time as payments are made. The measure ensures residents across Australia have access to a standard level of local government services. The *Local Government (Financial Assistance) Act 1995*, sets out the specific requirements, method of calculation and timing for payments to be made. Local Government National Report information is collated from Australian Bureau of Statistics (ABS), State and Territory governments and Commonwealth departments. Additionally, quarterly grants payment information is made available from integrated management systems (IMS) and applications (SAP).
Measure Type	Quantitative/Output
Discussion	This performance measure supports the department's role in ensuring all Australians have equitable access to a standard level of local government services. This measure supports the department's key activity to provide policy and financial assistance to support regional development and local governments deliver programs. Financial assistance is provided by the department as untied funding to local government under the Financial Assistance Grant Program in line with the requirements set out in the *Local Government (Financial Assistance) Act 1995.* The Financial Assistance Grant program is audited by the Australian National Audit Office (ANAO) on an annual basis to ensure consistency with the requirements under the *Local Government (Financial Assistance) Act 1995*.
Rationale for changes	Minimal changes made to measure and targets from the 2022–23 Corporate Plan to enable complete reporting. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

76 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 66.

Program 3.3: Cities

Program Objective

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

Key Activity	Performance Measure(s)
Advise on and deliver City and Regional Deals and commitments to enhance Australia's cities and towns.[77]	**18**
Advise on and deliver commitments to enhance Australia's cities and towns.	**20, 21**

77 This key activity has been amended from the 2023–24 Portfolio Budget Statements.

Our performance

Outcome 3	Program 3.3
Performance Measure 20[78]	Establishment and implementation of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes.
2023–24 Target	Program is established within agreed timeframes in preparation for grant funding which will commence from 2024–25.
Forward target 2024–27	Funding committed and expended under the uPPP within agreed timeframe.
Data Source and Methodology	Once the program is established, the Department of Industry, Science and Resources (DISR) Business Grants Hub will collect both quantitative and qualitative data from grantees through regular reporting cycles and confirm fulfilment of grantee's contractual obligations. Data collection and individual project targets may be different between grant agreements due to the different nature of proposals. The department may undertake minor analysis to determine how individual projects have performed to determine success against program targets. Establishment targets will be measured with reference to the successful execution of activities by the department and the DISR Business Grants Hub within agreed timeframes.
Measure Type	Quantitative and Qualitative/Output
Discussion	The design of the uPPP will commence with establishment activities. Measures represent the early stage of this program. Through establishment activities, the Department will determine the specific mechanisms by which the program will support precincts and partnerships and provide targeted benefits related to productivity, equity and resilience.
Limitations	The uPPP is a new program. Timelines for implementation are yet to be agreed. Program design is also subject to agreement with other portfolios to meet alignment requirements with other government priorities.
Rationale for changes	This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

78 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 67.

Outcome 3	Program 3.3
Performance Measure 21[79]	Establishment of the Thriving Suburbs program, to complement the existing Growing Regions program to support investment in community infrastructure.
2023–24 Target	Projects are delivered according to agreed timeframes.
Forward target 2024–27	Projects are delivered according to agreed timeframes.
Data Source and Methodology	Data is sourced from the department's Regional Development and Local Government Division Central Data Store (central data store), the Financial Management System and the relevant Grants Hub. Information on each program is extracted from the department's central data store and analysed to determine the percentage of projects under each program that have been contracted, are in progress or under construction and completed by the end of each financial year. End date of contracted projects in progress or under construction will be verified through the central data store to confirm if they are expected to be completed within the relevant appropriation for each program. The accuracy of project specific information is maintained by a structured payment-linked reporting system and ongoing regular contact with grant recipients. Funding expenditure measures are monitored for accuracy by balancing with payment systems.
Measure Type	Quantitative/Output
Discussion	The department is focused on delivering programs that support regional development and local governments. The new Thriving Suburbs Program delivers investment in locally-driven urban and suburban infrastructure and community projects. The program will help address priority community infrastructure by providing access to funding for capital works for community and economic infrastructure that enhances liveability and prosperity in urban and suburban communities.
Limitations	As the department has an oversight role, there are impacts on the individual projects within the programs that is out of our control. This can include; supply chain issues; natural disasters; and labour shortages.
Rationale for changes	This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

79 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 67.

Program 3.4: Growing a Stronger Northern Australia Economy

Program Objective

Our North, Our Future: 2021–2026: Targeted Growth is the government's current five-year strategic plan for developing Northern Australia. From 2021–26 the government will invest in transformational and enabling projects through a whole-of-government approach, in partnership with state and territory governments.

Key Activity	Performance Measure(s)
Progress key initiatives from and monitor whole-of-government implementation of the Northern Australia agenda.	**22**

Our performance

Outcome 3	Program 3.4
Performance Measure 22[80]	Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices processed for Ministerial consideration within statutory timeframes.
2023–24 Target	100 per cent of proposal notices are processed for Ministerial consideration within statutory timeframes.
Forward target 2024–27	100 per cent of proposal notices are processed for Ministerial consideration within statutory timeframes.
Data Source and Methodology	NAIF proposal notices are sourced from the Parliamentary Document Management System (PDMS). Notices include statutory timeframes, and data is available from the date of collection, with the department identifying no lag time. In line with departmental standard operating procedures, the division collects and collates annual PDMS data and reports it as a percentage against the measure target.
Measure Type	Quantitative/Output
Discussion	This measure relates to the Program objective and key activities to enable projects and progress initiatives to develop Northern Australia. One of the department's key actions in its responsibility in the administration of the NAIF is to support Ministerial consideration of NAIF investment decisions. While the NAIF's administered appropriation is retained by the department, the *Northern Australia Infrastructure Facility Act 2016* (NAIF Act)[81] provides that investment decisions are made by the independent NAIF Board. Additionally, under the NAIF Act all investment decisions are subject to a Ministerial consideration period. The NAIF Act provides for the Minister for Northern Australia to reject a NAIF investment proposal. The department supports the Ministerial consideration process by ensuring the Minister receives quality and timely advice on veto powers under the NAIF Act. Failure by the department to process NAIF proposal notices for Ministerial consideration would represent a legislative breach. Statutory timeframes for Ministerial consideration ensure that the department's advice is timely. This is a proxy measure to measure output work of the department. The department is undertaking work to uplift its performance reporting and it also doing work through the whole-of-government white paper refresh. As part of this, consideration will be given to developing an effectiveness measure for this program in the future.
Limitations	Whilst the division may be responsible for its contribution to NAIF proposal notices, it is the role of NAIF to influence and achieve policy objectives.
Rationale for changes	This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

80 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24 p.68.

81 See the Northern Australia Infrastructure Facility Act 2016.

Territories

Providing governance frameworks and services to support communities in the territories.

Outcome 4 — Territories

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

Outcome 4 contributes to the department delivering on its following purpose:

Territories

Providing governance frameworks and services to support communities in the territories.

Outcome 4 is delivered through the following programs:

- Program 4.1 — Services to Territories.

Environment and risk

Supporting effective governance and legal frameworks

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

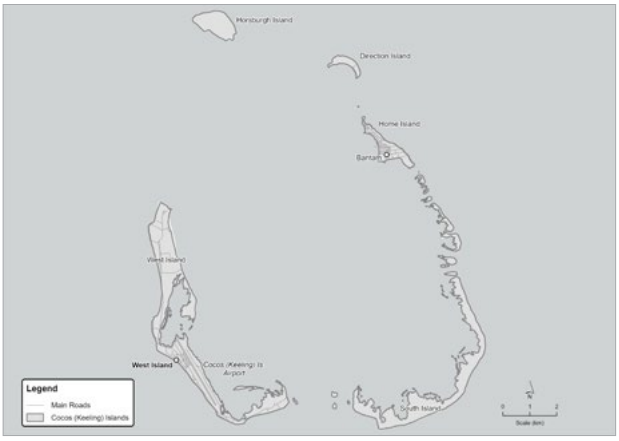
- Working with state government partners to review the suitability of Commonwealth legal and governance frameworks in the non-self-governing territories.
- Issuing advice to amend legislation and legal instruments so they remain fit-for-purpose in non-self-governing territories.

Governance arrangements and frameworks in the territories are unique and at different stages of maturity. Legislation for non-self-governing territories also varies based on geographical location. The figure below shows maps of each non-self-governing territory.

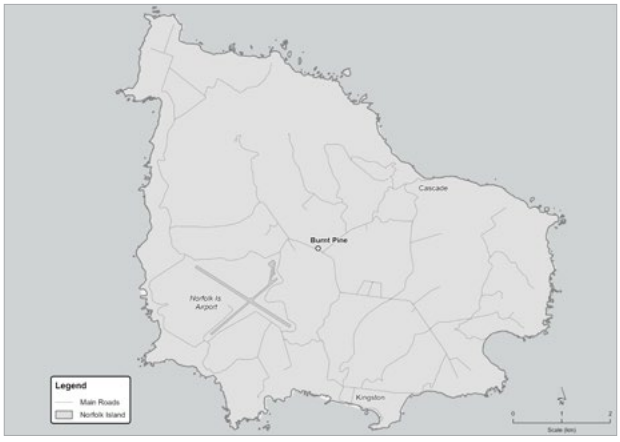
Figure 10: Non-self-governing territories

CHRISTMAS ISLAND

COCOS (KEELING) ISLANDS



NORFOLK ISLAND



JERVIS BAY TERRITORY

Governance frameworks are reviewed based on the needs of the particular community and the arrangements in place. Western Australian law applies to the Indian Ocean Territories and Australian Capital Territory (ACT) legislation is applicable for the Jervis Bay Territory. The legislative framework for Norfolk Island underwent significant reform in 2015, replacing the New South Wales (NSW) Government as the in state-service delivery partner with the Queensland Government. The department will continue to participate in the 2023–24 inquiry into local governance on Norfolk Island.

The department tabled its submission to the Joint Standing Committee (Committee) on the National Capital and External Territories in March 2023, and is committed to supporting any recommendations the Committee makes in its final report. The division continues to work with our partners to improve and expand service delivery to meet community expectations and address any potential service gaps. With the transition to Queensland as the state partner for state-type service delivery in Norfolk Island, we are undertaking ongoing work to map existing service delivery, identify gaps in these services compared to similar remote Australian communities, and work with the Norfolk Island community and Queensland Government to address service gaps.

Providing essential services

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

These partnerships are formalised through Heads of Agreement arrangements, Service Delivery arrangements and contracts where appropriate. The following are examples of the critical services delivered through these arrangements:

- Education services (primary, high school and VET training)
- Health & disability services
- Childcare, child protection and aged care services
- Courts and corrective services
- Fire and emergency services
- Land administration, planning and information
- Environmental protection services
- Local government regulation and oversight
- Heritage management.

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

We continue to work with local communities and service providers to deliver fit-for-purpose long-term infrastructure solutions for each of the non-self-governing territories. For example, in 2023–24 the department will:

- provide a cost-efficient and sustainable potable water solution for the Jervis Bay Territory by connecting the water supply to the neighbouring Shoalhaven City Council,
- improve water security and the treatment of wastewater for the Cocos (Keeling) Islands community by installing a seawater reverse osmosis desalination plant and upgrading the existing wastewater treatment plant, and
- continue construction of Stage 1 and commencement of Stage 2 works to upgrade the piped sewer network in the Kingston and Arthur's Vale Historic Area on Norfolk Island.

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

Supporting economic growth

Our work in the territories supports economic growth. The department underwrite critical passenger and air freight services to the external territories and invest in port infrastructure, supporting the import and export of freight. In addition, Christmas Island is undergoing economic transition following fluctuations in immigration detention activity and uncertainty in the mining industry. The department is looking at opportunities to minimise barriers to facilitate future sustainable development opportunities.

Program 4.1: Services to Territories

Program Objective

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

Key Activity[82]	Performance Measure(s)
Ensuring governance and legislative frameworks are fit-for-purpose to support delivery of services and programs to Australia's non-self-governing Territories.	**23**
Provide essential infrastructure, fund and deliver services to residents of the external territories (Norfolk Island and the Indian Ocean Territories) and the Jervis Bay Territory	**24**

82 The key activities under Program 4.1 have been revised and updated from the 2023–24 Portfolio Budget Statements.

Our performance

Outcome 4	Program 4.1
Performance Measure 23[83]	Evaluation of legal and governance frameworks in the territories to enhance essential service delivery and facilitate social, civic and economic participation.
2023–24 Target	Legal and governance frameworks are updated in the financial year with territory-specific modifications as necessary.
Forward target 2024–27	Legal and governance frameworks are updated in the financial year with territory-specific modifications as necessary.
Data Source and Methodology	The division sources data from Commonwealth and external reviews of legislation/legislative frameworks; as well as advice and feedback from state service providers, territory constituents and industry stakeholders. The division collects and keeps records of the data sources, as part of its ongoing work to improve legal and governance frameworks in the territories. Reviews are conducted in line with departmental standard operating procedures. The division identifies areas for improvement, and propose improvements on legal and governance frameworks through consultation with Legal and Performance areas to ensure it is robust and fit-for-purpose for the territories, and proposes it to the Minister. This process is iterative and continuous.
Measure Type	Qualitative/Output
Discussion	The department administers and oversees service delivery in Australia's non-self-governing territories. The department's performance against this measure will be assessed by whether current frameworks are effectively interrogated and improved upon, where necessary, in a financial year. Maintaining appropriate legal and governance frameworks for Australia's territories supports the achievement of objectives for Outcome 4. It provides a strong and defendable basis for the effective delivery of services, administration of non-self-governing Territories, and management of national interests for self-governing Territories.
Limitations	Maintaining a robust and fit-for-purpose legal regime and governance arrangements is iterative and not a precise science. The department's ability to maintain appropriate legal and governance frameworks is complex and dependent on parliamentary process and input from various external stakeholders including the public, the Office of the Parliamentary Counsel, and state and territory service providers.
Rationale for changes	Measure and targets have been amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements to better reflect the work the department undertakes in this area. Additional data sources strengthen reliable and verifiable reporting against this measure. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

83 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 73.

Outcome 4	Program 4.1
Performance Measure 24[84]	Communities in the external territories and Jervis Bay Territory have fit-for-purpose health and education services and essential infrastructure.
2023–24 Target	Service delivery arrangements and contracts in financial year deliver fit-for-purpose health and education services and essential infrastructure.[85]
Forward target 2024–27	Service delivery arrangements and contracts in financial year deliver fit-for-purpose health and education services and essential infrastructure.
Data Source and Methodology	The department sources data from service delivery agreements, such as: My School financial reporting; public health data published by other remote health services; asset maintenance and failure records; and feedback/input from state service providers and territory constituents/industry stakeholders. The division maintains appropriate records of the data sources, as part of its ongoing responsibility for Australia's non-self-governing territories and the provision of essential services and infrastructure. Funding and resources will be allocated based on comparisons drawn from relevant data and in line with departmental standard operating procedures. The department also analyses the availability and cost of health services compared to other remote communities/territories.
Measure Type	Quantitative and Qualitative/Output
Discussion	The department measures health and education services as they are the two largest services, require the highest levels of funding, and impact on significant portions of the community. Health and education services are benchmarked against other remote communities with comparable population sizes. The department defines 'essential infrastructure' as — assets, infrastructure, systems or networks necessary for the social, economic and cultural wellbeing of the communities. For example, hospitals, water networks, sewerage networks, ports, airports, electricity generation and distribution. The department own, maintain and replace assets and infrastructure valued at $2.4 billion in the non-self-governing territories. Annual funding is allocated to repairing or replacing assets at the highest risk of failing and causing injury or disrupting services.
Limitations	Delivery is reliant on state and territory government partners for the delivery of health and education services, and on the availability of funding, materials and expertise for the repair or replacement of infrastructure. Funding agreements with state partners set out service delivery expectations and allow for measuring and reporting against those services.
Rationale for changes	Measure and targets amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements for clarity. Data sources align with all measure elements to enable complete reporting. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

84 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 73.

85 The department has a number of service delivery agreements in place for external territories and Jervis Bay Territory.

Communications connectivity

Enabling people in Australia to connect to effective, safe communication services. Enabling investment in communications technologies, for inclusiveness and sustainable economic growth.

Outcome 5 — Communications connectivity

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

Outcome 5 contributes to the department delivering on its following purposes:

Communications connectivity

Enabling people in Australia to connect to effective, safe communication services. Enabling investment in communications technologies, for inclusiveness and sustainable economic growth.

Outcome 5 is delivered through the following programs:

- Program 5.1 — Digital Technologies and Communications Services.

Environment and risk

Connecting Australians and businesses through safe and resilient communications access

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

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

The portfolio is continuing to deliver improved communications outcomes through new assets and upgrades to ensure Australians continue to have access to essential services, strengthened regional and remote community access and connectivity, and improved mobile coverage. This is conducted through programs such as; the Better Connectivity Plan for Regional and Rural Australia[86]; Viewer Access Satellite Television (VAST); and the National Broadband Network (NBN).[87] The portfolio also works with mobile network operators to expand place-based[88] digital connectivity under the Mobile Black Spot Program and the Regional Connectivity Program.

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

Spectrum[89] remains a valuable finite input which is essential to the delivery of many types of digital services. These invisible radio signals underpin broadcasting and communications technologies, both terrestrial and satellite. They also support scientific, defence and other activities. Demand for spectrum is increasing as technologies advance and consumer consumption increases. Having a fit-for-purpose regulatory framework that establishes a fair and transparent approach to spectrum allocation is an important part of our work.

The sudden changes in work patterns resulting from COVID-19 demonstrated the essential role digital communications play in supporting government and businesses, allowing people to stay connected and support social cohesion and inclusion. Rapid digitalisation across the economy triggered by the response to COVID-19 is enduring, prompting shifts to new service delivery models and new expectations from consumers. The pandemic also drove rapid and enduring changes in consumer retail behaviour — for example, postal providers invested in their networks to support a maturing domestic eCommerce sector to keep Australian consumers and businesses connected.

There is an increased focus on the resilience and security of networks. Natural disasters and emergencies, like the 2020 bushfires, have highlighted increasing community reliance on communications and connectivity, ranging from emergency notifications to banking.

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

Keeping pace with digital transformation

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

86 Further information can be found at: Better Connectivity Plan for Regional and Rural Australia | Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

87 Further information can be found at: National Broadband Network | Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

88 Place-based means an initiative that is tailored and targeted to a place, engages the community, and is outcomes focused, among other components: Department of the Prime Minister and Cabinet | Practical place-based initiatives: a better practice guide.

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

Industry is focusing on capital investments which enable new technologies such as the 5G network. Industry structures are changing with mobile network operators divesting themselves of their tower assets. New satellite systems, such as Low Earth Orbit Satellites (LEOs) continue to promise a step change in the universal delivery of satellite services.

The Universal Service Obligation (USO) is critical to many consumers and enables the delivery of their standard voice service. As technologies and consumer behaviours change, so too will the type of and provision of universal services. We will assist in ensuring changes from the current USO arrangements are undertaken in an orderly way, supporting the service needs of customers.

New digital services continue to emerge and disrupt or transform industries. We work to understand the impacts of digital disruption on the media sector and, where necessary, support the ongoing provision of services, such as public interest news services, by the disrupted sector. Around 1.5 million viewers, primarily in regional and remote Australia, access the VAST service. Funded by the Australian Government, VAST provides commercial free-to-air satellite television to those who cannot access terrestrial television. This service is increasingly important to ensure equitable access to services, including emergency messaging, and to provide enhanced opportunities for social inclusion across all communities.

Strengthening our legislative and regulatory environment

We assist in developing legislation and regulations to support competitive markets. While online platforms are global in nature, our legislation and regulations place a priority on the safety of Australians in this environment. It is critical that Australia has a fit-for-purpose legislative framework, especially as the online environment is characterised by rapidly changing technology, platforms and services where consumers, particularly children, are quick to use new products, applications and services.

The Australian Government has strengthened our online safety legislative regime under the *Online Safety Act 2021* and continues to monitor and provide advice on emerging harms and solutions. This is to support Australians to engage confidently and safely in an online world, and meet the community's expectations in the interests of child safety and protecting them from harmful content.

The government has announced reforms to the Classification scheme with work underway to ensure Australians have a framework that is fit-for-purpose in a modern media environment. This is to support Australians in making informed choices about content they and those in their care consume.

As the Australian online environment continues to evolve, so does the way Australians view, consume and engage with media. We provide advice to government on how to promote information integrity online and mechanisms to achieve this. We advise on policy measures to support public interest journalism and community broadcasting, as well as delivering efficient and effective grant programs and services.

We are progressing reforms to harmonise Australia's media regulations. We are consulting with industry on critical questions relating to technical, market, and consumer aspects of Australia's current and future television technology. This work will inform industry decisions for future investment, and government decisions for future regulatory frameworks. This includes the *Broadcasting Services Act 1992*, which regulates the delivery of radio and television programs (broadcasting services) and the delivery of online and other content services.

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

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

Technology advancements have changed the way individuals, charities, businesses and governments use postal services. Letter volumes and Post Office visits continue to decline as digital communications channels are adopted. At the same time, Australians are increasingly relying on parcel delivery services, with almost one in five retail sales now online. We are developing options to modernise regulatory frameworks to help Australia Post adapt to these changes to provide ongoing essential services, and continue to support the economic and social wellbeing of many rural cities and towns.

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

Program 5.1: Digital Technologies and Communications Services

Program Objective

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

Key Activity[90]	Performance Measure(s)
Provide advice to the government on, and deliver, communications programs, including in regional and remote Australia.	**25, 26**
Providing effective and inclusive communications services and technologies.	**27, 28, 29**
Protecting Australians through effective management of classification frameworks.	**30**

90 The key activities under Program 5.1 have been updated from the 2023–24 Portfolio Budget Statements — one key activity is removed while the remaining have been consolidated and/or amended for clarity.

Our performance

Outcome 5	Program 5.1
Performance Measure 25[91]	Total amount of new and improved mobile coverage delivered through the Mobile Black Spot Program and the Peri-Urban Mobile Program.
2023–24 Target	For each program ≥90 per cent of total contracted coverage (i.e. the combined total of new and improved handheld coverage) is delivered by assets for which asset completion reports are received and approved in the financial year.
Forward target 2024–27	For each program ≥90 per cent of total contracted coverage (i.e. the combined total of new and improved handheld coverage) is delivered by assets for which asset completion reports are received and approved in the financial year.
Data Source and Methodology	Data sources for this measure are program contracts, funding recipient progress reports, and asset completion reports (ACRs). Contracted and as-built coverage are determined using accepted industry modelling methodologies. The specifications and metrics are detailed in the contracts on an asset-level/project basis. The department undertakes analysis to compare contracted metrics against as-built coverage detailed in each ACR. This analysis provides the total combined coverage (delivered by all assets for which ACRs are received and approved in the financial year) as a percentage of the total combined contracted coverage for those assets.
Measure Type	Quantitative/Output
Discussion	The measure aligns with the program objective for Outcome 5 of access and benefit from digital technologies and communications services to all Australians. The key objective of the Mobile Black Spot Program and the Peri-Urban Mobile Program is to maximise the new and improved coverage delivered under these programs. • Mobile Black Spot Program maximises the amount of new and improved mobile coverage being delivered to regional areas[92] • Peri-Urban Mobile Program maximises the amount of new and improved mobile coverage being delivered to the peri-urban fringe of Australia's major cities and regional centres.
Limitations	Delivery of the Programs is reliant on funding recipients completing the funded projects and delivering ≥90 per cent of total contracted key outcomes. The successful completion of these projects is contingent on factors such as access to land, planning approvals, connection of power and backhaul. Variations may be required where these factors impact on delivery of the asset at the contracted location. The department monitors any variations to coverage closely, on an asset-level basis, and any variation that results in handheld coverage of <90 per cent of contracted coverage for an asset requires the department's consideration and approval to ensure the programs' intended objectives are achieved.
Rationale for changes	Measure and targets amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements to better enable the department to report on its performance across the two relevant programs. Data sources and methodology reflect these changes. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

91 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 80.

92 Areas include those with poor or no existing coverage to ensure people living, working and travelling in the regions are able to realise the social and economic benefits of improved mobile coverage.

Outcome 5	Program 5.1
Performance Measure 26[93]	Number of new and improved contracted outcomes delivered through the Regional Connectivity Program and connecting Northern Australia.
2023–24 Target	≥90 per cent of total contracted outcomes (i.e. new and improved coverage, or relevant key service improvement metric) are delivered by assets for which completion reports are received and approved in the financial year.
Forward target 2024–27	≥90 per cent of total contracted outcomes (i.e. new and improved coverage, or relevant key service improvement metric) are delivered by assets for which completion reports are received and approved in the financial year.
Data Source and Methodology	Data sources for this measure are program contracts, funding recipient progress reports, and Asset Completion Reports (ACRs). Contracted and as-built coverage and/or improvement metrics are determined using modelling methodologies. The outcomes are detailed in the contracts on a site-by-site/project basis. The department undertakes analysis to compare contracted outcomes against as-built outcomes detailed in each ACR, which provides the percentage of total contracted benefits delivered. The key metrics for the programs under this measure are the relevant contracted outcome for each Asset and/or Project as applicable (e.g. Coverage, Capacity).
Measure Type	Quantitative/Output
Discussion	The measure aligns with the program objective for Outcome 5 of access and benefit from digital technologies and communications services to all Australians. A key objective of the Regional Connectivity Program is to maximise the amount of new or upgraded broadband services and upgraded mobile services, and competition being delivered to regional, rural and remote areas.[94]
Limitations	Delivery of the Program is reliant on funding recipients completing the funded projects that deliver ≥90 per cent of total contracted key outcomes. The completion of these projects is contingent on minimal variations to the expected outcomes due to factors such as the need to move an asset where approvals could not be obtained at the original proposed contracted site. The department monitors any variations to coverage closely, on a site-by-site basis, and any variation in coverage or other contracted outcome (e.g. Capacity) of <90 per cent requires the department's consideration and approval to ensure the program outcomes are achieved.
Rationale for changes	This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

93 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 80.

94 Areas include those with poor or no existing coverage to ensure people living, working, and travelling in the regions are able to realise the social and economic benefits of improved digital connectivity.

Outcome 5	Program 5.1
Performance Measure 27[95]	Provision of the Viewer Access Satellite Television (VAST) services.
2023–24 Target	In each financial year, commercial free-to-air satellite television services are provided in accordance with the legislative and contractual arrangements.
Forward target 2024–27	In each financial year, commercial free-to-air satellite television services are provided in accordance with the legislative and contractual arrangements.
Data Source and Methodology	The department analyses data against the Key Performance Indicators (KPIs) and milestones included in the Funding Agreements. Data included in the quarterly reports is provided by the Eastern Australia Satellite Broadcasters Pty Ltd (EASB) and WA Satco Pty Ltd on the delivery of the VAST services. This is in accordance with the legislative and contractual obligations. Each report is a stand-alone document and includes; data to demonstrate progress against KPIs and objectives, details of work carried out by the licensees, and progress against milestones. The department analyses data against the KPIs and milestones included in the Funding Agreements. Data supplied by the grantee is corroborated by an independent report from the satellite service provider, which includes details about satellite up-time and transmission power. Departmental staff also monitor correspondence to the department and the Minister for complaints about VAST service provision. The department's analysis informs assessment of compliance with obligations, informs policy development and is used in briefings for Ministers, where appropriate.
Measure Type	Qualitative and Quantitative/Output
Discussion	Since 2010 (when switchover commenced), the Commonwealth has subsidised the costs of commercial free-to-air satellite television through the VAST platform. VAST provides a satellite safety net service for viewers in regional and rural Australia, travellers, and households who cannot access terrestrial television[96] because they are in a television 'blackspot'. Over 1.5 million people utilise the VAST service. Across Australia, 625,000 people directly rely on VAST services for free-to-air television broadcasts, with 92 per cent of those in regional and remote Australia. A further estimated 875,000 people, primarily in remote Western Australia, Northern Territory and Queensland, rely on VAST feeds of commercial free-to-air programs to some 124 terrestrial TV towers. Without government funding, these Australians would not have access to a commercial free-to-air television broadcasting service.
Limitations	The provision of commercial television services via satellite requires a commercial television broadcasting licence. EASB and WA Satco hold licences allocated by the Australian Communications and Media Authority (ACMA) in accordance with section 38C of the *Broadcasting Services Act 1992*. The details of each licence are included on a public register available on the ACMA website. Both companies rely on third-party service providers to deliver the service, including the provider of the satellite delivery mechanism.
Rationale for changes	Measure from 2022–23 Corporate Plan revised to improve readability. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

95 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 80.

96 Terrestrial television is a type of television broadcasting in which the signal is relayed via radio waves by a land-based transmitter to an antenna.

Outcome 5	Program 5.1
Performance Measure 28[97]	Affordability of telecommunications services (mobile and fixed) on offer.
2023–24 Target	Reporting in each financial year indicates affordability is maintained or increased.
Forward target 2024–27	Reporting in each financial year indicates affordability is maintained or increased.
Data Source and Methodology	Data is sourced through public publications from; the Australian Bureau of Statistics (ABS) Consumer Price Index[98]; ACCC Communications Market Report; Australian Digital Inclusion Index (ADII); Household, Income and Labour Dynamics in Australia (HILDA)[99]; and Analysis of the Australian Digital Inclusion Index, Australian Competition and Consumer Commission (ACCC) reporting and affordability indexes tracked by the department. In line with departmental standard operating procedures, the department analyses these data sources to produce a composite qualitative assessment as there is no one quantitative data source to provide an adequate overall representation of affordability.[100]
Measure Type	Quantitative and Qualitative/Effectiveness
Discussion	Performance against this measure involves assessing both the financial component of online connectivity and the extent to which users can access quality and uninterrupted connectivity. Affordability is an important element to ensure all Australians can access telecommunication services and measuring this shows performance against the department's communications connectivity purpose.
Limitations	Reliance on external reporting poses potential limitations on the department's ability to assess performance against this measure. Any changes to key variables can reduce the ability to calculate time series, such as changes to: Consumer Price Index (CPI) groupings, Australian Competition and Consumer Commission (ACCC) measurements, Australian Digital Inclusion Index (ADII) data collection, or if variables are removed from the Household, Income and Labour Dynamics in Australia (HILDA) system. Limited available data can prevent the department from effectively examining the impact of this program, such as the affordability of communication services against particular socio-economic groups of interest to the government.
Rationale for changes	This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

97 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 80.

98 Information on public publications from Australian Bureau of Statistic is provided quarterly. Monthly CPI data now exists but isn't necessary with use of 12-month changes.

99 Information on public publications from ACCC, ADII and HILDA (survey general release data) is provided annually.

100 The three index measures were initially developed for research involving Bureau of Communications, Arts and Regional Research (BCARR) staff in 2019–20. Code for these calculations is maintained by BCARR, including for current research.

Outcome 5	Program 5.1
Performance Measure 29[101]	Access to communications for people with a disability, indicated through: a. National Relay Service (NRS) performance b. Audio Description (AD) implementation by the national broadcasters[102] c. Broadcaster Captioning compliance.[103]
2023–24 Target	Reporting in each financial year indicates access is maintained or improved a. NRS: Provider meets or exceeds contractual service levels b. Audio description: National broadcasters provide more than 30 hours per week, on average, of audio described content c. Captioning: Broadcasters meet or exceed statutory captioning obligations.
Forward target 2024–27	Reporting in each financial year indicates access is maintained or increased.
Data Source and Methodology	The data source for each composite measure varies and is captured differently. Likewise the department applies custom data methodologies suited to each service. <u>National Relay Service (NRS):</u> The department conducts an analysis of NRS provider performance monthly reports through; service delivery team monitoring daily performance and verifies monthly reports provided by the supplier; and monthly contract meetings held to review trends and analyse service disruptions or issues.
	The data source involves the review and consultation on the impact of the service, via provider performance reports recevied monthly and quarterly. The department then conducts an analysis of NRS provider performance monthly reports through; service delivery team monitoring daily performance and verifies monthly reports provided by the supplier; and monthly contract meetings held to review trends and analyse service disruptions or issues. <u>Audio Description (AD):</u> Consultation on the impact of audio description policy work through reporting on AD from the national broadcasters. ABC and SBS report each financial year on the number of hours of audio described programming delivered. <u>Captioning:</u> Each year, subscription TV broadcasters must report on; the percentage of total duration of programs transmitted that were captioned for each category of service; and any exemptions or target reduction orders granted, why they didn't meet the target (if applicable) and what they have done to address this. In addition, subscription TV broadcaster need to ensure compliance with captioning regulatory policy, via the Australian Communications and Media Authority (ACMA) annual captioning compliance report.[104] The percentage of total duration of programs transmitted that were captioned for each category of service; and any exemptions or target reduction orders granted, why they didn't meet the target (if applicable) and what they have done to address this. In addition, subscription TV broadcaster need to ensure compliance with captioning regulatory policy, via the ACMA annual captioning compliance report.[105]

101 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 81.

102 This is a narrated sound track provided by the ABC and SBS for specific TV shows to provide accessibility to blind or vision impaired people.

103 This is a legislative requirement for all broadcaster for deaf and hearing-impaired people. There are different obligations for free to air broadcasters and pay TV. The ACMA is the regulator for these obligations and releases compliance data every year.

104 This is published on the Australian Communications and Media Authority website each March for the prior financial year.

105 ibid.

Outcome 5	Program 5.1
	Commercial and national broadcasters must report on; the percentage of programs on primary channels between 6:00am and midnight that had captions; the number of hours when technical problems prevented captioning; any exemptions or target reduction orders granted; and why they didn't meet their obligations (if applicable) and what they have done to address this.
Measure Type	Quantitative/Output
Discussion	The contracted NRS and legislated captioning requirements promote and support the ability of people who are deaf or hearing impaired to connect to the services they need. The AD targets promote social access and social inclusion for people who are blind or vision impaired. The department's objectives of inclusiveness and sustainable economic growth are underpinned by this action.
Limitations	A third-party provider is responsible for achieving the NRS performance target. Meeting captioning and audio description targets are dependent on broadcasters. a. For the composite measure there is a considerable lag on the availability of data from the ACMA due to the complexity of the legislative processes for capturing, collating and analysing data and publishing results. There is no compliance obligation for captioning of streaming services. b. For the composite measure, the department obtains additional compliance data from the ABC and SBS through existing relationships with third parties rather than through a contractual or other mechanism. The department may have difficulties in accessing this information, should the relationships with these agencies change.
Rationale for changes	This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

Outcome 5	Program 5.1
Performance Measure 30[106]	Effectiveness of the current Australian classification framework.
2023–24 Target	Reporting in each financial year shows the framework is effective in informing the Australian public of classification decisions made by publishing; 100 per cent of classification decisions made by the Classification Board and Classification Review Board on the publicly available National Classification Database (NCD).
Forward target 2024–27	Reporting in each financial year shows the framework is effective, by informing the Australian public of classification decisions made by publishing; 100 per cent of classification decisions made by the Classification Board, accredited classifiers and Classification Review Board on the publicly available NCD.
Data Source and Methodology	The department's Client Relationship Management (CRM) system captures all Classification Board and Classification Review Board decisions. This includes industry applications received via the external facing portal and classification tool decisions received via Applications Processing Interface (API). Classification decisions are then published onto the NCD hosted on www.classification.gov.au (GovCMS). In line with departmental standard operating procedures, we conduct reviews of the data sources. This is conducted through the use of data supplied by tool owners is matched up against data held within the CRM; NCD records held internally within the CRM align with applications records; and public facing NCD records align with the records held within the CRM.

106 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 81.

Outcome 5	Program 5.1
Measure Type	Quantitative/Output
Discussion	Publishing of classification decisions assists Australians to make informed choices about suitable content to view or play for themselves or those in their care. The National Classification Scheme provides for a Code and Guidelines on how films and computer games, and some publications, (unless exempt from classification) should be classified before being made available to consumers. Under the *Classification (Publications, Films and Computer Games) Act 1995*, films, computer games and publications can be classified by either the Classification Board, the Classification Review Board or approved classification tools. Classification tool decisions are taken to be decisions of the Classification Board.[107] There are currently three approved classification tools, the Netflix Classification Tool, the Spherex Classification Tool and the International Age Rating Coalition (IARC) Global Rating Tool. Tool decisions take effect when they are included on the NCD.[108]
Limitations	Publishing of classification decisions is contingent upon the Classification Board and the Classification Review Board making decisions as required and approved classification tools producing classification decisions. Decisions are published on NCD as they are made and reliant on business as usual processes to be operational. While a large amount of classification decisions is made by the Classification Board and the Classification Review Board, there are a number of classifications actioned through the self-classification tools.
Rationale for changes	This measure, in composite with measure 31, removes and replaces measure 36 from the 2022–23 Corporate Plan (see Program 6.1). This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

107 Section 22CF(1) *Classification (Publications, Films and Computer Games) Act 1995*.

108 Additional information can be found on the department's website: Classification tool ratings | Australian Classification.

Creativity and culture

Supporting sustainable and inclusive creative and cultural sectors; and protecting and promoting Australian content and culture.

Outcome 6 — Creativity and culture

Outcome 6 contributes to the department delivering on its following purpose:

Creativity and culture

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

Outcome 6 is delivered through the following programs:

- Program 6.1 — Arts and Cultural Development.

Synthony concert, Melbourne, 2021. Image courtesy of Duco Events.

Environment and risk

Implementing a new cultural policy

On 30 January 2023, the Australian Government released its landmark National Cultural Policy — *Revive: a place for every story, a story for every place (Revive)*. *Revive* is a five-year plan to renew and revive Australia's arts, entertainment and cultural sector.

Revive is structured around **five interconnected pillars**:

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

Revive provides a whole-of-government strategic framework to bring renewed drive, direction and vision back to Australia's arts, entertainment and cultural sectors. With $286 million in dedicated funding, *Revive* builds upon existing government functions and support.

The Office for the Arts is leading the implementation of key elements of *Revive*, as well as the evaluation and monitoring of the 85 actions, in consultation with agencies across government reflecting the whole-of-government focus. This includes legislation to: establish Creative Australia from 1 July 2023, which restores and expands the Australia Council's functions to incorporate a new First Nations First board, Music Australia, Writers Australia and Creative Workplaces; protect First Nations traditional knowledge and cultural expressions, including to address the harm caused by fake art, merchandise and souvenirs; introduce requirements for Australian screen content on streaming platforms; and to modernise the *Archives Act 1983* and the *Protection of Movable Cultural Heritage Act 1986*.

The National Cultural Policy Steering Committee has been established to oversee the implementation of *Revive*. Clear benchmarks are being developed to monitor and evaluate progress in implementation.

Sustaining Australia's cultural institutions

The Office for the Arts provides policy advice on and oversight of the nine National Collecting Institutions in the arts portfolio. These institutions are the Australian National Maritime Museum, Museum of Australian Democracy, National Archives of Australia, Bundanon Trust, National Film and Sound Archive of Australia, National Gallery of Australia, National Library of Australia, National Museum of Australia and the National Portrait Gallery of Australia. Each of these Institutions publishes its own annual corporate plan and these are accessible from their respective websites.

Consistent with the National Cultural Policy pillar, *Strong Cultural Infrastructure*, the government is supporting its collecting and cultural institutions to ensure their ongoing sustainable operations.

New funding of $535.3 million over four years was announced in the 2023–24 Budget, with ongoing indexed funding of $118.3 million from 2027–28 to support the nine National Collecting Institutions within the arts portfolio. This uplift in core funding maintains existing staffing levels, meets ordinary operating costs and supports the delivery of essential capital maintenance. It also supports the continuation of the National Library's *Trove* service, a centrepiece of Australia's cultural infrastructure, as well as urgent capital works at seven Institutions and storage needs at two Institutions.

The 2023–24 Budget also provides an additional $9 million over one year to the eight national arts training organisations while their long-term funding needs are further assessed.

Skills and training

The cultural and creative sector is experiencing critical skills shortages and as part of the National Cultural Policy we have committed to working with other government departments to pursue important reforms to Australia's system of skills and training to address these issues.

The establishment of Creative Australia will include developing a First Nations Creative Workforce Development Strategy by the First Nations body to be established in 2024. It will also establish Creative Workplaces, a central and safe point of call for people working in the arts and entertainment sector to seek confidential advice.

In the screen industry, the new 30 per cent Location Offset for offshore productions will require eligible productions to invest in skills development and training and grow the capability of our local production sector. This important work will determine current and emerging workforce challenges and skills needs across the cultural and creative sector, and inform the development of industry-driven solutions.

In helping to address these skills shortages we also recognise the importance of the eight national arts training organisations whose graduates often gain employment in Australia's performing arts companies, and the creative economy more broadly. These organisations provide the necessary pipeline of skills and expertise required to produce arts and entertainment activities for Australian and international audiences. They are also closely engaged with the sector and able to meet the industry's requirements for job-ready graduates.

Making the arts accessible to all Australians

The National Cultural Policy promotes principles of access, equity, participation and representation in arts and cultural activities for all Australians, recognising that arts and culture belong to everyone. Arts and entertainment advance Australia's national interests and reputation, and contribute to addressing broader policy challenges such as regional liveability, urban renewal and health.

Revive increases support for regional arts and culture, through an increase to the Regional Arts Fund and invests in local arts and cultural infrastructure across Australia. The new Arts and Disability Associated Plan, under Australia's Disability Strategy 2021–31, will enable people with disability to access and participate fully in the cultural and creative life of Australia. Pilot funding will support access to art and music therapy programs and support understanding the impact of these programs.

An important aspect of our work is supporting and showcasing the unique contributions of Indigenous cultural heritage, arts and languages. We have established a First Nations Languages Policy Partnership between First Nations representatives and Australian Governments to improve outcomes for First Nations Peoples. Funding programs we deliver for Indigenous art centres help build sustainable economic opportunities for Indigenous artists and arts workers, while safeguarding cultural practices.

We are also reviewing the Indigenous Art Code to strengthen protections for First Nations artists and consumers across Australia. Further, we maintain an ongoing commitment to repatriate Aboriginal and Torres Strait Islander ancestral remains and secret sacred objects to support healing and reconciliation.

Culture and content that is widely participated in, inclusive and accessible

We recognise the importance of supporting our national broadcasters in keeping communities informed and connected, as well as supporting Australian stories on our screens.

Under the National Cultural Policy's fifth pillar, *Engaging the Audience*, we seek to ensure high quality creative content is accessible by all Australians. Our regulatory framework for Australian content is integral to this aim. We will seek an appropriate balance between supporting industry sustainability and providing protections for the community.

Program 6.1: Arts and Cultural Development

Program Objective

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

Key Activity[109]	Performance Measure(s)
Protecting and promoting Australian content.	**31**
Deliver policy and programs that support the cultural and creative sectors and enable all Australians to access and participate in cultural and creative activities.	**32, 33, 34**
Deliver policies and programs to support Australian cultural heritage, including Indigenous cultural heritage, arts, languages and repatriation.	**35, 36, 37**

109 The key activities under Program 6.1 have been revised and updated from the 2023–24 Portfolio Budget Statements.

Our performance

Outcome 6	Program 6.1
Performance Measure 31[110]	Effectiveness of the current Australian content framework.
2023–24 Target	Analysis of reporting in the financial year is reviewed by the department, showing organisations are meeting or exceeding statutory obligations; Australian content quota compliance and the existence of public data on Australian content available on streaming video on demand services.
Forward target 2024–27	Analysis of reporting in each financial year is reviewed by the department showing the framework and is effective, based on Australian content quota compliance and the existence of public data on Australian content available on streaming video on demand services.
Data Source and Methodology	The department has policy oversight of the regulatory framework for Australian content and provides advice to government on the adequacy of that framework.[111] The department provides recommendation changes to ensure its ongoing effectiveness. Under the *Broadcasting Services Act 1992*, free-to-air commercial television and subscription television broadcasters provide compliance reports on Australian content provision and expenditure to the Australian Communications and Media Authority (ACMA), on an annual basis. Compliance reports are collated by ACMA and published to its website.[112] Five large streaming services operating in Australia also, voluntary report on Australian content expenditure to ACMA which is published annually to its website.
Measure Type	Quantitative/Output
Discussion	This measure supports the key activity of protecting and promoting Australian content. This measure provides information of broadcasters' compliance with Australian content quotas and the extent to which streaming video on demand services are reporting on their investment in Australian content.
Limitations	The department has an oversight role and is only responsible for Australian content policy. ACMA is responsible for Australian content providers' reporting, compliance and analyses. The department does not have control on when results are published on its website.
Rationale for changes	This measure, in composite with measure 30, removes and replaces measure 36 from the 2022–23 Corporate Plan (see Program 5.1). This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

110 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 88.

111 Australian Communications and Media Authority is responsible for data analysis, collation, publication and ensures data meets regulatory requirements and audit and data integrity standards.

112 Further information can be found at: Broadcasting compliance and investigations | ACMA.

Outcome 6	Program 6.1
Performance Measure 32[113]	Progress against the development, release and implementation of the Arts and Disability Associated Plan.
2023–24 Target	The Arts and Disability Associated Plan is released.
Forward target 2024–27	Activities under the Arts and Disability Associated Plan are being implemented.
Data Source and Methodology	Data to measure the development and release stage of the Arts and Disability Associated Plan will primarily be sourced from departmental records contained in the electronic records management system, including but not limited to; briefings and advice to government; public communiques; stakeholder meeting minutes; and draft Associated Plans. Data to measure the 2023–24 target will also be sourced from publicly available information — the website link for the Associated Plan landing page and the media release for the Associated Plan launch.[114] Data sources and methodology to measure against the 2024–27 implementation of the Arts and Disability Associated Plan will be informed by the activities agreed to by the Australian Government. Where the target cannot be fully met during the reporting period the department will continue to track its progress against key milestone activities and/or project phases related to stakeholder engagement and drafting of the Arts and Disability Associated Plan.
Measure Type	Quantitative/Output
Discussion	The Australian Government has committed $5 million to deliver the Arts and Disability Associated Plan to meet its priority of supporting access and participation in the arts for people with a disability. The Arts and Disability Associated Plan will be the mechanism through which the Australian Government identifies and outlines the policies and initiatives to support Australians with a disability to access and participate fully in cultural and creative life. Measuring progress against the plan is appropriate to capture the department's impact in this area. The Arts and Disability Associated Plan is expected to be developed and released within the next 12 months.
Limitations	The main limitation to the delivery of the target under this measure continues to be the availability of resources for the development and delivery of the Arts and Disability Associated Plan.
Rationale for changes	Measure and targets amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements to enable department to better report against each stage of the Arts and Disability Associated Plan. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

113 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 88.
114 The National Arts and Disability Associated Plan will be published on the Office for the Arts website: Homepage | Office for the Arts.

Outcome 6	Program 6.1
Performance Measure 33[115]	Number of students completing courses at national performing arts training organisations.
2023–24 Target	≥900 students in each calendar year.
Forward target 2024–27	≥900 students in each calendar year.
Data Source and Methodology	Data is sourced from bi-annual reports completed by seven National Performing Arts Training Organisations (Organisations).[116] Reports are provided to the Commonwealth and lodged by organisations through the department's SmartyGrants platform, with Program administrators directly confirming reliability, consistency, and completeness of data where necessary. Reported figures are consolidated to determine the total number of students completing courses across all seven Organisations.[117] Student completions provide an indicator of the number of graduates, across a range of different art form types, that are available to meet the growing needs of the sector.
Measure Type	Quantitative/Effectiveness
Discussion	The department provides funding to selected national performing arts training organisations to deliver courses across a range of art forms to Australian students. Funding is allocated based on the requirements and size of each organisation. Organisations report to the department on how they achieve the 10 program objectives/goals and must demonstrate they are meeting objectives as set out in the program guidelines and funding agreements. The set targets have historically remained static and reflect the number of students completing courses at selected organisations. This is a robust measure that aims to track the Commonwealth's investment in its' performing arts graduates with a view to promoting artistic and cultural excellence both in Australia and overseas.
Limitations	Organisations may interpret and report data differently. For example, qualifications and course durations may differ making comparative analysis difficult. The department aims to offset potential limitations with collected data by working with these Organisations to confirm statistics where required.
Rationale for changes	Measure and targets amended from the 2022–23 Corporate Plan to focus on completion of courses. This change ensures reporting of the department's performance of this measure is complete, free from bias and verifiable. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

115 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 88.

117 Further information can be found at: National training organisations in the performing arts | Office for the Arts.

117 Does not include non-accredited short-course programs.

Outcome 6	Program 6.1
Performance Measure 34[118]	Number of payments made to claimants (including authors, illustrators and publishers) through lending rights.
2023–24 Target	≥17,000 payments to claimants in each financial year.
Forward target 2024–27	≥17,000 payments to claimants in each financial year.
Data Source and Methodology	Data is collected annually in a survey of lending libraries and held in the department's custom-built Lending Rights System. Payments to scheme claimants are calculated on the number of copies of books estimated to be held in Australian lending libraries. Annual rates of payment per book (for each scheme and for both creators and publishers) are calculated by the department.[119] Rates and individual payments are then approved by the Public Lending Right Committee and the Minister for the Arts or their delegates. Annual checks to ensure validity include title claim validations, number of books selected compared with the number title claims and comparisons with previous survey results. Additionally, the department runs various checklist summaries from the system that provides statistics and a list of unverified data for checking.
Measure Type	Quantitative/Output
Discussion	The primary purpose of the Lending Rights Schemes is to recompense creators and publishers for books held in Australian public and educational libraries. The measure has been modified to address the expansion of the Lending Rights Schemes to include eBooks and audiobooks and the target has increased to reflect this change. The number of payments to claimants has been increased in the measure by 1000 to reflect the eligibility of eBooks and audiobooks under the scheme.
Limitations	Public Lending Right and Educational Lending Right payments are based on the numbers of books held in lending libraries. The numbers of copies of each book are estimates based on robust survey methodology. The department works closely with libraries and catalogue service providers to collect survey data for the Public Lending Right, and with universities and TAFEs and an education organisation for the Educational Lending Right. Statisticians verify that the samples are valid, and surveys are adapted to accommodate the range of library catalogue systems and differing systems for recording of material in libraries.
Rationale for Changes	This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

118 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 88.
119 The calculation is based on total eligible claims, results of library surveys and the annual budget appropriation.

Outcome 6	Program 6.1
Performance Measure 35[120]	Number of Indigenous Art Centres funded through the Indigenous Visual Arts Industry Support (IVAIS) program.
2023–24 Target	≥80 Indigenous Art Centres in the financial year.
Forward target 2024–27	≥80 Indigenous Art Centres in the financial year.
Data Source and Methodology	Data is sourced from the SmartyGrants management system, program management documents, and departmental records, including Information Management System (IMS). Reports are generated in SmartyGrants which capture data from the grantees six monthly milestone reports. Grantee reports include the: • number of participating Indigenous artists • art works sold • total sales income • professional development opportunities provided • exhibitions or events participated in, and/or • First Nations people employed. Data is reviewed in parallel with program management documents, including excel tracking spreadsheets that capture geographical location, remoteness category and IVAIS activity classification of grantees. This allows analysis to determine quantitative target results including the number of funded Indigenous Art Centres and provides evidence of the range and varied nature of grantees. Data cleansing is undertaken to de-identify grantees and exclude duplication of values.
Measure Type	Quantitative/Output
Discussion	The IVAIS program supports access and participation in Australia's arts and culture by providing ongoing funding to Indigenous visual arts organisations. IVAIS program output data contributes to the department's aim of ensuring a professional, viable and ethical Indigenous visual arts industry. On-going funding to Indigenous art centres varies but there is an expectation that a minimum of 80 centres will receive annual funding.
Limitations	Historically, the IVAIS program has been highly competitive and oversubscribed. Inflation is impacting on operating costs for Indigenous art centres and any additional funding requirements may exceed the current program budget.
Rationale for changes	Measure amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements to better reflect the department's primary program objective — investment in indigenous art centres. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

120 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 88.

Outcome 6	Program 6.1
Performance Measure 36[121]	Activities to support the repatriation of Aboriginal and Torres Strait Islander ancestral remains (ancestors) and secret sacred objects (objects): a. number of new agreements to repatriate ancestors from overseas b. number of ancestors and/or objects repatriated to their community c. number of ancestors repatriated to Australia with no known community.
2023–24 Target	Internationally, activities are responsive to international negotiations and community consultations. Domestically, activities are responsive to demand from the funding recipients and community consultations supported through the Indigenous Repatriation Program — Museum Grants (Museum Grants).
Forward target 2024–27	Internationally, activities are responsive to international negotiations and community consultations. Domestically, activities funded by the Museum Grants are responsive to demand from the funding recipients and community consultations.
Data Source and Methodology	Data sourced internationally is maintained on internal files and updated at regular intervals. Domestically, Museum Grants funding recipients submit Final Performance Reports through SmartyGrants. The Final Performance Reports are assessed against the funding agreement and are checked for accuracy. Data held on ancestors and objects is reviewed and data cleansing is undertaken to accommodate cultural sensitivities and ensure the cultural safety of those accessing the information. Data undergoes regular internal review to ensure reliability. The department measures the success of international repatriation deliverables against criteria including: • research on location of ancestors and identification of provenance to Traditional Custodians • advocacy to influence support for repatriation • securing repatriation agreements • consultation • facilitating international returns, and/or • supporting Traditional Custodians to return ancestors to Country. The department measures the success of domestic repatriation through the administration of the Museum Grants. The Museum Grants deliverables are consistent with the program guidelines objectives: • Identify the origin of Aboriginal and Torres Strait Islander ancestors and objects being cared for in the eight funded museums' collections • Repatriate Aboriginal and Torres Strait Islander ancestors and objects being held in the eight funded museums' collections to their community of origin • Empower Aboriginal and Torres Strait Islander communities to be involved in the repatriation of ancestors and objects • Facilitate discussions with custodians for culturally appropriate storage of ancestors and objects, and • Support the engagement and/or employment of Aboriginal and Torres Strait Islander peoples to provide assistance, support and cultural advice to progress the repatriation of ancestors and objects to their communities of origin.
Measure Type	Quantitative/Output

121 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 88.

Outcome 6	Program 6.1
Discussion	The repatriation of ancestors and objects to their Traditional Custodians upholds the Australian Government's commitment to respecting and promoting the rights of First Nations people to repatriate their ancestors and objects. Repatriation offers healing to First Nations people and allows communities to carry out their cultural obligations. The department directly administers international repatriation which involves identifying ancestors held overseas and facilitating their return to Australia and where possible their Traditional Custodians. Domestically, the department provides funding to the seven major state and territory museums and the National Museum of Australia to support their respective repatriation programs under the Museum Grants program.
Limitations	Repatriation activities are responsive to domestic and international negotiations, agreements, and community consultations. Repatriation agreements facilitate returns on a voluntary and unconditional basis and are informed by consultations with Traditional Custodians and representative bodies that can be protracted and extend over multiple years. These factors, among others, make it difficult to set an appropriate target to measure repatriation of ancestors and objects.
Rationale for changes	Measure and target refined for clarity and ease of readability. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

Outcome 6	Program 6.1
Performance Measure 37[122]	Reach of Indigenous languages and arts (ILA) activities (excluding visual arts) that support Aboriginal and Torres Strait Islander people to express, preserve and maintain their cultures: a. Number of people attending an Indigenous language activity delivered through an ILA program-funded Indigenous language centre and their level of satisfaction with the experience b. Effectiveness of an Indigenous arts activity experienced by participants/audience through themes emerging through qualitative data.
2023–24 Target	No target. Results are expected to be variable over time, given the variety of Indigenous languages and arts activities funded through an annual open competitive grant opportunity.
Forward target 2024–27	No target. Results are expected to be variable over time, given the variety of Indigenous languages and arts activities funded through an annual open competitive grant opportunity.
Data Source and Methodology	a. Data on the number of people attending Indigenous languages activities and their satisfaction with the experience will be sourced through an online survey tool undertaken by the people participating in a language activity delivered through an Indigenous language centre. b. Qualitative data for Indigenous arts activities can be sourced from milestone reports in SmartyGrants that can identify themes emerging as to the effectiveness of activities.

122 Source: Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, Portfolio Budget Statements 2023–24, p. 88.

Outcome 6	Program 6.1
	Quantitative data on the number of people participating in Indigenous language activities as well as qualitative data recording their satisfaction with the experience will be sourced through an online survey tool. Qualitative data to identify emerging themes as to the effectiveness of Indigenous arts activities will be sourced from funding recipient performance reports in SmartyGrants grants management system.
Measure Type	Qualitative and Quantitative/Effectiveness
Discussion	This measure provides information on the success of the department supporting Australian cultural heritage. The reach of Indigenous languages and arts activities (excluding visual arts) that support Aboriginal and Torres Strait Islander people to express, preserve and maintain their cultures achieves one or more of the following ILA program objectives. 1. Preserve, revitalise and sustain Indigenous languages by: a. Supporting the use of spoken language in everyday life by facilitating language practise in a range of contexts through culturally appropriate learning and teaching activities. b. Supporting community members to improve their language knowledge and skills and build capacity in the sector by providing language learning and teaching pathways that include opportunities to gain formal qualifications in learning and teaching an Indigenous language. c. Recording, preserving and making available Indigenous languages using digital technology in an innovative and culturally appropriate way. d. Facilitating the use of Indigenous languages in everyday life by producing and providing access to language materials that enable community to enjoy, learn, use and teach their languages. 2. Create, promote and celebrate Indigenous cultural expression by: a. Developing, producing, presenting, exhibiting or performing a diverse range of traditional and contemporary Indigenous art forms which could include dance, theatre, film, literature, music and traditional Indigenous arts and crafts. b. Promoting and celebrating Indigenous art forms and providing access to arts activities that enable community to enjoy, connect and take pride in their cultures.
Limitations	There can be challenges with collecting qualitative data associated with Aboriginal and Torres Strait Islander people and their cultures. This could involve cultural sensitivities relating to cultural authority and lore, sovereignty of Indigenous cultural intellectual property (secret and sacred material) and constraints such as geographical remoteness and weather events. The ILA program is aware of these challenges that could impact on the sample potentially introducing a level of bias — but it is a limitation that can be mitigated as a part of collecting the data.
Rationale for changes	Measure amended from the 2022–23 Corporate Plan and 2023–24 Portfolio Budget Statements to enable the department to fully report on its performance. Targets have also been varied to account for the flexible nature of the ILA grants program. This performance measure is part of the department's ongoing review of its performance information and may be amended and/or removed.

Appendices

Appendix A — Significant contributors

Table A.1: Portfolio entities

Program/ Outcome	Portfolio entities	Contribution
Program 1.1	Infrastructure Australia	*Corporate Commonwealth Entity* Develops an infrastructure priority list and evaluates business cases for project proposals requiring more than $250 million in Australian Government funding.
Program 1.1 **Program 2.3**	Airservices Australia	*Corporate Commonwealth Entity* Responsible for managing Australian airspace and providing aviation rescue firefighting services.
Program 1.1 **Program 2.1**	Australian Rail Track Corporation	*Commonwealth Company* Delivers Inland Rail as a Commonwealth Government Business Enterprise (GBE).
Program 1.1 **Program 2.1**	High Speed Rail Authority	*Corporate Commonwealth Entity* Manages the delivery of relevant projects under the Infrastructure Investment Program that fall within its remit.
Program 1.1 **Program 2.1**	National Intermodal Corporation Ltd	*Commonwealth Company* Commonwealth GBE providing oversight and facilitating delivery of a portfolio of common user intermodal terminals, at the Moorebank Intermodal Terminal Precinct and in Melbourne and Brisbane to support Inland Rail, promoting both competition and efficiency.
Program 1.1 **Program 2.3**	WSA Co Ltd	*Commonwealth Company* Delivering Western Sydney International (Nancy-Bird Walton) Airport as a Commonwealth GBE.
Program 2.1	Australian Maritime Safety Authority	*Corporate Commonwealth Entity* Regulates and promotes maritime safety and environment outcomes. Provides infrastructure to support safe navigation in Australian waters and a national search and rescue service to the maritime and aviation sectors.
Program 2.1 **Program 2.2** **Program 2.3**	Australian Transport Safety Bureau	*Non-corporate Commonwealth Entity* Investigates transport-related accidents and incidents within Australia, covering air, sea and rail.
Program 2.1	National Transport Commission	*Corporate Commonwealth Entity* Supporting national land transport reform for all Australian Governments to improve safety, productivity, environmental outcomes and regulatory efficiency.
Program 2.3	Civil Aviation Safety Authority	*Corporate Commonwealth Entity* Regulates aviation safety and the operation of Australian aircraft overseas. Oversees pilot licensing, aircraft registration and administers the safe use of Australian airspace.

Program/ Outcome	Portfolio entities	Contribution
Program 3.4	Northern Australia Infrastructure Facility	*Corporate Commonwealth Entity* Provides concessional financing to support catalytic infrastructure projects across Northern Australia.
Program 4.1	National Capital Authority	*Non-corporate Commonwealth Entity* Administers the Commonwealth's ongoing interests and ensures that Canberra and the Territory are planned and managed in accordance with the *Australian Capital Territory Planning and Land Management Act 1988*.[123]
Program 5.1 **Program 6.1**	Australian Broadcasting Corporation and Special Broadcasting Service	*Corporate Commonwealth Entity* Provide broadcasting services as the Australian national broadcasters and deliver content and diversity.
Program 5.1 **Program 6.1**	Australian Communications and Media Authority	*Non-corporate Commonwealth Entity* Regulates communications and media services and markets and promotes industry compliance. Regulates the Australian online gambling, broadcasting and telecommunications industry, including spectrum access and allocation, Universal Service Obligation (USO), Statutory Infrastructure Provider laws, and other consumer safeguards. Manages radiofrequency interference under the *Radiocommunications Act 1992*[124] and administers the Regional Broadband Scheme. Contributes and assists the development of Australian Government policy through research, compliance reporting and practical advice as the media regulator. Implements and administers regulation. The eSafety Commissioner supports individuals and promotes online safety for all Australians. This includes providing information and tools to help manage online safety risks, and administering schemes to tackle serious online abuse targeted at an adult, cyberbullying material targeted at an Australian child, the non-consensual sharing of intimate images, and harmful online material
Program 5.1	Australian Postal Corporation	*Corporate Commonwealth Entity* Provides national and international postal services, including mail and parcel delivery. Provides financial, identity and retail services through its post office network and is the designated operator under the Acts of the Universal Postal Union. Provides regular reporting on its financial and regulatory performance and input on postal policy issues.
Program 5.1	NBN Co Limited	*Commonwealth Company* Operates the National Broadband Network which supplies wholesale high speed broadband services to premises across Australia.

123 Available at: https://www.legislation.gov.au/Series/C2004A03701.
124 Available at: https://www.legislation.gov.au/Series/C2004A04465.

Program/ Outcome	Portfolio entities	Contribution
Program 6.1	Australia Council	*Corporate Commonwealth Entity* The Australia Council is the Australian Government's principal arts investment, development and advisory body.
Program 6.1	Australian Film, Television and Radio School	*Corporate Commonwealth Entity* Delivers industry-relevant and future-focussed education and training to Australia's established and emerging screen and broadcast industry talent.
Program 6.1	Australian National Maritime Museum	*Corporate Commonwealth Entity* Delivers the Maritime Museums of Australia Project Support Scheme program, which provides grants to regional museums and organisations involved in the preservation of Australia's maritime history, on behalf of the Australian Government.
Program 6.1	Old Parliament House	*Corporate Commonwealth Entity* Delivers an understanding and appreciation of the political legacy and intrinsic value of Australian democracy through education, public programs, and the conservation of national heritage architecture and collections.
Program 6.1	National Archives of Australia	*Non-corporate Commonwealth Entity* Provides leadership in best practice management of official Commonwealth records and ensures that Australian Government information of enduring significance is secured, preserved and available to government agencies, researchers and the community.
Program 6.1	National Library of Australia	*Corporate Commonwealth Entity* Delivers the Community Heritage Grants program, which provides grants to support community organisations look after Australian cultural heritage collections, on behalf of the Australian Government.
Program 6.1	Screen Australia	*Corporate Commonwealth Entity* Contributes to policy development. Administers funds and incentives, and builds skills and capability within the industry.

Table A.2: Significant contributors

Program/ Outcome	Significant contributors	Contribution
All outcomes	Department of Finance	Provides policy, oversight and governance of Commonwealth GBEs and leads on the Commonwealth Investment Framework.
All outcomes	Department of Industry, Science and Resources	Provides administration for selected grants programs delivered/funded by the department through SmartyGrants.
All outcomes	Australian Government entities, state government departments, agencies and local governments	Contributors to and key delivery partners supporting the delivery of programs and projects. Assist with regional policy and grant program development. Collaborating to implement the whole-of-government Northern Australia Agenda.

Program/ Outcome	Significant contributors	Contribution
Outcome 1 **Outcome 2**	Infrastructure and Commercial Advisory Office Branch, Treasury	Provides whole-of-government commercial and financial advisory services on nationally significant infrastructure projects.
Outcome 2	Airlines operating regular public transport and freight	Maintain air transport connectivity between cities, major regional centres, regional and remote communities.
Outcome 2	Airports, aerodromes and airstrips	Provide key air connectivity infrastructure to enable connectivity between cities, major regional centres, and regional and remote communities.
Outcome 2 **Outcome 5**	Australian Competition and Consumer Commission (ACCC)	Contributes to the effective and efficient delivery of Part X of the *Competition and Consumer Act 2010* (the Act)[125] by enforcing Part X agreements administered by the department.
Outcome 2 **Outcome 6**	Australian Taxation Office	Contributes to the effective and efficient delivery of the *Shipping Reform (Tax Incentives) Act 2012*[126] by providing tax incentives to eligible entities based on certificates issued by the department under the Act. Also contributes to the efficient recovery of road construction and maintenance costs from heavy vehicles.
Outcome 2	Commonwealth Scientific and Industrial Research Organisation (CSIRO)	Develops benchmarking indicators for supply chains relevant to the key objectives of the *National Freight and Supply Chain (NFSC) Strategy*.[127]
Outcome 2	Department of Climate Change, Energy, the Environment and Water	Contributes to the preparation of advice provided to the Minister for approval, or refusal to approve the Master Plans and/or Major Development Plan.
Outcome 2	International Civil Aviation Organization (ICAO)	The Australian Government works through the ICAO to establish, promote and enforce international aviation governance to support Australia's interests.

125 Available at: https://www.legislation.gov.au/Series/C2004A00109.

126 Available at: https://www.legislation.gov.au/Series/C2012A00053.

127 Available at: https://www.infrastructure.gov.au/infrastructure-transport-vehicles/transport-strategy-policy/freight-supply-chains/national-freight-supply-chain-strategy.

Program/ Outcome	Significant contributors	Contribution
Outcome 2	International Maritime Organization (IMO)	The Australian Government works through the IMO to establish, promote and enforce international maritime governance to support our trade interests.
Outcome 2	Members of the Freight Jurisdictional Working Group	Monitor and advise on the delivery progress of the NFSC Strategy and Action Plan.
Outcome 2	Members of the National Freight and Supply Chain Strategy Commonwealth Working Group	Improve Australia's freight outcomes under the NFSC Strategy and coordinate Commonwealth actions on freight.
Outcome 2	Ministry of Transport (New Zealand)	Monitors and provides independent advice on the progress on the delivery of the NFSC Strategy and Action Plan.
Outcome 2	National Airports Safeguarding Advisory Group (NASAG)	National Airports Safeguarding Advisory Group (NASAG) — NASAG, comprising of Commonwealth, State and Territory Government planning and transport officials, the Australian Government Department of Defence, the Civil Aviation Safety Authority (CASA), Airservices Australia and the Australian Local Government Association (ALGA), has developed the National Airports Safeguarding Framework (NASF).
Outcome 2	National/state freight-related bodies	Represent industry on the delivery and development of the NFSC Strategy.
Outcome 2	National Heavy Vehicle Regulator (NHVR)	Regulates and promotes heavy vehicle safety, productivity and efficiency outcomes.
Outcome 2	Office of the National Rail Safety Regulator (ONRSR)	Regulates and enforces safe railway operations. Promotes national rail safety.
Outcome 2	Road safety advocacy and industry groups	Advocates the adoption of safe road use and vehicles.
Outcome 2	Services Australia	Contributes to the effective and efficient delivery of the two Tasmanian transport programs by ensuring timely claims processing and payments on behalf of the department.
Outcome 3	Australian Local Government Association (ALGA)	Partners with the department to inform policy and program design.
Outcome 3	Department of Agriculture, Fisheries and Forestry	Linking to drought programs and work undertaken by the Regional Investment Corporation to support agricultural communities.
Outcome 3	Department of Climate Change, Energy, the Environment and Water	Support state and territory investment in water infrastructure that will provide secure and affordable water to support the growth of regional economies.
Outcome 3	Foundation for Rural and Regional Renewal (FRRR)	Partners with the department to deliver regional grant programs.
Outcome 3	Local Government Professionals Australia (LG Pro)	Partners with the department to inform policy and program design.

Program/ Outcome	Significant contributors	Contribution
Outcome 3	National Recovery and Resilience Agency (NRRA)	Linking to the delivery of initiatives to support economies and communities in regional and rural Australia impacted by floods, bushfires, storms, cyclones and drought.
Outcome 3 **Outcome 5**	Organisation for Economic Co-operation and Development (OECD)	Engages in international discussion relating to regional policy.
Outcome 3	Regional Australia Institute (RAI)	Provides research analysis and regional engagement services.
Outcome 3	Regional Development Australia (RDA) Committees	Facilitate regional economic development programs, outcomes, investments, local procurement and jobs.
Outcome 4	Australian Federal Police	Provide policing services to the Australian Capital Territory and Australia's territories.
Outcome 4	Commonwealth Director of Public Prosecutions	Provide prosecution and coroner assistance services in Norfolk Island.
Outcome 4	Department of Climate Change, Energy, the Environment and Water	Delivers policy, program and regulatory activities that impact land in the territories, including the environmental impacts. Administers Christmas Island, Pulu Keeling National Parks, Norfolk Island National Park, the Norfolk Island Marine Park and Indian Ocean Territories Marine Parks.
Outcome 4	Department of Defence	Delivers policy, program and regulatory activities that impact land in the territories. Administers Crown land in the Jervis Bay Territory and will contribute to the revitalisation of essential water infrastructure, and upgrade of the Cocos (Keeling) Islands runway.
Outcome 4	Department of Health	Contributes to the development of the ACT Asbestos Disease Assistance Scheme and provides funding to Norfolk Island Health and Residential Aged Care Services (NIHRACS) through the Multi-Purpose Service (MPS) program and Primary Health Networks (PHN).
Outcome 4	Federal Court of Australia	Provide critical judicial and registry services to the Norfolk Island Supreme Court.
Outcome 4	Norfolk Island Health and Residential Aged Care Services (NIHRACS)	Provide state-type functions, on behalf of the Commonwealth, to control, administer and manage the NIHRACS facility, ensure effective and efficient delivery of health services to the Norfolk Island community, and to strive to maintain and improve the health of persons on Norfolk Island.
Outcome 4	Norfolk Island Regional Council (NIRC)	Provide state-type functions, on behalf of the Commonwealth, including courts, registry and licensing services, emergency services, public health and spatial policy and planning. Provides other service delivery functions for Commonwealth interests.
Outcome 4	Private service providers	Contributes to providing the territories with comparable services and essential infrastructure to mainland Australia through providing specialist service delivery, including state-type services, capital works and consultancy advice to territories.

Program/ Outcome	Significant contributors	Contribution
Outcome 4	QLD, NSW, WA, NT and ACT governments	Contribute to providing territories with comparable services and essential infrastructure to mainland Australia.
Outcome 4	Shire of Christmas Island and Shire of Cocos (Keeling) Islands	Provide local government-type services to communities, including waste management and town planning.
Outcome 5	.au Domain Administration (auDA)	Endorsed by the Commonwealth to administer the .au country code top level domain, covering both domestic domain name industry engagement, as well as championing Australia's domain name industry interests internationally.
Outcome 5	Australian Communications Consumer Action Network (ACCAN)	Engages with the department on telecommunications consumer issues and regulation, and provides consumer representation.
Outcome 5	Australian Competition and Consumer Commission (ACCC)	Monitors and regulates telecommunications competition, access and advertising/industry claims.
Outcome 5	Digital Platform business and consumer groups	Engages with the department on telecommunications business and consumer issues and regulation, and provides business and consumer representation.
Outcome 5	Australian state and territory governments	Contribute to delivering the department's programs, and contribute to policy and regulation processes where of interest, particularly Emergency Services Organisations.
Outcome 5	Broadcasting and media industry entities	Deliver news, sport, entertainment and cultural content to Australian audiences consistent with objectives of legislation.
Outcome 5	Classification Board and Classification Review Board	Provides regulatory decisions under the National Classification Scheme.
Outcome 5	Commonwealth partner agencies	Contribution to divisional policies and programs, particularly those which cut across government.
Outcome 6	Australian Children's Television Foundation	Contributes to policy development. Invests in the development, production and distribution of Australian children's content ensuring young audiences continue to access high quality Australian stories across a range of platforms.
Outcome 6	Australian Institute of Aboriginal and Torres Strait Islander Studies	Collects and maintains materials documenting the oral and visual traditions and histories of Aboriginal and Torres Strait Islander people.
Outcome 6	Department of Foreign Affairs and Trade	Engages with international organisations to promote Australia's creative sector and national copyright interests internationally. Also provides policy advice on our international commitments in relation to the operation of services in Australia's creative sector.
Outcome 6	First Languages Australia	Works to ensure the strength of all Aboriginal and Torres Strait Islander languages.
Outcome 6	National Indigenous Australians Agency	Leads and coordinates policy development, program design and implementation, and service delivery for Aboriginal and Torres Strait Islander people.

Appendix B — Our performance journey: measure maturation and numbering changes

Table B.1: Changes to performance measures

	Number Changes		Corporate Plan	Portfolio Budget Statements	Corporate Plan
Program	22–23	23–24	2022–23	2023–24	2023–24
1.1	1	1	Progress of land transport infrastructure investment projects	Progress of land transport infrastructure investment projects	*Progress of Land Transport Infrastructure Investment Projects agreed to in the October Budget 2022–23*
1.1	2	–	Implementation of investment in intermodal terminals	Implementation of investment in intermodal terminals in New South Wales, Queensland and Victoria	Measure removed The department lacks direct control of/or influence over third-party data sources
2.1	3	2	Progress reforms for regulating vehicles and rail that support safety and productivity	Progress reforms to support rails safety and productivity, including increased rail interoperability	a. *Provide quality and timely policy advice to support progress on wreforms to support rail safety and productivity, including improving rail interoperability* b. *Provide quality and timely policy advice to support progression towards implementation of the Heavy Vehicle National Law (HVNL) and Heavy Vehicle Road Reform (HVRR) proposals*
2.1	4	–	Progress of reforms to the Disability Standards for Accessible Public Transport	–	Measure removed The program phase concluded prior to the commencement of the reporting period
2.1	5	3	Develop policy and regulatory advice, including supporting of trials and research, to support progress towards the safe, legal and nationally consistent introduction and uptake of Connected and Automated Vehicles (CAV) in Australia	Progress of reforms to support the safe, legal and nationally consistent introduction and update of connected and automated vehicles in Australia	*Progress of reforms to support the safe, legal and nationally consistent introduction and update of Connected and Automated Vehicles (CAVs) in Australia*

Program	Number Changes 22–23	Number Changes 23–24	Corporate Plan 2022–23	Portfolio Budget Statements 2023–24	Corporate Plan 2023–24
2.1	6	–	Performance of Tasmanian shipping programs, indicated through number of: a) claims paid (Tasmanian Freight Equalisation Scheme) b) rebates provided (Bass Strait Passenger Vehicle Equalisation Scheme)	–	Measure removed The department lacks direct control of/or influence over the performance of this measure
2.1	7	4	Progress implementing the National Freight and Supply Chain Strategy for the next 20 years and beyond to 2040	Progress implementing the National Freight and Supply Chain Strategy for the next 20 years and beyond to 2040	*Progress implementing the National Freight and Supply Chain Strategy (the Strategy) to 2040*
2.1	14	5	Provide policy advice on reducing CO_2 emissions consistent with Government commitments for the transport sector	Provide policy advice on reducing CO_2 emissions consistent with Government commitments for the transport sector. This includes the development of ministerial briefings, Cabinet submissions and New Policy Proposals	*Advice on reducing CO_2 emissions for the transport sector*
2.1	15	6	Provide policy advice supporting maritime safety	Provide policy advice supporting maritime safety, particularly, monitoring the performance of the Australian Maritime Safety Authority (AMSA) as Australia's maritime safety regulator. This includes monitoring any issues affecting AMSA's performance and providing advice to ensure it continues to achieve safety outcomes	*Provide policy advice supporting maritime safety*
2.2	16	9	Reduction in the number of road fatalities and fatality rate per 100,000 population	Timely delivery of road safety grants programs/ projects within budget and achieving the outputs outlined in individual grant agreements	Measure replaced. Delivery of road safety grants programs/projects within budget and achieving the outputs outlined in individual grant agreements

Program	Number Changes 22–23	Number Changes 23–24	Corporate Plan 2022–23	Portfolio Budget Statements 2023–24	Corporate Plan 2023–24
2.2	8	7	Progress on the implementation of: a) the National Road Safety Strategy for the decade 2021 to 2030 b) the National Road Safety Data Hub	Progress of the implementation of: The National Road Safety Strategy 2021–30 through delivery of the Australian Government's commitments under the National Road Safety Action Plan 2023–25	*Progress of the implementation of the National Road Safety Strategy 2021–30 (the Strategy) through delivery of the Australian Government's commitments under the National Road Safety Action Plan 2023–25*
2.2	9	8	Average time taken to assess applications for road vehicle imports, and the implementation of Road Vehicle Standards legislation	The efficient and effective implementation of the RVS legislation	*Administration of the Road Vehicle Standards (RVS) legislation*
2.3	10	10	Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport	Development of an Environmental Assessment of Preliminary Flight Paths for WSI	*Development and Environmental Assessment of Preliminary Flight Paths for Western Sydney International (Nancy-Bird Walton) Airport (WSI)*
2.3	11	11	Percentage of Master Plans and Major Development Plans processed for federally leased airports within statutory timeframes	Percentage of Master Plans and Major Development Plans processed for federally leased airports within statutory timeframes	*Percentage of Master Plans and Major Development Plans processed for leased federal airports within statutory timeframes*
2.3	12	12	Performance of the Regional Airports Program (RAP) and the Remote Airstrip Upgrade (RAU) program, indicated through number of completed projects: a) in regional Australia (RAP) b) in remote Australia (RAU)	Performance of the RAP and the RAU program, indicated through number of completed projects: a) in regional Australia (RAP) b) in remote Australia (RAU)	*Performance of the Regional Airports Program (RAP) and the Remote Airstrip Upgrade (RAU) program*
2.3	13	13	Remote Air Services Subsidy (RASS) Scheme performance is indicated by eligible communities in remote and isolated areas of Australia having access to a regular air transport service for the carriage of passengers and goods	Remote Air Services Subsidy (RASS) Scheme performance is indicated by eligible communities in remote and isolated areas of Australia having access to a regular air transport service for the carriage of passengers and goods	*Remote Air Services Subsidy (RASS) Scheme performance is indicated by eligible and approved communities in remote and isolated areas of Australia having access to a regular air transport service for the carriage of passengers and goods*

Program	Number Changes 22–23	Number Changes 23–24	Corporate Plan 2022–23	Portfolio Budget Statements 2023–24	Corporate Plan 2023–24
2.3	–	14	–	The number of per- and poly-fluoroalkyl substances (PFAS) investigations commenced at civilian airports	*The number of per-fluoroalkyl and poly-fluoroalkyl substances (PFAS) investigations commenced at civilian airports*
2.3	17	15	Provide policy advice supporting aviation safety	Provide policy advice supporting aviation safety. The number of fatalities per 100,000 people for the current year's 10-year average compared against the previous year's 10-year average	*Contribute to a reduction in the number of aviation fatalities per 100,000 people for the current years 10-year average*
3.1	18	16	Performance in delivering legacy regional programs	Performance in delivering regional programs indicated through projects contracted, completed and funds expended for: a. Community Development Grants (terminating 30 June 2026) b. Stronger Communities Program c. Building Better Regions Fund (terminating 30 June 2024)	*Performance in delivering regional programs indicated through projects contracted, completed and funds expended for:* *1. Community Development Grants (CDG)* *2. Stronger Communities Programme (SCP)* *3. Building Better Regions Fund (BBRF)*
3.1	–	17	–	Establishment and implementation of urban Precincts and Partnerships Program (uPPP)(b) and regional Precincts and Partnerships Program (rPPP), following consultation on program design, within agreed timeframes	*Establishment and implementation of the Regional Precincts and Partnerships Program (rPPP) following consultation on program design, within agreed timeframes*
3.1	20	18	Number of City and Regional Deal commitments on track to be completed within agreed timeframes	Delivery of City and Regional Deal commitments is measured against the objectives and timelines set out in Implementation Plans and funding agreements as reported by Delivery Partners	*Delivery of City and Regional Deal (Deals) project components are measured against the objectives and timelines set out in Implementation Plans and funding agreements as reported by Delivery Partners*

Program	Number Changes 22–23	Number Changes 23–24	Corporate Plan 2022–23	Portfolio Budget Statements 2023–24	Corporate Plan 2023–24
3.2	19	19	Financial assistance is provided to local government in accordance with the *Local Government (Financial Assistance) Act 1995*	Financial assistance is provided to local government in accordance with the *Local Government (Financial Assistance) Act 1995* consisting of: • a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis) • an identified local road component which is distributed between the states and territories according to fixed historical shares	*Financial assistance is provided to local government in accordance with the Local Government (Financial Assistance) Act 1995 consisting of:* • *a general-purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis)* • *an identified local road component which is distributed between the states and territories according to fixed historical shares*
3.3	–	20	–	Establishment and implementation of urban Precincts and Partnerships Program (uPPP)(b) and regional Precincts and Partnerships Program (rPPP), following consultation on program design, within agreed timeframes	*Establishment and implementation of the urban Precincts and Partnerships Program (uPPP) within agreed timeframes*
3.3	–	21	–	Establishment of the Thriving Suburbs program, to complement the existing Growing Regions program to support investment in community infrastructure	*Establishment of the Thriving Suburbs program, to complement the existing Growing Regions program to support investment in community infrastructure*
3.4	–	22	–	Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices processed for Ministerial consideration within statutory timeframes	*Percentage of Northern Australia Infrastructure Facility (NAIF) proposal notices processed for Ministerial consideration within statutory timeframes*
3.4	21	–	Implementing key initiatives of the northern Australia agenda	–	Measure removed. The department lacks direct control of/or influence over the performance of this measure

Program	Number Changes 22–23	Number Changes 23–24	Corporate Plan 2022–23	Portfolio Budget Statements 2023–24	Corporate Plan 2023–24
3.4	22	–	Impact of projects supported by the Northern Australia Infrastructure Facility (NAIF) during the financial year, indicated through: a) total number of new jobs created b) total number of new Indigenous jobs created	–	Measure removed. The department lacks direct control of/or influence over the performance of this measure
4.1	23	23	Commonwealth legal and governance frameworks in Australia's territories are appropriate for the protection and wellbeing of the communities	Commonwealth legal and governance frameworks in Australia's territories are appropriate for the protection and wellbeing of the communities, based on ongoing review of the distinct needs of each territory and implementation of appropriate law reforms	*Evaluation of legal and governance frameworks in the territories to enhance essential service delivery and facilitate social, civic and economic participation*
4.1	24	24	Communities in the external territories and Jervis Bay Territory have services and essential infrastructure comparable to mainland Australia	Communities in the external territories and Jervis Bay Territory have services and essential infrastructure comparable to mainland Australia The Division is responsible for the provision of state services and infrastructure to the non-self-governing territories. The most significant state services are health and education. The Division has service delivery agreements in place for: • Health and education services to be provided to the Indian Ocean Territories by the WA Government • Health and education services to be provided to Norfolk Island by the QLD Government; and *(continued next page)*	*Communities in the external territories and Jervis Bay Territory have fit-for-purpose health and education services and essential infrastructure*

Program	Number Changes 22–23	Number Changes 23–24	Corporate Plan 2022–23	Portfolio Budget Statements 2023–24	Corporate Plan 2023–24
				• Education services to be provided to the Jervis Bay Territory by the ACT Government The Division owns, maintains and replaces assets and infrastructure valued at $2.4 billion in the non-self-governing territories. Annual funding is allocated to repairing or replacing assets at the highest risk of failing and causing injury or disrupting services	
5.1	25	25	Amount of new and improved mobile coverage delivered in regions under the Mobile Black Spot Program	Amount of new and improved mobile coverage (in square kilometres) delivered in regions from base stations funded and built under the Mobile Black Spot Program	*Number of new and improved contracted outcomes delivered through regional communications programs*
5.1	–	26	–	–	*Number of new and improved contracted outcomes delivered through the Regional Connectivity Program and connecting Northern Australia*
5.1	26	27	Access to Viewer Access Satellite Television (VAST), for viewers in terrestrial blackspots to receive a direct-to-home free to air television safety net service	Provision of the VAST services	*Provision of the Viewer Access Satellite Television (VAST) services*
5.1	27	–	Effectiveness of support for sustainability of news and media industry	–	Measure removed. Reporting against targets unable to provide valid and/or complete measure of performance
5.1	28	28	Affordability of telecommunications services (mobile and fixed) on offer	Affordability of telecommunications services (mobile and fixed) on offer	*Affordability of telecommunications services (mobile and fixed) on offer*

Program	Number Changes 22–23	Number Changes 23–24	Corporate Plan 2022–23	Portfolio Budget Statements 2023–24	Corporate Plan 2023–24
5.1	29	29	Access to communications for people with a disability, indicated through: a) National Relay Service (NRS) performance b) audio description implementation by the national broadcasters c) broadcaster captioning compliance	Access to communications for people with a disability, indicated through: a. NRS performance b. Audio description implementation by the national broadcasters. This is a narrated sound track provided by the ABC and SBS for specific TV shows to provide accessibility to blind or vision impaired people c. Broadcaster captioning compliance. This is a legislative requirement for all broadcasters for deaf and hearing-impaired people. There are different obligations for free-to-air broadcasters and pay TV. The ACMA is the regulator for these obligations and releases compliance data every year	*Access to communications for people with a disability, indicated through:* *a. National Relay Service (NRS) performance.* *b. Audio Description (AD) implementation by the national broadcasters.* *c. Broadcaster Captioning compliance.*
5.1	30	30	Levels of consumer complaint in telecommunications and post sectors	–	Measure removed The department lacks direct control of/or influence over data sources and the performance of this measure
5.1	36	30	Effectiveness of the current Australian content and classification frameworks	Effectiveness of the current Australian classification framework	*Effectiveness of the current Australian classification framework*
6.1	36	31	Effectiveness of the current Australian content and classification frameworks	Effectiveness of the current Australian content and classification frameworks	*Effectiveness of the current Australian content framework*
6.1	31	32	Progress against the National Arts and Disability Associated Plan	Progress against the delivery of a National Arts and Disability Associated Plan	*Progress against the development, release and implementation of the Arts and Disability Associated Plan*
6.1	32	33	Number of students enrolled in courses at national performing arts training organisations	Number of students completing courses at national performing arts training organisations	*Number of students completing courses at national performing arts training organisations*

Program	Number Changes 22–23	Number Changes 23–24	Corporate Plan 2022–23	Portfolio Budget Statements 2023–24	Corporate Plan 2023–24
6.1	33	34	Number of payments made to claimants (including authors, illustrators and publishers) through lending rights	Number of payments made to claimants (including authors, illustrators and publishers) through lending rights	*Number of payments made to claimants (including authors, illustrators and publishers) through lending rights*
6.1	34	35	Number of art centres and art fairs funded through the Indigenous Visual Arts Industry Support (IVAIS) program	Number of Indigenous Art Centres, art fairs and industry service organisations funded through the IVAIS program	*Number of Indigenous Art Centres funded through the Indigenous Visual Arts Industry Support (IVAIS) program*
6.1	35	36	Repatriation activities that support: a. securing new international agreements and facilitation of the repatriation of Aboriginal and Torres Strait Islander ancestral remains (ancestors) b. funding agreements executed under the Indigenous Repatriation Program — Museum Grants and facilitation of the repatriation of ancestors and secret sacred objects	Activities to support the repatriation of Aboriginal and Torres Strait Islander ancestral remains and secret sacred objects: a. number of new agreements to repatriate ancestral remains from overseas. b. number of ancestral remains and/or secret sacred objects repatriated to their community. c. number of ancestral remains repatriated to Australia with no known community	*Activities to support the repatriation of Aboriginal and Torres Strait Islander ancestral remains (ancestors) and secret sacred objects (objects):* a. *number of new agreements to repatriate ancestors from overseas.* b. *number of ancestors and/or objects repatriated to their community.* c. *number of ancestors repatriated to Australia with no known community*
6.1	37	37	Impact of our activities to support Indigenous visual arts, languages and culture indicated through the number of Indigenous language centres and Indigenous art centres funded, the number of arts workers employed and artists active with funded art centres	Reach of our funded activities to support Indigenous languages and Indigenous art forms (excluding visual arts) indicated through the number of Indigenous language centres receiving annual operational funding	*Reach of Indigenous languages and arts activities (excluding visual arts) that support Aboriginal and Torres Strait Islander people to express, preserve and maintain their cultures:* a. *Number of people attending an Indigenous language activity delivered through an ILA program-funded Indigenous language centre and their level of satisfaction with the experience* b. *Effectiveness of an Indigenous arts activity experienced by participants/audience through themes emerging through qualitative data*

	Number Changes		Corporate Plan	Portfolio Budget Statements	Corporate Plan
Program	22–23	23–24	2022–23	2023–24	2023–24
6.1	38	–	Impact of our arts and cultural activities to support regional access and participation, indicated through: a) projected audience numbers/participants involved with funded projects b) number of regional/ remote locations that hosted funded projects	Reach of our funded arts and cultural activities that support regional access and participation, indicated through estimated number of regional/remote locations that host funded activities	Measure removed. Data for this measure is limited and did not enable an accurate assessment of the department's performance.

Note: Performance measures shown in *italics* may be amended and/or removed as part of the department's ongoing review of its performance information.

List of requirements

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

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

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

Table 4: PGPA Act and PGPA Rule requirements

Topic	Matters to be included	Page
Introduction	The following: a) a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act; b) the reporting period for which the plan is prepared; c) the reporting periods covered by the plan.	8 to 11
Purpose	The purposes of the entity.	14–15
Operating context	For the entire period covered by the plan, the following: a) the environment in which the entity will operate; b) the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes; c) a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed; d) details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes; e) how any subsidiary of the entity will contribute to achieving the entity's purposes.[a]	18 to 45
Key Activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	47 to 113 (50, 56, 63, 67, 78, 81, 83, 85, 90, 96, 106)
Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: a) specified performance measures for the entity that meet the requirements of section 16EA[b]; b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	44 to 113

Note a: The department does not have subsidiary entities.

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

About the artist and artwork

Bradley Kickett

Bradley Kickett is a local Noongar artist who was born in Northam, and grew up in Perth. He is descended from the Kickett clan in York, Western Australia.

He began painting in 2007. Bradley's style of art is abstract, with paintings depicted from an aerial view and illustrated in a fluid style that he has developed over the last three years. His art pieces are influenced by experiencing Noongar country — from the oceans to the rivers, and seeing the wildflowers and the land from the air, and showing the flow and the shapes of the earth. These images are all interwoven with history and the stories that are shared and passed down to him from his family and Elders.

Since 2007, Bradley has exhibited and sold work at True Blue Gallery, Maaliup Aboriginal Art Gallery, Kings Park Aboriginal Art Gallery, Yonga Boodjah Aboriginal Art Gallery and the Walliup Cultural Centre in Fremantle.

Further to this, Bradley has also exhibited and sold work at the Animal Art Awards 2010, Manjar Art Awards (2010–2016), City of Gosnells Art Awards (2011, 2015 and 2016, City of Belmont Art Awards (2015 and 2016), and the City of South Perth, Emerging Artist Award 2015.

Bradley was the winner of the Acrylic Award at the City of Gosnells, 2015 and received the Highly Commended Award at the City of Belmont, 2016.

Bradley is currently studying at Curtin University, working towards obtaining a Bachelor of Arts, majoring in fine art.

Connecting for Reconciliation

Connecting for Reconciliation is an artwork that represents Aboriginal and Torres Strait Islander people as well as the other cultures residing in Australia. The artwork is an aerial representation of the land, rivers, coast and oceans found all across Australia.

The dot circles represent the different cultures and people of Australia. While they are unique, when you look closer at them, you start to see the similarities.

The dotted lines who the pathways travelled and the connecting of tribes and different groups. It's the connecting of people and working together, that will make reconciliation successful.

The river and the flow of the water shows a journey that society has taken — where we are now, and where we are headed in the future (as most of the population live by the rivers and coast).