



Australian Government

Department of Infrastructure, Transport,  
Regional Development and Communications



# Corporate Plan 2021–22

**Connecting** Australians  
**Enriching** Communities  
**Empowering** Regions

# Contents

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# 01

## The Department



## Secretary's introduction



**Simon Atkinson**  
**Secretary**

Department of Infrastructure,  
Transport, Regional  
Development and  
Communications

“

**The work of the Department of Infrastructure, Transport, Regional Development and Communications, connects, and enriches every Australian community, underpins our economy and society and empowers our regions.**

**Our 2021-22 Corporate Plan provides the blueprint for the department to continue to support the Australian Government's recovery agenda through the provision of strategic policy advice, fit-for-purpose regulation, and delivery of programs, projects and services in the major infrastructure, transport, communications and arts sectors, supporting our regions, cities and territories.**

”



### Our strategic objectives are:

#### Connecting and linking

**Australians**, by supporting reliable, safe and efficient aviation, shipping, road, rail, media and communications sectors. We also design the policy framework and support the delivery of safe, secure, high-quality and accessible online environments and telecommunication services for all Australians, no matter where they live. We facilitate freight and passenger movement, and connect Australian businesses and consumers with domestic and international markets.

#### Enriching our communities,

through creating productive, liveable and vibrant cities and regions: Supporting a thriving arts sector and embedding Australian stories and identity in our cultural experiences; Protecting and celebrating Aboriginal and Torres Strait Islander culture, heritage and language; Enabling communities to access local voices and stories, and ensuring a safe, rich and trusted digital environment for all Australians.

**Empowering our regions**, by stimulating growth, creating jobs, maximising economic opportunities and community amenities, across regional Australia. We will support good governance and better access to services in the territories, increasing water capacity in our regions to support sustainable economic development, infrastructure, tourism and agriculture, and creating opportunities for people to access reliable phone and internet services so they have choices about where to live and work, growing equality of opportunity.

Australia's transport system underpins our way of life and is the lifeblood of our economy. The enormous challenges of the past year continue to deeply impact the aviation sector in particular. A strong and sustainable aviation sector is critical for Australia's prosperity. We will continue delivering more than \$4.9 billion of timely targeted and proportionate support for the industry in the maintenance of essential connectivity on regional and major routes, preserving critical capacity, and enabling a competitive aviation market to restart.

Working in conjunction with the States and Territories, we are delivering a \$110 billion infrastructure pipeline, and investing in projects to assist national and regional economic and social development. We are continuing our work with Government Business Enterprises to deliver the Inland Rail, Western Sydney International (Nancy-Bird Walton) Airport and Moorebank Intermodal Terminal. To facilitate the acceleration of these and other major projects, we have established a dedicated Significant Project Investment Delivery Office who will work with government and industry throughout each project stage from identification to completion.

Together with all levels of government, industry and the community, the cities and regional deals and regional recovery partnerships are examples of initiatives aimed at empowering communities to improve productivity and lift living standards.

We also welcome the Office of Northern Australia (ONA) to our portfolio, which will continue to coordinate and implement the long term policy vision to develop northern Australia.

The ONA leads initiatives and policy to deliver on this whole-of-government agenda to support sustainable economic development in the north focusing on land arrangements to support investment; developing the north's water resources; diversification of business, trade and investment; infrastructure to support economic growth; workforces for growth; Indigenous economic development; and good governance.

These projects will continue supporting jobs growth and economic activity now, and provide a foundation for longer term productivity and growth into the future.

Recognising how critical water is to the prosperity and resilience of our regions, we have added a new purpose, 'supporting regional growth and resilience through building water infrastructure that will improve availability, connectivity, reliability and security for agriculture and other primary industry users'. We are investing in water infrastructure in partnership with the State and Territory governments to protect this valuable resource, support primary industries, create resilient regional jobs and strengthen regional economies.

Our work across Australia's territories provides for the delivery of national and state-level services to residents of Norfolk Island, Christmas Island, the Cocos (Keeling) Islands and the Jervis Bay Territory, administration of the Ashmore and Cartier Islands and the Coral Sea Island territories, and management of national interests in the Australian Capital Territory and the Northern Territory supporting economic growth.

Our focus during this period is to investigate options for improving communications infrastructure

across the Indian Ocean territories due to the geographical and logistical challenges posed by their remoteness. We will also continue our work with a number of individual territories to enhance governance, safety, and build economic independence and sustainability.

Access to communications services is integral to a connected, inclusive and cohesive society. Our work ensures all Australians have choice and the ability to access affordable, safe and reliable communications and postal services. Investment in these services continues. The sudden change in the work environment during the pandemic demonstrated the essential role digital communications plays in keeping the Australian community connected to each other and across the world.

We will continue to focus on the future, ensuring we:

- are at the forefront of technology;
- use, review and update our legislation and regulations, to shape competitive markets;
- strengthen online safety, supporting Australians to engage confidently and safely in the ever expanding online world; and

- meet community expectations, relating to matters of safety, security and protection, particularly child safety, harmful content and the non-consensual sharing of images.

The COVID-19 impact on the creative and cultural sectors continues to be severe and lengthy. These sectors are essential in connecting, empowering and enriching the lives of all Australians, supporting a strong economy and creating value through jobs.

Our support for these sectors continues, by:

- encouraging opportunities and access to external philanthropic and private funding sources;
- supporting diversification and adaptation, through fit-for-purpose legislative, regulatory and investment environments; and
- ensuring all Australians can access high-quality creative content.

We will also continue our support for the protection and showcasing of Aboriginal and Torres Strait Islander peoples' cultural heritage, art and languages and Australian content and creative material.

Over the next four years and beyond, the department will focus on continuing to support the Australian Government's COVID-19 response measures as Australia, and the world, continues to come to terms with operating in this 'new normal' and the continuing economic and health impacts of the pandemic.

Alongside this work, we will continue to engage with our people, to ensure all of their contributions across the great diversity and richness of the work that we do, are valued as supporting us to achieve our objectives of connecting Australians, enriching communities and empowering our regions.

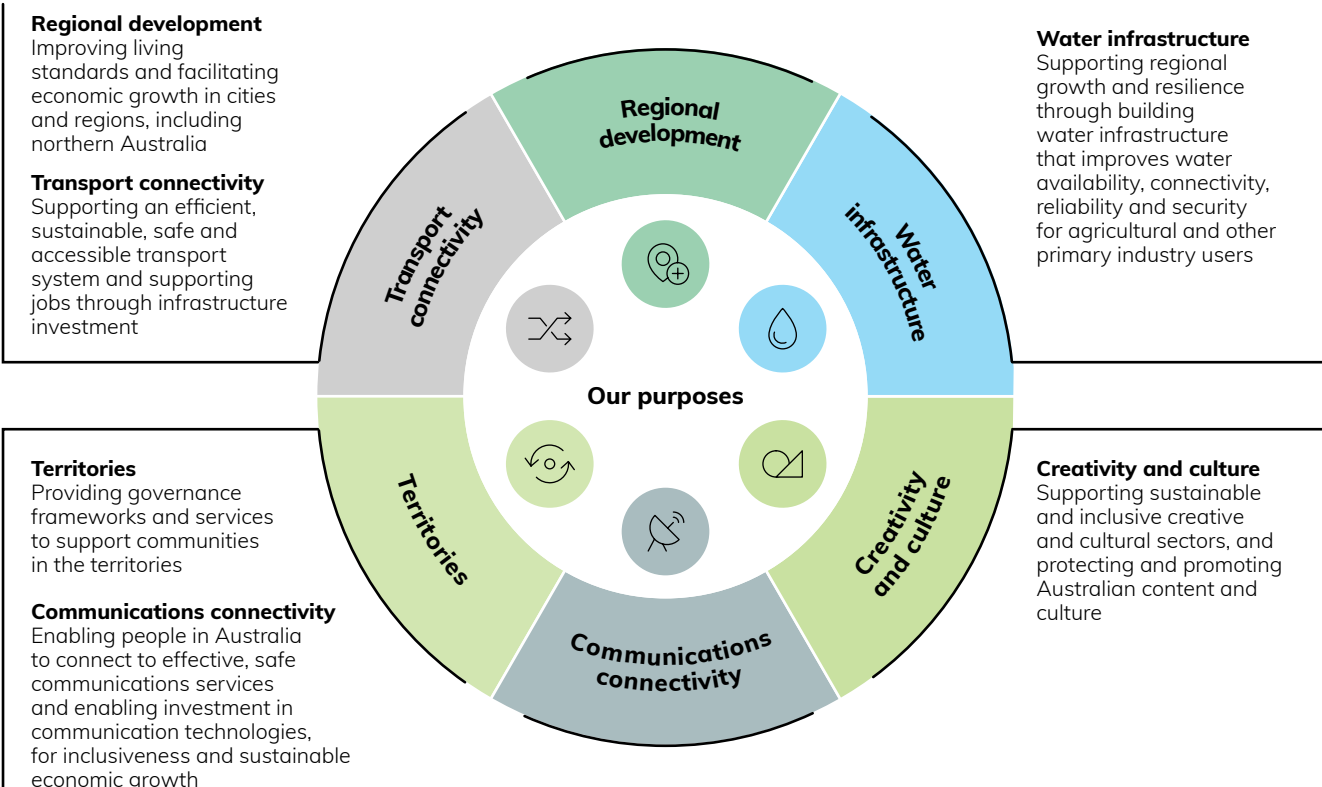
As the Accountable Authority of the Department of Infrastructure, Transport, Regional Development and Communications, I am pleased to present the 2021–22 Corporate Plan, covering the period 2021–2025, in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.










**Simon Atkinson**  
**Secretary**



# Connecting + Enriching our + Empowering Australians communities our regions

**Our role:** Our work connects and enriches every Australian community, underpins our economy and society, and empowers our regions, through the provision of strategic policy advice to government, delivery of fit-for-purpose regulation, programs, projects and services for infrastructure, transport, communications and the arts sectors, supporting our regions, our cities and our territories.



Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Outcome 6
 	 	 			
Improved infrastructure across Australia through investment in and coordination of transport and other infrastructure	An efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations	Strengthening the sustainability, capacity and diversity of Australia's cities and regions including through facilitating local partnerships between all levels of government and local communities; through investment in water infrastructure and measures that stimulate economic growth; and providing grants and financial assistance	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	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	Participation in, and access to, Australia's arts and culture through developing and supporting cultural expression

## Our operating environment

**We monitor and report on trends, ensuring our policies, programs and regulations are future focused and appropriately respond to risks, while making the most of opportunities. Key influencing trends are:**



### **Moving through the stages of COVID-19**

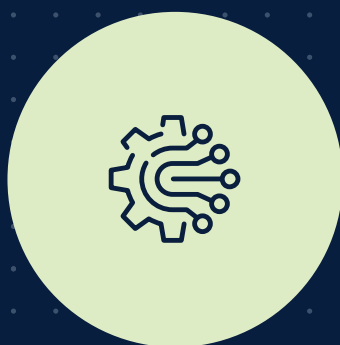
We are committed to supporting our communities and industries as they are impacted by COVID-19. The effects of COVID-19 have been ongoing and significant, and recovery will be an evolving process. The department is taking a methodical, collaborative and consultative approach to assist affected communities and industries through all stages of the pandemic. As a 'new normal' is gradually established, we will continue looking for ways to encourage growth in those industries and communities most affected by the pandemic.





### Disaster and economic volatility – planning, response and recovery

Natural disasters, extreme fluctuations in weather and other global shocks have had a profound effect on Australian communities and our economy. With the prospect of longer, hotter and drier seasons and more severe weather events, we are helping communities better prepare, respond and recover from natural disasters. Our work on reviewing and reinforcing supply chains is underway to provide a level of assurance against future and unanticipated global shocks, with the intention of minimising any effect on our economic stability. We are ensuring the resilience and capabilities of our communications, cultural, transport and water infrastructure to prepare for and mitigate against the risks posed by increasing natural and economic volatility.



### Embracing technology

Technological disruption is a constant and will affect how we deliver programs and services. Responding to COVID-19 restrictions saw an unprecedented level of innovation, with nearly all sectors needing to pivot and embrace some form of digital transformation. As a result, more Australians than ever are wanting fast, affordable internet connectivity and are turning to the NBN and new and enhanced technologies like 5G for solutions. Individuals and businesses continue to consume media and content in new ways, meaning consumer expectations will continue to change. We are developing policies, programs and regulatory approaches to foster new technologies and manage associated risks, market disruptions and limit the digital divide.



### Increased demands of a changing and growing population

Australia's population is now over 25 million. It has increased nearly fivefold over the last century, and is more culturally diverse. We will focus on forward planning for timely investment in communications, cultural, transport and water infrastructure and services to support economic growth, better standards of living and more liveable cities and regions.

## Delivering and measuring our purposes

**Delivering and measuring our purposes is not solely our responsibility. We actively engage with others – portfolio entities, other governments, industry and the community as well as international organisations, establishing ourselves as a credible source of advice – to get results. We realise our purposes through:**





## Providing policy and strategic advice

We provide the Australian government with high-quality, strategic options and policy advice on infrastructure, northern Australia and transport, regional development, cities, territories, communications, arts and related cultural matters. Our advice is evidence-based and informed by research, consultation, analysis and broader government objectives. We identify trends, gaps and emerging issues and risks in markets and society to provide high-quality strategy and policy advice.



## Delivering programs and services

We deliver efficient and effective programs and services to achieve the government's policy outcomes. We adhere to high standards of integrity and public administration. We seek to continuously balance risk and opportunity to achieve better outcomes.



## Fit for purpose regulation

We administer portfolio legislation efficiently and effectively by taking a risk-based, collaborative and data-driven approach, to reviewing and shaping our regulatory settings. We work to continuously improve our regulatory performance and we seek to ensure our regulation incentivises appropriate investment and is fit for purpose now and into the future.



## Measuring our performance

**We have developed 85 performance measures relating to our six purposes and 27 key activities to assess our performance in 2021–22 and over the coming four years. We are committed to continual improvement, and we will adapt and mature our measures over time to focus on what matters and align to changes in our operating environment.**

Since our 2020–21 Corporate Plan, we have:

- added a new purpose for water infrastructure and refined two existing purposes
- added the Office of Northern Australia (Northern Australia Infrastructure Facility) as a component of the Regional Development and Cities purpose, contributing to Outcomes one, two and three
- updated environment information, including descriptive information on risks related to each purpose
- streamlined key activities into high-level statements of action. Improving whole-of-department consistency and providing a basis upon which to align performance measures
- structured our performance framework to better align our measures to key activities and purposes.

A number of our measures do not have targets because they are either:

- demand driven
- have long-term outcomes as they are subject to ongoing policy or regulatory changes
- are subject to external factors outside of the department's control,
- or the impacts from COVID-19 are likely to lead to unusual results.

We continually review our performance measures against the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) ensuring they remain appropriate, relevant and free from bias.

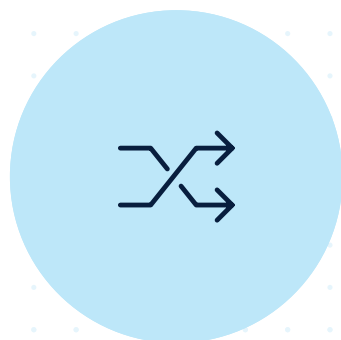




# 02 our performance



# Transport connectivity



**Supporting an efficient, sustainable, safe and accessible transport system and supporting jobs through 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. Working with state and territory governments, we are delivering a \$110 billion infrastructure pipeline and investing in projects assisting national and regional economic and social development. As the major investor, we are also supporting Commonwealth Government Business Enterprises (GBEs) to deliver Inland Rail, Western Sydney International (Nancy-Bird Walton) Airport and Moorebank Intermodal Terminal. These projects will help facilitate the safer, more reliable and efficient movement of people and goods throughout Australia, generating greater opportunities for northern Australia, and all our regions and the broader economy, well into the future.

Transport infrastructure construction will continue to play an important role as we move through the pandemic. We are continuing to consult with industry and with state, territory and local governments to optimise job opportunities and ensure supply chains and labour markets continue to operate well.

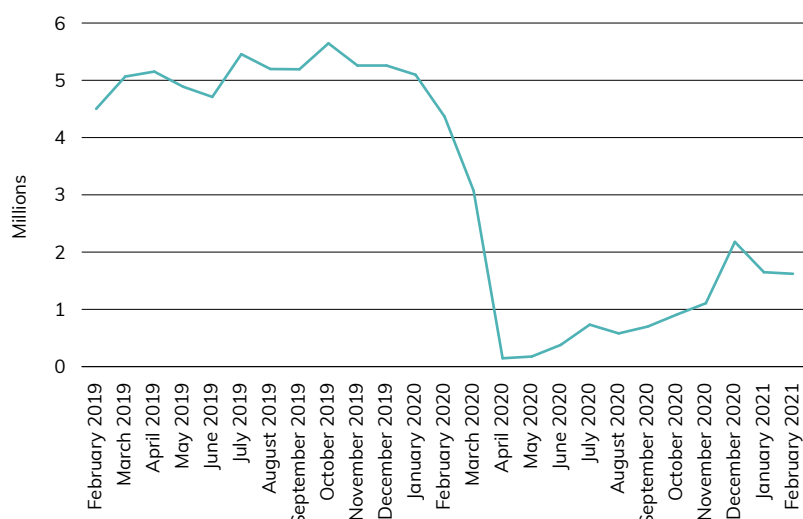
As part of Australia's COVID-19 economic recovery plan, we are accelerating our road and rail investment program and facilitating further investment in significant and complex projects through a dedicated Significant Project Investment Delivery Office. The Office will work with governments and the private sector on significant projects from the identification phase through to delivery.



### Recovery of our transport economy

In February 2021, there were 1.6 million passengers carried on regular Australian domestic commercial flights, a decrease of 62.9 per cent compared to February 2020.

**Figure 1: Domestic aviation activity — number of passengers carried on Australian domestic commercial flights.**



Source: Bureau of Infrastructure and Transport Research Economics

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, and connecting communities across Australia. However, the pandemic has had a dramatic effect. The pressures being faced by the sector include disrupted travel, grounded planes and minimal airport operations, resulting in dramatic job losses and declines in revenue for aviation related businesses. We will also continue delivering major relief packages to help sustain and ultimately rebuild the sector and assist industry operators manage the significant and ongoing impacts of the pandemic. Meanwhile, our work under the Airports Act 1996 ensures longer-term master plans are in place for our federally leased airports.

Shipping is also closely linked to Australia's overall economic performance. Throughout the pandemic, shipping volumes of bulk cargoes and containerised goods to and from Australia remained high, underpinning our economic response to the pandemic. We are continuing to monitor issues, and work with other services to address challenges such as sea freight capacity constraints, congestion and border restrictions.



### Safeguarding supply chains

Efficient Australian supply chains are vital. Our increasingly connected domestic and international markets are demanding greater efficiency, reliability and cost-competitiveness of the freight and supply chain sector, particularly as our population grows. 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 the industry and with all jurisdictional governments to understand and meet Australia's freight needs.

#### **Together with state and territory governments, we are working towards a more integrated national market for efficient, productive and safe transport services.**

Our policies and legislation include:

- the National Freight and Supply Chain Strategy,
- Heavy Vehicle Road Reform,
- the 2021 to 2030 National Road Safety Strategy and Action Plan,
- the Road Vehicle Standards Act 2018, through which we regulate for the supply of safe vehicles to the Australian market

These will all continue to be a key part of Australia's road safety strategy.

### Technological disruptions posing new challenges

Technology is also key to transport connectivity and growth. We will continue to monitor and consider policy issues arising from emerging technologies. New aircraft, including drones, provide opportunities to access new markets and uses while traditional aircraft are capable of extended range. Increased uptake of electric and hydrogen fuel cell vehicles enables reductions in emissions intensity. We will continue to work with state and territory governments to support the introduction of autonomous vehicles into Australia.

### Performance measurement

We have output and efficiency measures relating to our key activities, and measure effectiveness against our purpose. Effectiveness measures cover:

- expected travel time savings from infrastructure projects
- freight transport costs
- domestic CO<sub>2</sub> transport emissions
- transport fatalities
- jobs supported through infrastructure projects

## Key activities, output and efficiency measures



### Key activity: Deliver and manage the Infrastructure Investment Program

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>Progress of land transport infrastructure investment projects:</b>  1) up to \$250 million 2) over \$250 million	By June 2022, projects progressed in accordance with agreed timeframes	By June 2023, for projects announced up to May 2019:  1) 100% of projects have planning commenced; more than 70% are under construction; more than 50% have construction completed  2) 100% of projects have business cases commenced; more than 20% have construction completed  Targets for 2023–24 and beyond to be set in forward years

**Methodology:** Analysis of departmental records on project progress

What will be measured?	2021–22 target	2022–23 to 2024–25
3) <b>Average time taken to prepare Infrastructure Investment Monthly Program of Works reports</b>	At the end of 2021–22, 5% reduction in the average time taken to prepare reports compared to previous year	At the end of financial year; 10% reduction in the average time taken to prepare reports compared to the previous year

**Methodology:** Analysis of average time taken to prepare reports



### Key activity: Advise on and deliver better road safety as well as vehicle and rail regulation

What will be measured?	2021–22 target	2022–23 to 2024–25
4) <b>Progress of the implementation of:</b>  a) the National Road Safety Strategy for the decade 2021 to 2030; and  b) the National Road Safety Data Hub	a) Establish an ongoing consistent source of updated national serious injury data by June 2022  b) Data hub is established	Delivery milestones in the National Road Safety Strategy are met for the financial year

**Methodology:** Analysis of departmental records

What will be measured?	2021–22 target	2022–23 to 2024–25
5) <b>Progress reforms for regulating vehicles and rail</b>	Implementation milestones for the National Rail Action Plan are met.	Implementation milestones for the National Rail Action Plan are met.

**Methodology:** Analysis of departmental records



### **Key activity: Advise on and deliver policy for access to transport for people with a disability**

What will be measured?	2021–22 target	2022–23 to 2024–25
6) <b>Progress of reforms to the disability standards for accessible public transport</b>	Financial year delivery milestones set by the Infrastructure Transport Ministers Meeting <sup>1</sup> (ITMM) are met	Financial year delivery milestones set by the ITMM are met

**Methodology:** Analysis of departmental records



### **Key activity: Manage domestic and international maritime policy, programs and regulation to support efficient sea trade, vessel safety and environment protection**

What will be measured?	2021–22 target	2022–23 to 2024–25
7) <b>Satisfaction of regulated shipping entities</b>	Financial year survey results indicate we are effective, communicate clearly, and seek continuous improvement	Financial year survey results indicate we are effective, communicate clearly, and seek continuous improvement

**Methodology:** Analysis of results from an annual online survey of regulated entities, relating to: Part X of the Competition and Consumer Act 2010; Shipping Reform (Tax Incentives) Act 2012; and Coastal Trading (Revitalising Australian Shipping) Act 2012

<sup>1</sup> Formerly Council of Australian Government (COAG)

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>8) Performance of Tasmanian shipping programs, indicated through number of:</b> <ul style="list-style-type: none"> <li>a) claims paid (Tasmanian Freight Equalisation Scheme)</li> <li>b) rebates provided (Bass Strait Passenger Vehicle Equalisation Scheme)</li> </ul>	Programs are demand driven	Programs are demand driven

**Methodology:** Data provided by Services Australia every quarter of each financial year

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>9) Effectiveness of international engagement on maritime matters</b>	In each financial year, outcomes achieved in line with the negotiation mandate agreed by the Australian Government	In each financial year, outcomes achieved in line with the negotiation mandate agreed by the Australian Government

**Methodology:** Analysis of departmental records





### Key activity: Implement the National Freight and Supply Chain Strategy and Action Plan, including establishing the freight data hub

What will be measured?	2021–22 target	2022–23 to 2024–25
10) Progress implementing the National Freight and Supply Chain Strategy (the Strategy) for the next 20 years and beyond to 2040	By June 2022, the 2020–21 annual report on national freight performance outcomes is complete, and the Strategy's performance framework is updated	Delivery milestones are met for the financial year, and a five year review of the Strategy and Action Plan is completed

**Methodology:** Analysis of departmental records



### Key activity: Lead policy (with the Department of Finance) and shape the delivery of major transport infrastructure projects and intermodal business cases

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>Implementation of:</b>	11–14) Delivery milestones are met for 2021–22	11–14) Delivery milestones are met for the financial year
11) Western Sydney International (Nancy-Bird Walton) Airport	15) Completion by June 2022	15) Program expected to be completed before July 2022
12) Moorebank Intermodal Terminal		
13) Intermodal Terminal Business Cases		
14) Inland Rail		
15) Inland Rail Interface Improvement Program		

**Methodology:** Progress will be measured against:

- 11) milestones in key control documents (Project Deed, functional specifications and Western Sydney Airport Plan)
- 12) milestones overseen through Moorebank Intermodal Company's governance and reporting arrangements
- 13) analysis of departmental records including charters, principles of engagement, project outcomes, project milestones, governance structure and terms of reference
- 14) milestones in the Inland Rail project schedule
- 15) the timeframes and milestones to deliver the Inland Rail Interface Program





## Key activity: Advise on and deliver domestic aviation policy and programs

What will be measured?	2021–22 target	2022–23 to 2024–25
16) <b>Percentage of Master Plans and Major Development Plans processed for federally leased airports within statutory timeframes</b>	100% in each financial year	100% in each financial year

**Methodology:** Analysis of departmental records

What will be measured?	2021–22 target	2022–23 to 2024–25
17) <b>Performance of the Domestic Aviation Network Support (DANS) and Regional Airline Network Support (RANS) programs, indicated through number of:</b> a) domestic commercial airlines receiving DANS or RANS support b) locations receiving DANS or RANS flights	DANS and RANS operate as a safety net, with the number of flights supported dependent on how the aviation industry moves through the pandemic	The DANS and RANS programs are due to conclude 31 December 2021

**Methodology:** Analysis of DANS and RANS program data

What will be measured?	2021–22 target	2022–23 to 2024–25
18) <b>Performance of the Regional Airports Program (RAP) and the Remote Airstrip Upgrade (RAU) program, indicated through number of completed projects:</b> a) RAP funding to regional Australia b) RAU funding in remote Australia	In 2021–22, 100% of projects with funding agreements in place are completed (funding is through a competitive grants program)	In 2022–23, 100% of RAP projects with funding agreements in place are completed for the financial year a) RAP funding to continue to 2022–23 b) RAU funding concludes in 2021–22

**Methodology:** Analysis of reporting from the Grants Hub in the Department of Industry, Science, Energy and Resources

What will be measured?	2021–22 target	2022–23 to 2024–25
19) <b>Performance of the Remote Air Services Subsidy (RASS) Scheme indicated through the number of remote communities directly visited on the regular “mail plane” service</b>	Communities can apply for admission to the RASS Scheme at any time	Communities can apply for admission to the RASS Scheme at any time

**Methodology:** Consolidation of data from contracts with RASS air operators



### **Key activity: Advise on international aviation markets and regulation, aviation technology and aviation services provided by portfolio bodies**

What will be measured?	2021–22 target	2022–23 to 2024–25
20) <b>Effectiveness of international engagement on aviation matters</b>	In each financial year, outcomes achieved in line with prevailing aviation conditions	In each financial year, outcomes achieved in line with prevailing aviation conditions and the negotiation mandate agreed by the Australian Government

**Methodology:** Analysis of departmental records



### **Key activity: Deliver major project business cases**

What will be measured?	2021–22 target	2022–23 to 2024–25
21) <b>Number of Significant Project Investment Delivery Office Priority Projects available to the Australian Government for further consideration</b>	By June 2022, the Australian Government has options available for consideration	Each financial year the Australian Government has further options available for consideration

**Methodology:** Analysis of departmental records

## Effectiveness measures

02



### Supporting an efficient and sustainable transport system

What will be measured?	2021–22 target	2022–23 to 2024–25
22) Expected travel time savings arising from infrastructure projects in the Infrastructure Investment Program receiving \$250 million or more in Australian Government funding	100% of projects for which travel time savings are a significant planned benefit	100% of projects for which travel time savings are a significant planned benefit

**Methodology:** Time savings will be measured as the sum of the total expected time savings benefits (in Net Present Value \$) of projects carried out in the financial year

What will be measured?	2021–22 target	2022–23 to 2024–25
Transport costs for:	No target due to COVID-19 impacts	Decrease over time
23) road freight		
24) rail freight		

**Methodology:** Analysis of Australian Bureau of Statistics (ABS) [producer price indexes for Road Freight Transport and Rail Freight Transport](https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/producer-price-indexes-australia/latest-release)<sup>2</sup>, relative to the [Consumer Price Index](https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/latest-release)<sup>3</sup>

What will be measured?	2021–22 target	2022–23 to 2024–25
Domestic CO <sub>2</sub> emissions and rate of emissions:	The Department does not set targets for emissions as it reports against an economy-wide framework (the National Greenhouse Gas Inventory)	The Department does not set targets for emissions as it reports against an economy-wide framework (the National Greenhouse Gas Inventory)
25) road (per vehicle kilometre)		
26) rail (per tonne kilometre)		
27) maritime (per tonne kilometre)		
28) aviation (per passenger kilometre)		

**Methodology:** Analysis of data from the Bureau of Infrastructure and Transport Research Economics (BITRE) Australian Infrastructure Statistics Yearbook

<sup>2</sup> Available at: [www.abs.gov.au/statistics/economy/price-indexes-and-inflation/producer-price-indexes-australia/latest-release](https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/producer-price-indexes-australia/latest-release)

<sup>3</sup> Available at: [www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/latest-release](https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/latest-release)



## Supporting a safe and accessible transport system

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>Number of fatalities and fatality rate per 100,000 population:</b> 29) road 30) rail 31) maritime 32) aviation	Annual target setting not appropriate, results sought are long-term	Annual target setting not appropriate, results sought are long-term

**Methodology:** Analysis of:

29) road fatality data in the Australian Road Deaths Database

30) rail fatality data from the Office of the National Rail Safety Regulator

31) maritime fatality data from the Australian Transport Safety Bureau (ATSB) Maritime Occurrence Database

32) data from the ATSB Aviation Occurrence Statistics Report

For rail, maritime and aviation fatalities, 2021 information is expected to be the most current available for 2021–22 reporting



## Supporting jobs through infrastructure investment

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>33) Estimated number of jobs supported over the life of the projects, from infrastructure investment projects underway during the financial year</b>	Investments support a work plan in which work requirements fluctuate. While it is appropriate to monitor employment impacts, annual targets are not appropriate	Investments support a work plan in which work requirements fluctuate. While it is appropriate to monitor employment impacts, annual targets are not appropriate

**Methodology:** Sum employment information inside the “major projects” tab of Program of Works monthly reports, for projects underway or under construction

## Significant contributors

02

Significant contributor	Contribution
<b>Airlines operating regular Public Transport</b>	Maintain air transport connectivity between cities, major regional centres, regional and remote communities
<b>Airports, aerodromes and airstrips</b>	Provide key air connectivity infrastructures to enable air connectivity for between cities, major regional centres, and regional and remote communities
<b>Airservices Australia</b>	Responsible for managing Australian airspace safety and providing aviation rescue firefighting services
<b>Australian Maritime Safety Authority (AMSA)</b>	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
<b>Australian Rail Track Corporation (ARTC)</b>	Delivers Inland Rail as a Commonwealth Government Business Enterprise (GBE)
<b>Australian Transport Safety Bureau (ATSB)</b>	Investigates transport-related accidents and incidents within Australia, covering air, sea and rail
<b>Civil Aviation Safety Authority (CASA)</b>	Regulates aviation safety and the operation of Australian aircraft overseas. Oversees pilot licensing, aircraft registration and administers the safe use of Australian airspace
<b>Commonwealth Scientific and Industrial Research Organisation (CSIRO)</b>	Develops benchmarking indicators for supply chains relevant to the key objectives of the National Freight and Supply Chain (NFSC) Strategy
<b>Department of Finance</b>	Provides policy, oversight and governance of Commonwealth GBEs and leads on the Commonwealth Investment Framework
<b>Infrastructure Australia (IA)</b>	Develops an infrastructure priority list and evaluates business cases for project proposals requiring more than \$250 million in Australian Government funding
<b>Infrastructure and Project Financing Agency</b>	Provides whole-of-government commercial and financial advisory services on nationally significant infrastructure projects
<b>International Civil Aviation Organization (ICAO)</b>	The Australian Government works through the ICAO to establish, promote and enforce international aviation governance to support Australia's interests
<b>International Maritime Organization (IMO)</b>	The Australian Government works through the IMO to establish, promote and enforce international maritime governance to support our trade interests
<b>Members of the Freight Jurisdictional Working Group</b>	Monitor and advise on the delivery progress of the NFSC Strategy and Action Plan
<b>Members of the National Freight and Supply Chain Strategy Commonwealth Working Group</b>	Improve Australia's freight outcomes under the NFSC Strategy and coordinate Commonwealth actions on freight
<b>Ministry of Transport (New Zealand)</b>	Monitors and provides independent advice on the progress on the delivery of the NFSC Strategy and Action Plan



Significant contributor	Contribution
<b>Moorebank Intermodal Company Limited</b>	Commonwealth GBE delivering Moorebank Intermodal Terminal
<b>National Faster Rail Agency (NFRA)</b>	Manages the delivery of relevant projects under the Infrastructure Investment Program that fall within its remit
<b>National Heavy Vehicle Regulator (NHVR)</b>	Regulates and promotes heavy vehicle safety, productivity and efficiency outcomes
<b>National / state freight related bodies</b>	Represent industry on the delivery and development of the NFSC Strategy
<b>National Transport Commission (NTC)</b>	Provides advice to Ministers on national land transport reforms in support of improving safety, productivity, environmental outcomes and regulatory efficiency
<b>Office of the National Rail Safety Regulator (ONRSR)</b>	Regulates and enforces safe railway operations. Promotes national rail safety
<b>Road safety advocacy and industry groups</b>	Advocates the adoption of safe road use and vehicles
<b>Services Australia</b>	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
<b>State government departments, agencies and local governments</b>	<p>Contributors to and key delivery partners managing delivery of the department's infrastructure programs and projects. State government departments, agencies and local governments analyse data associated with project delivery and provide outcomes information.</p> <p>Also contribute to the development and implementation of infrastructure and road safety policy, and regulate and promote road safety within respective jurisdictions</p>
<b>WSA Co Limited</b>	Delivers Western Sydney International (Nancy-Bird Walton) Airport as a GBE



# Regional development, northern Australia and cities

02



## **Improving living standards and facilitating economic growth in cities and regions, including northern Australia**

### **Environment and risk**

Work of all types across the broader Australian Government contributes to place-based wellbeing and economic outcomes. Our work across the department supports effective communications, cultural, transport and water infrastructure, while our focus on creativity and culture enriches communities, and contributes to high-performing regions, including northern Australia.

### **City Deals**

Australia's cities are some of the most liveable in the world. Around three-quarters of our population live in Australia's 21 largest cities and these generate around 80% of GDP. Continued globalisation and technological change mean that Australia's economy will increasingly rely on knowledge-based or other services for its prosperity. Australia's cities are gateways to the global economy and the engine rooms for these industries.

City Deals are a genuine partnership between the three levels of Australian governments and the community working towards a shared vision for productive and liveable cities. The deals work to align the planning, investment and governance necessary to accelerate growth and job creation, stimulate urban renewal and drive economic reforms. City Deals will help to secure the future prosperity and liveability of our cities.

### **Investing outside capital cities**

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. Australian regions require services and support to ensure they are liveable, inclusive and able to achieve their economic potential. Programs targeted specifically to regional Australia support and drive these objectives.

Major trends affecting Australia in the near future include environmental, demographic, economic and technological changes that will have localised and varying degrees of impacts. COVID-19 impacts will persist over the coming years, affecting communities and industries. We play a critical leadership role bringing together regional stakeholders and all levels of government to deliver policies and programs.

### **Supporting sustainable economies**

Nationally, employment has been shifting away from regionally based industries such as agriculture, with a steep increase in service industries. Many Australian regional areas face challenges, either specialising their economy to build competitive advantage, or diversifying their economic base. Place-based growth strategies will be important for regional areas to thrive and grow.

City and Regional Deals and Regional Recovery Partnerships are examples of initiatives aimed at empowering communities to improve productivity and lift living standards, with untied funding to local governments through Financial Assistance Grants supporting local priorities. Grants programs across Australia contribute more broadly through boosting community infrastructure and social wellbeing.

### **Building resilient regions and communities**

Extreme weather events including bushfires, drought and floods have profoundly affected communities across Australia. Climate pressures and heavy dependency on natural resources will have an increasing impact on regional industries such as agriculture, and long-term consequences for communities.

Through programs and grants, we are supporting regional communities to become more resilient against an increasing number and intensity of natural hazards and climate-related disasters by improving digital connectivity, creative and cultural opportunities, and transport and water infrastructure.

### **Growing a stronger northern Australia economy**

Northern Australia covers more than 53% of Australia's land mass, is home to 1.3 million people which is 5.3% of Australia's population and contributes 11% of Australia's GDP.

*The Our North, Our Future: White Paper on Developing Northern Australia* sets out the long-term policy vision for northern Australia's sustainable economic development. The White Paper provides the framework for our plan to build a strong, prosperous economy and a safe, secure Australia.

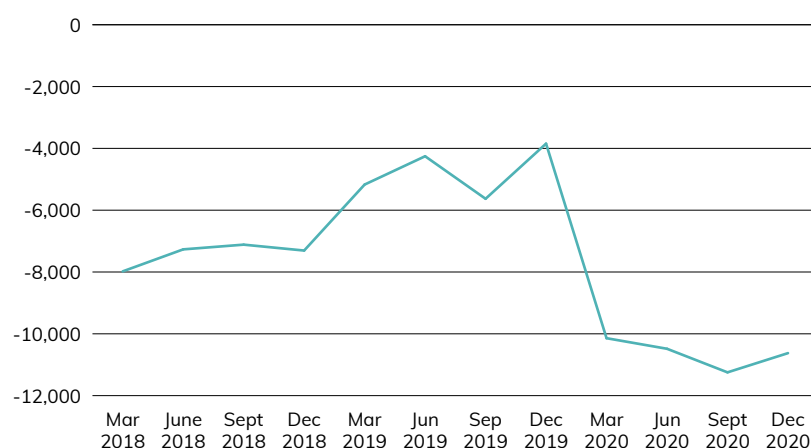
We are a quarter of the way into this 20 year plus agenda, and already there is strong progress being made. Roads are being built; concessional finance through the Northern Australia Infrastructure Facility is supporting major new projects and employment opportunities; industry-led research is underway through the Cooperative Research Centre for Developing Northern Australia to drive increased productivity; investment into water infrastructure will support new world class agricultural opportunities; strong and resilient communities are attracting skilled workers, families and investors; and capacity building is opening up economic opportunities on Indigenous land.

### **Policy for a changing and growing population**

From large cities to small communities, we want Australian communities to continue to be great places to live, work and play. Regional areas tend to have a higher proportion of older Australians, a less robust labour market, and areas of disadvantage where socio-economic outcomes decrease as remoteness increases.

In the December 2020 quarter there was a net loss of 10,600 people from Australia's greater capital cities through internal migration, meaning more people are leaving capital cities. This was a smaller net loss than in the previous quarter (-11,200) and a much larger net loss than in the December 2019 quarter (-3,800). The net loss was the result of 55,400 arrivals (up from 41,800 in the September quarter) and 66,000 departures (up from 53,100) to and from non-capital city areas.

**Figure 2: More people left capital cities in 2020**



Source: Australian Bureau of Statistics

2020 saw a favourable shift in attitudes towards regional areas, including from younger people, accompanied by an increase in net migration out of capital cities, enabled by wider adoption of digital workplace tools and flexible working location policies. Many services and activities transitioned online, including retail, telehealth and education, further highlighting the importance of continuing to strengthen physical and digital connectivity in regional areas

### Performance measurement

We have output measures relating to our key activities, and we also measure effectiveness against our purpose. Effectiveness measures cover:

- estimated number of jobs supported through regional development projects
- outcomes supported through the Regional Development Australia (RDA) network
- Impact of projects supported by the Northern Australia Infrastructure Facility (NAIF)
- City Deals contributing to city productivity and liveability.



## Key activities and output measures



### Key activity: Provide policy leadership and deliver programs to support regional development and local governments

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>34) Performance in delivering regional programs indicated through projects contracted, completed and funds expended for:</b> a) Community Development Grants b) Stronger Communities Program (Round 5) c) Building Better Regions Fund (Round 4) d) Regional Growth Fund	By June 2022: a–c) ≥90% of all commitments (up to May 2019) contracted; and ≥70% of 2019 commitments completed d) On track for all projects to be completed by June 2023	To be determined in forward years – future targets will relate to future rounds

**Methodology:** Analysis of departmental records

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>35) Financial assistance is provided to local government</b>	Assistance is provided in accordance with the <i>Local Government (Financial Assistance) Act 1995</i>	Assistance is provided in accordance with the <i>Local Government (Financial Assistance) Act 1995</i>

**Methodology:** Analysis of departmental records

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>36) Number of Regional Deal commitments on track to be completed within agreed timeframe</b>	100% of projects on track to be completed by their scheduled timeframes	100% of projects on track to be completed by their scheduled timeframes

**Methodology:** Analysis of departmental records tracking project milestones and partners' reporting



### Key activity: Advise on and deliver City Deals

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>37) Number of City Deal commitments on track to be completed within agreed timeframe</b>	100% of projects on track to be completed by their scheduled timeframes	100% of projects on track to be completed by their scheduled timeframes

**Methodology:** Analysis of departmental records tracking project milestones and partners' reporting



### Key activity: Actively implement Our North, Our Future: 2021–2026

What will be measured?	2021–22 target	2022–23 to 2024–25
38) <b>Implementing Our North, Our Future: 2021–2026</b>	<p>Implementation of Our North, Our Future: 2021–2026 initiatives.</p> <p>Implement an evaluation framework which includes identifying indicators and a methodology for performance monitoring, and establishing a baseline</p>	Forward targets to be established in 2021–22 as part of the evaluation strategy

**Methodology:** Analysis of Australian Government departmental records tracking project milestones and partners' reporting. Analysis of performance against indicators identified in the strategy's monitoring and evaluation framework will be used in forward years

## Effectiveness measures



### Improving living standards and facilitating economic growth in regions across Australia

What will be measured?	2021–22 target	2022–23 to 2024–25
39) <b>Estimated number of jobs supported over the life of projects, from regional development projects underway during the financial year (based on proponent reported data)</b>	<p>Programs support projects for which work requirements fluctuate. While it is appropriate to monitor jobs supported, it is not appropriate to set annual targets</p>	<p>Programs support projects for which work requirements fluctuate. While it is appropriate to monitor jobs supported, it is not appropriate to set annual targets</p>

**Methodology:** Analysis of applicant information about expected and actual job impacts of funded projects

What will be measured?	2021–22 target	2022–23 to 2024–25
<p>40) <b>Percentage of Regional Development Australia (RDA) Committees achieving agreed outcomes as demonstrated by:</b></p> <p>a) stakeholders satisfied with the performance of their RDA</p> <p>b) departmental review of RDA reporting</p>	<p>≥90% of RDAs rated satisfactory or above</p>	<p>≥90% of RDAs rated satisfactory or above</p>

**Methodology:** Analysis of stakeholder survey results and review of RDA reporting to the department

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>41) Impact of projects supported by Northern Australia Infrastructure Facility (NAIF) during the financial year, indicated through:</b> <b>a) Total number of new jobs created</b> <b>b) Total number of new Indigenous jobs created</b>	Year-on-year increase	Year-on-year increase

**Methodology:** NAIF obtains jobs data from project proponents for each individual project. Detailed information is available at <https://naif.gov.au/what-we-do/public-benefit/>



## Improving living standards and facilitating economic growth in cities across Australia

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>42) City Deals contributing to city:</b> <b>a) productivity</b> <b>b) liveability</b>	In 2021–22, reporting shows improvements in >50% of indicators analysed	Forward targets to be set in forward years

**Methodology:** Analysis of performance against v, vi or vii\* indicators in each City Deal location, comparing most recent available annual data to next most recent data:

- i. Employment growth
- ii. Share of jobs within 30 minutes
- iii. Median dwelling price to median income ratio
- iv. Peak travel delay
- v. Access to open space
- vi. Access to social infrastructure\*
- vii. Walkability\*

\* Subject to sourcing appropriate data

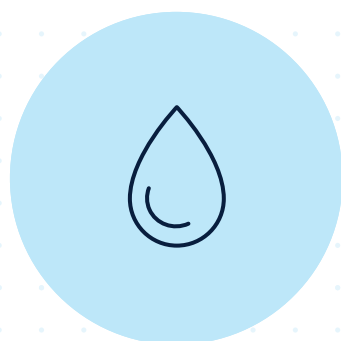
## Significant contributors

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Significant contributor	Contribution
<b>Australian Government departments and agencies</b>	Assist with regional policy development. Collaborating to implement the whole of government Northern Australia Development Agenda
<b>Australian Local Government Association (ALGA)</b>	Partners with the department to inform policy and program design
<b>Australian state and territory governments and local government authorities</b>	Support communities through the contribution of development support; partner with the Australian Government for Regional Deals and City Deals
<b>Australian state and territory governments</b>	Collaborating to implement the Northern Australia Development Agenda
<b>Cities Reference Group</b>	Provides advice to the Australian Government about issues affecting Australia's cities
<b>Department of Industry, Science, Energy and Resources</b>	Works in partnership with the department to design and implement regional grant programs
<b>Foundation for Rural and Regional Renewal (FRRR)</b>	Partners with the department to deliver regional grant programs
<b>National Drought and North Queensland Flood Response and Recovery Agency</b>	Advises on policy around drought programs
<b>Organisation for Economic Co-operation and Development (OECD)</b>	Engages in international discussion relating to regional policy
<b>Regional Australia Institute (RAI)</b>	Provides research analysis and regional engagement services
<b>Regional Development Australia (RDA) Committees</b>	Facilitate regional economic development outcomes, investment, local procurement and jobs







**Supporting regional growth and resilience through building water infrastructure that improves water availability, connectivity, reliability and security for agricultural and other primary industry users**

## Environment and risk

### Supporting growth and resilience

Water is critical to the prosperity and resilience of our regions. It underpins our thriving agricultural sector, which supports over 220,000 jobs and injects billions of dollars into our national economy each year. By investing in water infrastructure, we are doing more than just investing in our most valuable resource. We are backing our regions, our farmers and their communities now and into the future. We are supporting our primary industries, creating resilient regional jobs and investing in robust regional economies.

The National Water Grid Authority (NWGA) helps build drought resilience and prosperity in regional Australia. The NWGA uses science and works in partnership with state and territory governments to identify and invest in water infrastructure projects that improve water connectivity, reliability and security for agriculture and other primary industries.

State and territory governments are responsible for the regulation, planning, management and allocation of water resources, including water infrastructure development and maintenance. In support of the state and territory governments, the Australian Government will provide \$3.5 billion under the National Water Grid Fund 2015–16 to 2029–30. This funding will contribute to regional economic recovery and jobs in the near term while building resilience to drought over the long term.

Although COVID-19 continues to affect the construction industry, water infrastructure projects are expected to be one of the areas of building and construction least affected by the pandemic.

## Performance measurement

We have an output measure relating to our key activity, and we measure effectiveness against our purpose. Effectiveness measures cover:

- jobs supported through projects
- expected increase in the availability and reliability of water arising from funded projects.

# Key activities and output measures



## Key activity: Manage water infrastructure projects under the National Water Grid Fund (NWGF), as informed by the NWGA's science program

What will be measured?	2021–22 target	2022–23 to 2024–25
43) Progress of water infrastructure capital projects	Projects progressed in accordance with agreed timeframes in each financial year	Projects progressed in accordance with agreed timeframes in each financial year

**Methodology:** Project status meetings with state and territory governments, information from which is captured in a NWGF monthly report



## Effectiveness measures



### Supporting regional growth and resilience through building water infrastructure

What will be measured?	2021–22 target	2022–23 to 2024–25
44) <b>Estimated number of construction and ongoing jobs supported over the life of the projects, from NWGF capital projects</b>	Completed projects deliver two construction jobs and at least four ongoing employees per \$million of NWGF funding expensed	Completed projects deliver two construction jobs and at least four ongoing employees per \$million of NWGF funding expensed

**Methodology:** Analysis of project documentation generated from state and territory governments



### Water infrastructure that improves water availability, connectivity, reliability and security for agricultural and other primary industry users

What will be measured?	2021–22 target	2022–23 to 2024–25
45) <b>Expected increase in the availability and reliability of water arising from projects receiving NWGF capital funding</b>	For completed projects, an annual increase of 180 megalitres of water available for productive use per annum and at least 30 hectares of additional irrigable land and new areas serviced per million of NWGF funding expensed	For completed projects, an annual increase of 180 megalitres of water available for productive use per annum and at least 30 hectares of additional irrigable land and new areas serviced per million of NWGF funding expensed

**Methodology:** Analysis of project documentation generated from state and territory governments

What will be measured?	2021–22 target	2022–23 to 2024–25
46) <b>Expected ongoing increase in gross value of agriculture and industrial production arising from projects receiving NWGF capital funding</b>	For completed projects, an annual increase of \$900,000 per annum per million of NWGF funding expensed	For completed projects, an annual increase of \$900,000 per annum per million of NWGF funding expensed

**Methodology:** Analysis of project documentation generated from state and territory governments



## Significant contributors

Significant contributor	Contribution
<b>Australian Government science agencies</b>	Provide the department with scientific advice
<b>Australian state and territory governments</b>	Contributors to and delivery partners for the department's infrastructure projects; and provide project data analysis
<b>Departmental and Commonwealth agency stakeholders</b>	Appraise the NWGA of policy updates and delivery priorities. Manage specified water infrastructure projects and identify potential investment opportunities, including in northern Australia
<b>National Water Grid Advisory Body</b>	Advises the Australian Government on potential investments and associated issues
<b>Native Title Holders and their broader communities</b>	Influences investment advice. Traditional Owner support required to progress projects
<b>Regional community organisations (e.g. water user groups) or local government councils</b>	Influences regional community attitudes and support towards infrastructure projects





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

### Environment and risk

### Providing the essentials and supporting effective governance

Australia's territories are geographically, economically and socially diverse. The department is committed to delivering equitable base-level services to all territories. We ensure access to critical state-level services through partnerships with Western Australia, New South Wales and the Australian Capital Territory, as well as with private providers.

Across Australia's territories, we provide essential infrastructure. We also 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 administer the Ashmore and Cartier Islands and the Coral Sea Islands territories, and manage national interests in the Australian Capital Territory and the Northern Territory.

Communications infrastructure is integral to the continued prosperity of our territories. In the Jervis Bay Territory we are considering options to improve cellular connectivity and the roll-out of the NBN. However, capital works can be extremely difficult to deliver to the territories, owing to geographical and logistical challenges posed by their remoteness. The islands are largely cut off from the engineering, labour and supply chains available in mainland Australia, and COVID-19 has further constrained the market.

Arrangements in the territories are unique and at different stages of maturity. For example, the framework in Indian Ocean Territories has been in operation for some decades and reflects a settled and stable status; however, the framework in Norfolk Island is new and still evolving. We are exploring options to improve work health and safety in Norfolk Island, and working closely with our contracted providers to assure the standard of safety across the many engagements the Commonwealth has with local businesses.





### Supporting economic growth

Our work in the territories supports economic growth. For example, we underwrite passenger and air freight services to the external territories, which is critical to supporting tourism-based economies. In addition, a strategic environmental assessment on Christmas Island will facilitate future development opportunities. Along with experiencing impacts to the tourist sector due to COVID-19 travel restrictions, Christmas Island is also undergoing economic transition following fluctuations in immigration detention activity and uncertainty about phosphate mining in the medium to long-term.

### Performance measurement

Owing to the nature of services provided in the territories, output and efficiency measures do not provide meaningful performance information, therefore performance measurement is through effectiveness measures.




We measure effectiveness against our purpose. Effectiveness measures cover:

- legal and governance frameworks are appropriate
- services and essential infrastructure are comparable to mainland Australia.

## Key activities

02

We deliver three key activities for providing governance frameworks and services in the territories.

-  **Key activity: Provide essential infrastructure and fund and deliver services to residents of Norfolk Island, Christmas Island, the Cocos (Keeling) Islands and the Jervis Bay Territory**
-  **Key activity: Administer the Ashmore and Cartier Islands and the Coral Sea Island Territories, and manage national interests in the ACT and NT**
-  **Key activity: Improve the legislative frameworks in the Territories, to optimise governance arrangements and to support changes in the service delivery landscape**

## Effectiveness measures

-  **Providing governance frameworks and services in the Territories**

What will be measured?	2021–22 target	2022–23 to 2024–25
47) <b>Commonwealth legal and governance frameworks in Australia's territories are appropriate for the protection and wellbeing of the communities</b>	Legal and governance frameworks are improved each financial year to be increasingly comparable to other Australian jurisdictions, with territory-specific modifications as necessary	Legal and governance frameworks are improved each financial year to be increasingly comparable to other Australian jurisdictions, with territory-specific modifications as necessary

**Methodology:** Review of state-type frameworks and advice from state service providers

- Information about the state-level laws that have been applied in the territories is published on the Federal Register of Legislation as soon as a law is registered
- The Federal Register of Legislation records all laws applied in the territories
- For the Jervis Bay Territory, the Federal Register of Legislation records all ordinances specifically made for the Jervis Bay Territory

What will be measured?	2021–22 target	2022–23 to 2024–25
48) <b>Communities in the external territories and Jervis Bay Territory have comparable services and essential infrastructure to mainland Australia</b>	Service delivery arrangements and contracts each financial year deliver comparable services and essential infrastructure to mainland Australia	Service delivery arrangements and contracts each financial year deliver comparable services and essential infrastructure to mainland Australia

**Methodology:** Analysis of contracts in place with service providers. Analysis of data on the My School website – specifically teacher to student ratio and funding provided per student.

Review of the most recent comparative analysis of health services provided in the territories

## Significant contributors

Significant contributor	Contribution
<b>Department of Agriculture, Water and the Environment</b>	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 and the Norfolk Island Marine Park
<b>National Capital Authority (NCA)</b>	Administers the Commonwealth's ongoing interests in the Australian Capital Territory and operates under the <i>Australian Capital Territory Planning and Land Management Act 1988</i>
<b>Norfolk Island Regional Council (NIRC)</b>	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
<b>NSW, WA and ACT governments</b>	Contribute to providing territories with comparable services and essential infrastructure to mainland Australia
<b>Private service providers</b>	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
<b>Shire of Christmas Island and Shire of Cocos (Keeling) Islands</b>	Provide local government-type services to communities, including waste management and town planning
<b>Territories communities</b>	Influence and ensure territories receive comparable services and essential infrastructure to mainland Australia
<b>Wreck Bay Aboriginal Community Council (WBACC)</b>	Provide local government-type services to their communities, including waste removal and land care and maintenance. Considers issues relating to management of Aboriginal land in the Jervis Bay Territory





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

## 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 the satellites that deliver remote educational services, to productive water management systems that build resilience and prosperity. Demand for communications services is growing rapidly and is supplied by a large number of providers in a competitive market. The sudden changes in work patterns brought about by COVID-19 demonstrate the essential role that digital communications play in supporting government and businesses, and allowing people to stay connected and support social cohesion.

Advances in digital connectivity from the NBN and 5G will play a significant enabling role in the recovery of the Australian economy. At the same time, the communications sector will continue to undergo major structural changes. There will also be an increased focus on the security risks and the resilience of networks, including through a grants program to make telecommunications networks more resilient and mitigate the risks posed by natural disasters.

Our work ensures that all Australians are able to access affordable, safe and quality communications and postal services and that investment in services continue. This includes policies and regulations to promote online safety. It also includes arrangements that provide access to broadband, telephone, broadcasting and payphone services nationally. For example, digital connectivity is expanded under the Mobile Black Spot Program and other place-based communications solutions such as the Regional Connectivity Program. There are also safeguards to protect vulnerable members of the community, such as the Universal Service Guarantee, the National Relay Service and the Regional Tech Hub. Australia Post also has obligations to provide accessible postal services across Australia.



### Keeping pace with digital transformation

Digital transformation is providing new opportunities and challenges globally. Productivity investments, such as in automation, are critical to protecting and supporting growth in the future. We will continue to focus on maximising the benefits of the NBN and 5G networks, including through the Australian 5G Innovation Initiative.

Spectrum is a valuable input to enabling the digital economy and underpins our broadcasting and 5G technologies. Efficient allocation of the spectrum and effective interference management are essential to promote the long-term public interest derived from its use. Our spectrum policies are further enabling the roll out of 5G services and supporting machine-to-machine communications, the internet of things and smart city applications.

### Strengthening our legislative and regulatory environment

We use legislation and regulations extensively to achieve our purpose by shaping competitive markets. While online platforms are global in nature, our legislation and regulations place a priority on the safety of Australians in the online 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 take up new products, applications and services.

We are strengthening our online safety legislation to support Australians to engage confidently and safely in an online world, and meet the community's expectations in the interests of child safety, harmful content and the non-consensual sharing of images.

Key legislation includes the *Telecommunications Act 1997*, which works with parts of the *Competition and Consumer Act 2010* to provide a framework for 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, which provides 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.

### Performance measurement

We have output measures relating to our key activities, and we measure effectiveness against our purpose. Effectiveness measures cover:

- initiatives to protect Australians online
- affordability of telecommunications services
- access for people with a disability
- telecommunications and post complaints data
- NBN consumer experience, connections and take up
- investment in communications
- economic contribution enabled by the communications sector.



## Key activities and output measures

02



### Key activity: Provide policy advice on online safety

What will be measured?	2021–22 target	2022–23 to 2024–25
49) Progress implementing the Online Safety Act	Legislation and relevant legislative instruments are ready for commencement of the Online Safety Act on 23 January 2022	Review of Online Safety Act after three years

**Methodology:** Analysis of performance against departmental implementation plan



### Key activity: Advise on and deliver policy and programs that enable the telecommunications industry to provide services that meet the needs of people and businesses in Australia

What will be measured?	2021–22 target	2022–23 to 2024–25
50) Provide oversight of NBN Co	In each financial year, we assess NBN Co's corporate plan and monitor the company to ensure it is acting consistently with policy objective outlined in the Statement of Expectations	In each financial year, we assess NBN Co's corporate plan and monitor the company to ensure it is acting consistently with policy objective outlined in the Statement of Expectations

**Methodology:** Analysis of departmental records documenting our work monitoring NBN Co

What will be measured?	2021–22 target	2022–23 to 2024–25
51) NBN Co Loan interest payments and principal repayments	In each financial year, NBN Co interest payments and principal repayments are made in accordance with the terms in the Loan Agreement	In each financial year, NBN Co interest payments and principal repayments are made in accordance with the terms in the Loan Agreement

**Methodology:** Analysis of departmental records monitoring the timeliness and accuracy of monthly interest payable and principal repayments against NBN Co's contractual obligations set out in the Loan Agreement

What will be measured?	2021–22 target	2022–23 to 2024–25
52) Funds administered as part of the Regional Broadband Scheme (RBS) are distributed	In each financial year, funds are distributed in line with legislative requirements	In each financial year, funds are distributed in line with legislative requirements

**Methodology:** Analysis of departmental records monitoring the timeliness and accuracy of payments based on information about movement of funds from the RBS Special Account



### **Key activity: Support and advocate Australia's interests in international telecommunications, internet governance and postal forums**

What will be measured?	2021–22 target	2022–23 to 2024–25
53) <b>Effectiveness of international engagement on communications matters</b>	In each financial year, outcomes achieved in line with the negotiation mandate agreed by the Australian Government	In each financial year, outcomes achieved in line with the negotiation mandate agreed by the Australian Government

**Methodology:** Analysis of departmental records



### **Key activity: Advise on postal sector policy, including Australia Post governance and performance**

What will be measured?	2021–22 target	2022–23 to 2024–25
54) <b>Percentage of Community Service Obligations (CSOs) met by Australia Post</b>	Reporting in each financial year shows Australia Post met or exceeded all the Prescribed Performance Standards	Reporting in each financial year shows Australia Post met or exceeded all the Prescribed Performance Standards

**Methodology:** Analysis of Australia Post quarterly updates to shareholder Ministers and performance information in its annual report



### **Key activity: Provide policy advice for inclusive telecommunications access, including the modernisation of consumer safeguards, and oversee the performance of public interest services**

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>Percentage of:</b>		
55) <b>telecommunications Universal Service Obligation (USO) targets met by Telstra</b>	Reporting in each financial year shows 100% targets met and 100% contractual arrangements delivered	Reporting in each financial year shows 100% targets met and 100% contractual arrangements delivered
56) <b>contractual arrangements for the Triple Zero Emergency Call Service delivered by Telstra</b>		

**Methodology:** Analysis of Telstra's annual reporting



**Key activity: Provide advice to the government on communications policy and programs in regional and remote Australia, and implement relevant programs**

What will be measured?	2021–22 target	2022–23 to 2024–25
57) Amount of new and improved mobile coverage delivered in regions under the Mobile Black Spot Program	≥90% of total contracted (predictive) coverage is delivered through new assets, for which asset completion reports are received in each financial year	≥90% of total contracted (predictive) coverage is delivered through new assets, for which asset completion reports are received in each financial year

**Methodology:** Analysis of contracts and asset completion reports, to compare contracted coverage with delivered coverage across the program

What will be measured?	2021–22 target	2022–23 to 2024–25
58) Access to Viewer Access Satellite Television (VAST), for viewers in terrestrial blackspots, to receive direct-to-home free-to-air television safety net services	In each financial year, access maintained for ≥210,000 households	In each financial year, access maintained for ≥210,000 households

**Methodology:** Reporting from Regional Broadcasting Australia Holdings on the number of households registered for VAST



## Effectiveness measures



### Enabling safe, effective and inclusive communications services and technologies

What will be measured?	2021–22 target	2022–23 to 2024–25
59) <b>Number of online safety complaints by type, and percentage change</b>	Annual target setting is not appropriate, as regulators respond to demand	Analysis will show the trend over coming years

**Methodology:** Analysis of eSafety Commissioner reporting on four online safety complaint schemes, comparing most recent annual data available to next-most recent data: cyber-bullying; image-based abuse; online content; adult cyber abuse

What will be measured?	2021–22 target	2022–23 to 2024–25
60) <b>Affordability of telecommunications services (mobile and fixed) on offer</b>	Reporting in each financial year indicates affordability is maintained or increased	Reporting in each financial year indicates affordability is maintained or increased

**Methodology:** Analysis of the Australian Competition and Consumer Commission (ACCC) and affordability indexes tracked by the department

What will be measured?	2021–22 target	2022–23 to 2024–25
61) <b>Access to communications for people with a disability, indicated through:</b> a) <b>National Relay Service (NRS) performance quarterly reports on user numbers</b> b) <b>audio description implementation by the national broadcasters</b> c) <b>broadcaster captioning compliance</b>	Reporting in each financial year indicates affordability is maintained or increased	Reporting in each financial year indicates affordability is maintained or increased

**Methodology:** Analysis of NRS provider performance quarterly reports; reporting on audio description hours from the national broadcasters; and the Australian Communications and Media Authority's (ACMA) annual captioning compliance report, published on its website each December for the prior financial year

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>Complaints data:</b> 62) <b>telecommunications</b> 63) <b>post</b>	Reporting in 2021–22 shows maintained or improved consumer experience	Reporting in each financial year shows maintained or improved services/positive consumer experience

**Methodology:**

62) Analysis of reporting on telecommunications complaints from the Telecommunications Industry Ombudsman and the ACMA

63) Analysis of reporting from the Postal Industry Ombudsman about Australia Post

What will be measured?	2021–22 target	2022–23 to 2024–25
64) NBN consumer experience	Reporting in each financial year shows positive consumer experience	Reporting in each financial year shows positive consumer experience

**Methodology:** Analysis of NBN Co consumer experience metrics, prepared monthly



## Sustainable economic growth through communications

What will be measured?	2021–22 target	2022–23 to 2024–25
NBN:	65) Fixed line take-up of $\geq 73\%$ at 30 June 2022	65) Fixed-line take-up of 73% to 75% by 2023–24*
65) percentage of ready-to-connect premises in fixed line areas that have taken up an NBN service	66) Reduction to zero of complex connections premise (Yet to Ready-to-Connect)	66) Work on complex connections is expected to be completed by mid-2022
66) complex connections premises completed		*Matches NBN Co's see page 53 of 2021 Corporate Plan

**Methodology:** Analysis of NBN Co progress reports on complex connection premises

What will be measured?	2021–22 target	2022–23 to 2024–25
67) Investment as a proportion of output in the communications sector	No target  Sector investment decisions are on a commercial basis, affected by many factors including COVID-19, and are often made by entities not captured by the regulatory framework.  Analysis will show trends over coming years with the long-run average (June 1990 to June 2020) is around 35%	No target  Analysis will show trends over coming years with the long-run average (June 1990 to June 2020) is around 35%

**Methodology:** Departmental estimates based on Australian Bureau of Statistics (ABS) data. 2020–21 data is expected to be the most current for 2021–22 reporting

What will be measured?	2021–22 target	2022–23 to 2024–25
68) GDP contribution enabled by the communications sector	Annual target setting not appropriate, results sought are long-term. GDP contribution should generally be maintained or increased over time	GDP contribution should generally be maintained or increased over time

**Methodology:** Departmental estimates based on ABS data. 2019–20 data is expected to be the most current for 2021–22 reporting



## Significant contributors

Significant contributor	Contribution
<b>.au Domain Administration (auDA)</b>	Develops and administers .au domain names rules to promote stability, security and reliability as an independent not-for-profit organisation. A departmental representative attends auDA board meetings as a non-voting observer
<b>Asia-Pacific Telecommunity (APT)</b>	The Australian Government is a member of APT and supports regional telecommunications outcomes through promoting regional cooperation
<b>Australian Communications and Media Authority (ACMA)</b>	Regulates the Australian online gambling, broadcasting and telecommunications industry, including spectrum access and allocation. Manages radio frequency interference under the <i>Radiocommunications Act 1992</i> and administers the Regional Broadband Scheme
<b>Australian Communications Consumer Action Network (ACCAN)</b>	Engages with the department on telecommunications consumer issues and regulation, and provides consumer representation
<b>Australian Competition and Consumer Commission (ACCC)</b>	Regulates telecommunications competition within the industry and enforces Australian consumer law
<b>Australian Postal Corporation</b>	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
<b>Australian state and territory governments</b>	Contribute to delivering the department's programs
<b>Communications Alliance</b>	Engages with the department on telecommunications policy issues and provides consumer protection
<b>International Telecommunication Union (ITU)</b>	The Australian Government is a member of the ITU, supports diplomacy and cooperation for telecommunications, and information communications technology as a UN specialised agency. Promotes and advises on new standards and practices that improve connectivity worldwide
<b>Internet Corporation for Assigned Names and Numbers (ICANN)</b>	Promotes and develops policy on the management of key internet resources
<b>Mobile network operators, regional broadcasters, and infrastructure providers</b>	Deliver communications services under regulatory and contractual arrangements
<b>NBN Co Limited (NBN Co)</b>	Operates the National Broadband Network (NBN) in accordance with the Australian Government's Statement of Expectations
<b>Postal Industry Ombudsman</b>	Engages with the department on postal consumer issues and provides independent consumer complaint and dispute resolution services
<b>Telecommunications Industry Ombudsman</b>	Engages with the department on telecommunications consumer issues and provides independent consumer complaint and dispute resolution services
<b>Telstra</b>	Supplies voice and payphone services and operates the Triple Zero Emergency Call Service under regulatory and contractual arrangements
<b>Universal Postal Union (UPU)</b>	The Australian Government is a member of the UPU, which sets standards for the global postal sector



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

### **Environment and risk**

Our creative and cultural sectors are integral to enriching the lives of Australians and supporting a strong Australian economy. However, Australia's creative sector has been hit hard by COVID-19. Strategic long-term support will be essential for ensuring the sector's sustainability and growth following the pandemic.

### **Recovery beyond COVID-19**

The creative and cultural sectors are experiencing a lengthy disruption to traditional means of service delivery and income generation as a result of COVID-19. There is no clear indication of how long the sector's recovery might take. With such a significant impact to the sector's primary income, we will work to further encourage philanthropic donations and private financing, including for the National Collecting Institutions.

### **Technological disruptions redefining the sector**

COVID-19 accelerated the transition to digital modes of consumption, which have presented an opportunity to diversify and in some cases expand income streams. However, this also presents a large disruption to established value chains and more contemporary views of arts and culture in a digital age. For a viable and relevant cultural and creative economy, we will need to ensure a fit-for-purpose legislative, regulatory and investment environment.

Digital transformation has also created new opportunities for digitising and preserving our heritage, arts and culture, as well as new social and educational opportunities. Supporting our national cultural institutions to digitise and make their collection available online is a significant step towards providing domestic and international accessibility. We will also establish the National Centre for Excellence in Audiovisual Digitalisation so that we are at the forefront of digital preservation techniques.

The growing intersection between arts, creative content and digital modes offers opportunities for collaboration and innovation between industries, including health and tourism. Technology companies will play an important role in both driving and being a vehicle for digital transformation. We will continue to assist the sector in redefining itself and reaching a mass digital audience.

Audiences for example, are migrating to online platforms that offer more choice and flexibility than traditional media. In this environment, traditional Australian media companies are being forced to adapt, and this is a challenge amplified by COVID-19, especially in regional areas with newspapers and television both in decline.



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

Our cultural and creative sectors are essential to defining our national identity and we celebrate our culture by maintaining an ongoing commitment to inclusiveness and accessibility.

We recognise the importance of supporting charter-focused national broadcasters, to keep communities informed and connected, as well as to support Australian stories on our screens. We are also progressing a program of reform to harmonise Australia's media regulations and create a level playing field for Australian media businesses so that they can compete effectively in what is now a global media market.

We value Australia-wide access and participation in the sector, though the risks and unpredictability of a COVID-19 resurgence pose barriers. In collaboration with the Department of Health, we implemented the National Roadmap for Reactivating Live Performance Venues and Events to mitigate these risks and provide some level of certainty going forward.

Our regional programs, including the Regional Arts Fund and Festivals Australia, provide opportunities for regional and remote Australians to access and participate in the sector, help improve regional liveability, and create value in communities through jobs and in bringing people together.

Another important aspect of our work is in supporting and showcasing our Indigenous cultural heritage, arts and languages, and we are a partner in implementing the new National Agreement on Closing the Gap. Through the Indigenous Visual Arts Industry Support program and Indigenous Languages and Arts Program, we provide support to Indigenous communities and help showcase Indigenous art and languages by funding centres around 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.

We seek to ensure high-quality creative content is accessible by all Australians. Our content regulatory framework for classification, Australian content and copyright, is integral to this. We will seek an appropriate balance between supporting industry sustainability and providing protections for the community, and continue to support the protection of Australian content and creative material through administering the Copyright Act 1968.

### Performance measurement

We have output measures relating to our key activities, and we measure effectiveness against our purpose. Effectiveness measures cover:

- contribution of cultural and creative sectors to the economy
- donations and bequests reported by arts and culture charities
- impact of our activities to support, preserve and celebrate Indigenous languages, arts and culture
- impact of our arts and cultural activities to support regional access and participation
- engagement with the national cultural institutions
- current Australian content and copyright frameworks.

## Key activities and output measures

# 02



**Key activity: Deliver policy and programs that support the cultural and creative sectors and enable all Australians to access and participate in cultural and creative activities**

What will be measured?	2021–22 target	2022–23 to 2024–25
69) Progress against the National Arts and Disability Strategy (Strategy)	Strategy is renewed in 2021–22 and the arts and disability resource hub is maintained	Strategy implemented, including maintaining the arts and disability resource hub

**Methodology:** Analysis of departmental records including the arts and disability resource hub

What will be measured?	2021–22 target	2022–23 to 2024–25
70) Number of students enrolled in courses at national performing arts training organisations	≥800 students in 2021	≥800 students in the calendar year

**Methodology:** Analysis of training organisations' regular quarterly reports to the department

What will be measured?	2021–22 target	2022–23 to 2024–25
71) Number of claimants (including authors, illustrators and publishers) to receive funding through lending rights	≥16,000 claimants in the financial year	≥16,000 claimants in the financial year

**Methodology:** Analysis of data from the department's Lending Rights System

What will be measured?	2021–22 target	2022–23 to 2024–25
72) Artbank operations, number of: a) artworks purchased b) artworks leased c) clients	Purchasing decisions must be responsive to market conditions; and client interactions are market driven	Purchasing decisions must be responsive to market conditions; and client interactions are market driven

**Methodology:** Analysis of departmental records



## Key activity: Deliver policies and programs to support Australian cultural heritage, including Indigenous cultural heritage, arts, languages and repatriation

What will be measured?	2021–22 target	2022–23 to 2024–25
73) Number of art centres and art fairs funded through the Indigenous Visual Arts Industry Support (IVAIS) program	≥80 centres in the financial year	≥80 centres in the financial year

**Methodology:** Analysis of data from the SmartyGrants grants management system

What will be measured?	2021–22 target	2022–23 to 2024–25
74) Number of Indigenous language centres funded under the Indigenous Languages and Arts program (ILA)	≥20 centres in the financial year	≥20 centres in the financial year

**Methodology:** Analysis of data from the SmartyGrants grants management system

What will be measured?	2021–22 target	2022–23 to 2024–25
75) 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 are responsive to domestic and international negotiations	Activities are responsive to domestic and international negotiations

**Methodology:** Analysis of data obtained through the Indigenous Repatriation Program



What will be measured?	2021–22 target	2022–23 to 2024–25
76) <b>Regulatory activities undertaken under the Protection of Movable Cultural Heritage Act 1986</b>	Actions taken are in response to applications for permits received and objects identified for investigation	Actions taken are in response to applications for permits received and objects identified for investigation

**Methodology:** Analysis of departmental records



### **Key activity: Provide policy advice and program delivery on the news and media industry, copyright and content frameworks**

What will be measured?	2021–22 target	2022–23 to 2024–25
77) <b>Number and proportion of Australian community radio licence holders receiving Community Broadcasting Program funding</b>	Numbers fluctuate depending on round structure and applications received	Numbers fluctuate depending on round structure and applications received

**Methodology:** Analysis of departmental records and reporting by the Community Broadcasting Foundation



### **Key activity: Provide policy advice and operational support to the classification regulatory framework**

What will be measured?	2021–22 target	2022–23 to 2024–25
78) <b>Number of decisions made and proportion within statutory timeframes by:</b> a) Classification Board b) Classification Review Board	Decision-making is based on industry demand	Decision-making is based on industry demand

**Methodology:** Analysis of reporting by the Classification Board and Classification Review Board

## Effectiveness measures



### Supporting sustainable creative and cultural sectors

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>79) Contribution of cultural and creative sectors to the economy</b>	No target set for 2021–22 as results likely to be heavily impacted by COVID-19	GDP contribution to recover from COVID-19 impacts and increase over time

**Methodology:** Described in the department's Cultural and creative activity in Australia 2008–09 to 2016–17 publication

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>80) Donations and bequests reported by arts and culture charities</b>	No target set for 2021–22 as results likely to be heavily impacted by COVID-19	Contributions to recover and increase over 2021–22 levels

**Methodology:** Sum of donations and bequests reported by charities to the Australian Charities and Not-for-profit Commission nominating their main activity as culture and arts, using the most recent dataset available



### Supporting inclusive creative and cultural sectors

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>81) Impact of our activities to support, preserve and celebrate Indigenous languages, arts and culture, indicated through:</b> <b>a) number and strength of Aboriginal and Torres Strait Islander languages being spoken</b> <b>b) number of Indigenous art centre workers employed and artists active with funded art centres</b>	a) No target as new data is not expected for 2021–22. In 2021–22, we are establishing a pilot program to capture data and evaluate the progress of activities delivered by ILA program grant recipients against the 10 year target for 'Closing the Gap Target 16' for Aboriginal and Torres Strait Islander languages b) Reporting in 2021–22 shows ≥450 Indigenous art centre workers employed and ≥8000 artists engaged in report year	a) Sustained increase in number and strength of Aboriginal and Torres Strait Islander languages being spoken* b) Reporting in each financial year shows ≥450 Indigenous art centre workers employed and ≥8000 artists engaged in report year *Matches Closing the Gap Target 16

**Methodology:**

a) Analysis of ILA program data from the SmartyGrants grants management system

b) Reporting during the year by IVAIS funded art centres



What will be measured?	2021–22 target	2022–23 to 2024–25
<b>82) Impact of our arts and cultural activities to support regional access and participation, indicated through:</b> <ul style="list-style-type: none"> <li>a) projected audience numbers/ participants involved with funded projects</li> <li>b) number of regional/ remote locations that hosted funded projects</li> </ul>	2021–22 data will establish a benchmark; however, it is not envisaged that the number will increase each year, given the variety of projects funded and that the programs are demand driven	2021–22 data will establish a benchmark; however, it is not envisaged that the number will increase each year, given the variety of projects funded and that the programs are demand driven

**Methodology:** Data will be collected from all arts programs. Departmental program data will be sourced from SmartyGrants with Regional Arts Fund data added separately

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>83) Engagement with the national cultural institutions, indicated through:</b> <ul style="list-style-type: none"> <li>a) number of in-person visits to engage with national collecting institutions (including on and off-site visits)</li> <li>b) percentage of objects in national collections accessible online</li> <li>c) number of web visits to the national cultural institutions</li> </ul>	Maintain or increase 2021–22 annual engagement results compared to annual averages since 2012–13 (when the engagement indicators were established). In person visits will be impacted by COVID-19	Maintain or increase annual engagement over time

**Methodology:** Analysis of reporting from the national cultural institutions



## Protecting and promoting Australian content

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>84) Effectiveness of the current Australian content framework, indicated through:</b> <ul style="list-style-type: none"><li>a) Australian content quota compliance</li><li>b) the existence of public data on Australian content available on streaming video on demand services</li></ul>	Reporting in 2021–22 shows frameworks are effective	Reporting shows frameworks are effective

**Methodology:** Analysis of reporting by Australian Communications and Media Authority (ACMA)

What will be measured?	2021–22 target	2022–23 to 2024–25
<b>85) Effectiveness of the current copyright framework, indicated through:</b> <ul style="list-style-type: none"><li>a) amount of copyright distributions paid to creators by the copyright collecting societies</li><li>b) annual Consumer Survey on Online Copyright Infringement</li></ul>	Reporting in 2021–22 shows frameworks are effective	Reporting shows frameworks are effective

**Methodology:** Analysis of reporting by the copyright collecting societies and results from the annual survey



## Significant contributors

02

Significant contributor	Contribution
<b>Australian Broadcasting Corporation and Special Broadcasting Services</b>	Provides broadcasting services as the Australian national broadcasters and delivers Australian content and diversity
<b>Australia Council</b>	Funds arts activities, including the creation of new work, collaborations, touring, productions, exhibitions, performances, publishing, recording, promotion, market development and audience engagement
<b>Australian Film, Television and Radio School</b>	Delivers higher education award courses, industry-skills courses and workshops, outreach and schools programs, corporate courses, and research activities and publications
<b>Australian National Maritime Museum</b>	Develops, preserves, maintains and provides access to the national maritime collection. Conducts research and promotes the collection
<b>Bundanon Trust</b>	Operates the Bundanon and Riversdale properties and provides access to education, residency, exhibition and performance programs
<b>Classification Board and Classification Review Board</b>	Provides regulatory decisions under the National Classification Scheme
<b>Creative Partnerships Australia</b>	Promotes and facilitates philanthropy, sponsorship and social investment in the arts in Australia. Provides training and matched funding services
<b>Department of Foreign Affairs and Trade</b>	Engages with international organisations to promote Australia's creative sector and national copyright interest internationally
<b>eSafety Commissioner</b>	Regulates and promotes online safety outcomes
<b>National Film and Sound Archive of Australia</b>	Develops, preserves, maintains, promotes and provides access to a national collection of film, television, sound, radio, video games, new media, and related documents and artefacts
<b>National Gallery of Australia</b>	Develops, maintains and provides access to a national collection of works of art
<b>National Library of Australia</b>	Develops, maintains and provides access to a national collection of library material, including a comprehensive collection of material relating to Australia and the Australian people
<b>National Museum of Australia</b>	Develops, maintains and provides access to national collection of historical material that relates to Australia's past, present and future. Conducts research and promotes the collection
<b>National Portrait Gallery of Australia</b>	Develops, preserves, maintains, promotes and provides access to a national collection of portraiture
<b>Screen Australia</b>	Contributes to policy development. Administers funds and incentives, and builds skills and capability within the industry





# 03

## Governance, integrity and risk

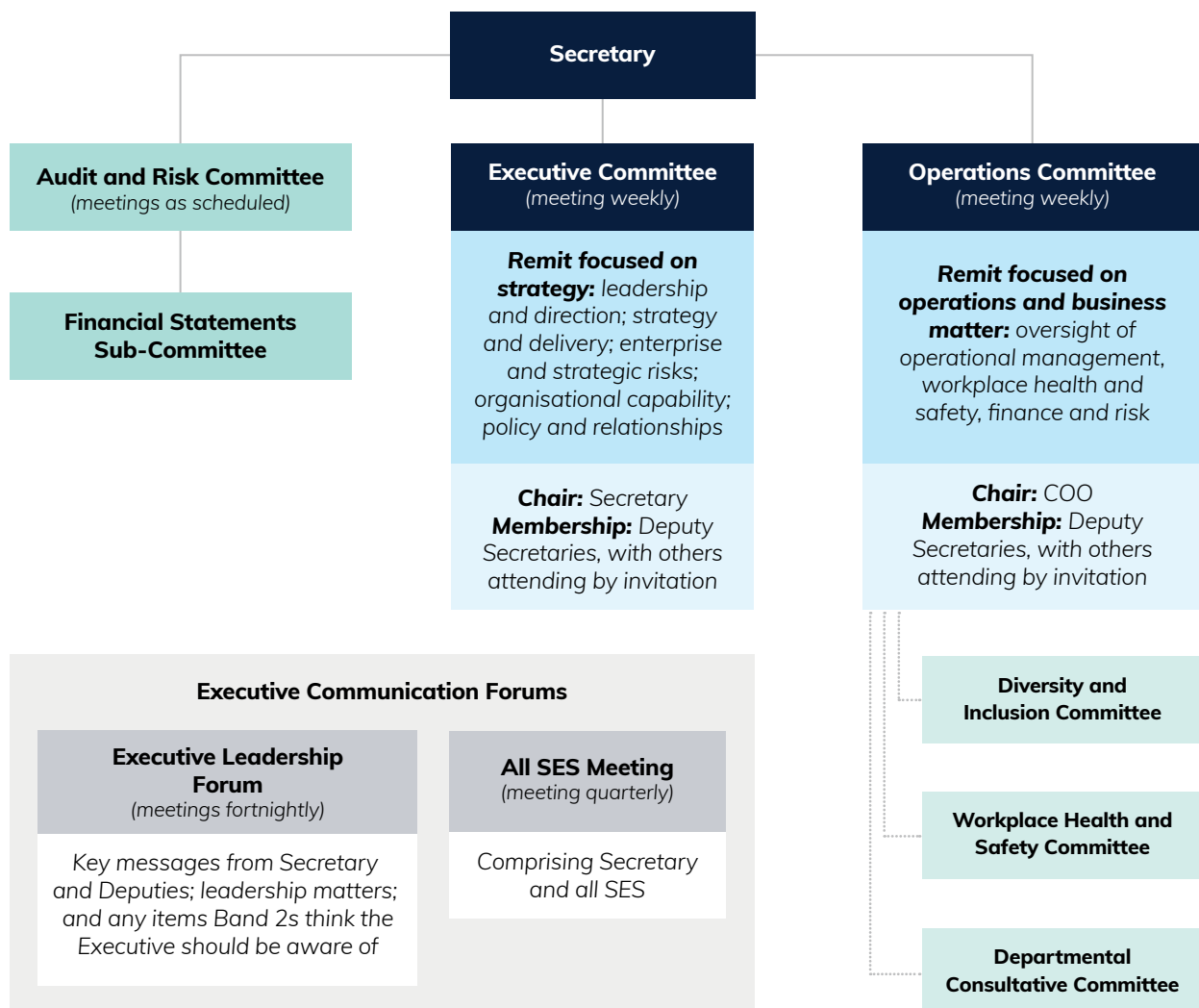
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# Governance

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 3: Governance structure at 1 July 2021



**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 are developing an integrity framework to ensure we have the policies, procedures and training to guide and support our people, enhance their capability and effectively manage our risks.

During 2021–22 we will implement our integrity framework by reviewing and updating our supporting policies, guidelines and procedures and engaging with our people to promote and enhance our pro-integrity culture.



# 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 provides 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, and 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 Committee determines our risk appetite and tolerance and oversees the risks which may impact our ability to achieve our purposes.
- The Operations Committee supports this by overseeing our enterprise and operational risks and ensuring we have an effective risk management framework.
- 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 2021–22, we continue to deliver training to ensure risk management is part of our core skills and promote positive risk behaviours. Our Chief Risk Officer will work closely with the Secretary and our 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 the following table:

Appetite is shown by the navy line. Tolerance is shown by the grey block.

Risk categories and sub-categories	Appetite / Tolerance level					Appetite / Tolerance statement
	Low		Mod	High		
	1	2	3	4	5	
People						
Workforce						<p>The department is committed to building a capable, professional and responsive workforce which enables the department to deliver on its priorities. We have a <b>moderate risk appetite</b> for risks to the department's skills, knowledge and expertise and will continue to proactively invest in our people.</p> <p>We have a <b>low tolerance</b> for ongoing staff underperformance.</p>
Work Health and Safety						<p>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 <b>will not tolerate</b> death or serious injury and will take all reasonable steps to prevent these.</p>
Governance						
Integrity and fraud						<p>The department recognises that there is a risk of fraud and corruption within our activities. We have a <b>very low appetite</b> for unethical behaviour and we <b>will not tolerate</b> fraud or corruption. We will take all reasonable steps to prevent, detect and respond to fraud.</p>
Legal and compliance						<p>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 <b>low risk appetite</b> where we have taken all reasonable steps to understand the legislative environment that we operate in. We <b>will not tolerate</b> deliberate or purposeful violations of legislative or regulatory requirements. We have a <b>moderate tolerance</b> for non-compliance with internal policies and procedures in specific circumstances where this would avoid adverse or unintended consequences.</p>
Financial and resources						<p>The department is committed to managing public resources efficiently, effectively, economically and ethically. We have a <b>very low risk appetite</b> related to financial management. We have a <b>very low tolerance</b> for systemic control failures or breakdowns and unexplained variances to administered finances.</p>
Information, systems and security						<p>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 <b>low risk appetite</b> 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.</p> <p>We have a <b>very low tolerance</b> 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.</p>

Appetite is shown by the navy line. Tolerance is shown by the grey block.

Risk categories and sub-categories	Appetite / tolerance level					Appetite / tolerance statement
	Low		Mod	High		
	1	2	3	4	5	
Performance / delivery						
Policy development and advice						<p>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.</p> <p>We have a <b>high risk appetite</b> 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 <b>very low tolerance</b> for advice that is inaccurate, misleading or in any way undermines the department’s integrity or reputation for providing reliable and high-quality advice.</p>
Business outcomes (program, project, service delivery)						<p>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 <b>moderate risk appetite</b> in the pursuit of innovation to achieve business outcomes, where reasonable steps have been taken to implement effective governance arrangements.</p> <p>We have a <b>very low tolerance</b> for non-delivery and expect that delivery risks will be identified, managed and, where needed, escalated to ensure appropriate visibility.</p>
Regulatory						<p>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.</p> <p>We have a <b>moderate appetite</b> for regulatory risks and we have a <b>low tolerance</b> for systemic non-compliance with regulation.</p>
Territory Operations						<p>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 <b>moderate risk appetite</b> for service delivery and we have a <b>low tolerance</b> for risks to community wellbeing.</p>
Reputation						
Ministers						<p>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 a <b>very low tolerance</b> for reputational damage resulting from poor advice or support and behaviours that call into question the integrity of the department.</p>
Stakeholders						<p>Our relationships with stakeholders supports 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 <b>moderate to high risk appetite</b> for reputational damage arising from policy differences where we have engaged openly and robustly in a professional manner. We have a <b>low tolerance</b> for policy and regulatory approaches that are designed without meaningful stakeholder engagement.</p>
Other government (local, state, territory, federal)						<p>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 <b>low tolerance</b> 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 <b>moderate risk appetite</b> for reputational damage arising from policy differences where we have engaged openly and robustly in a professional manner.</p>

# Our enterprise risks

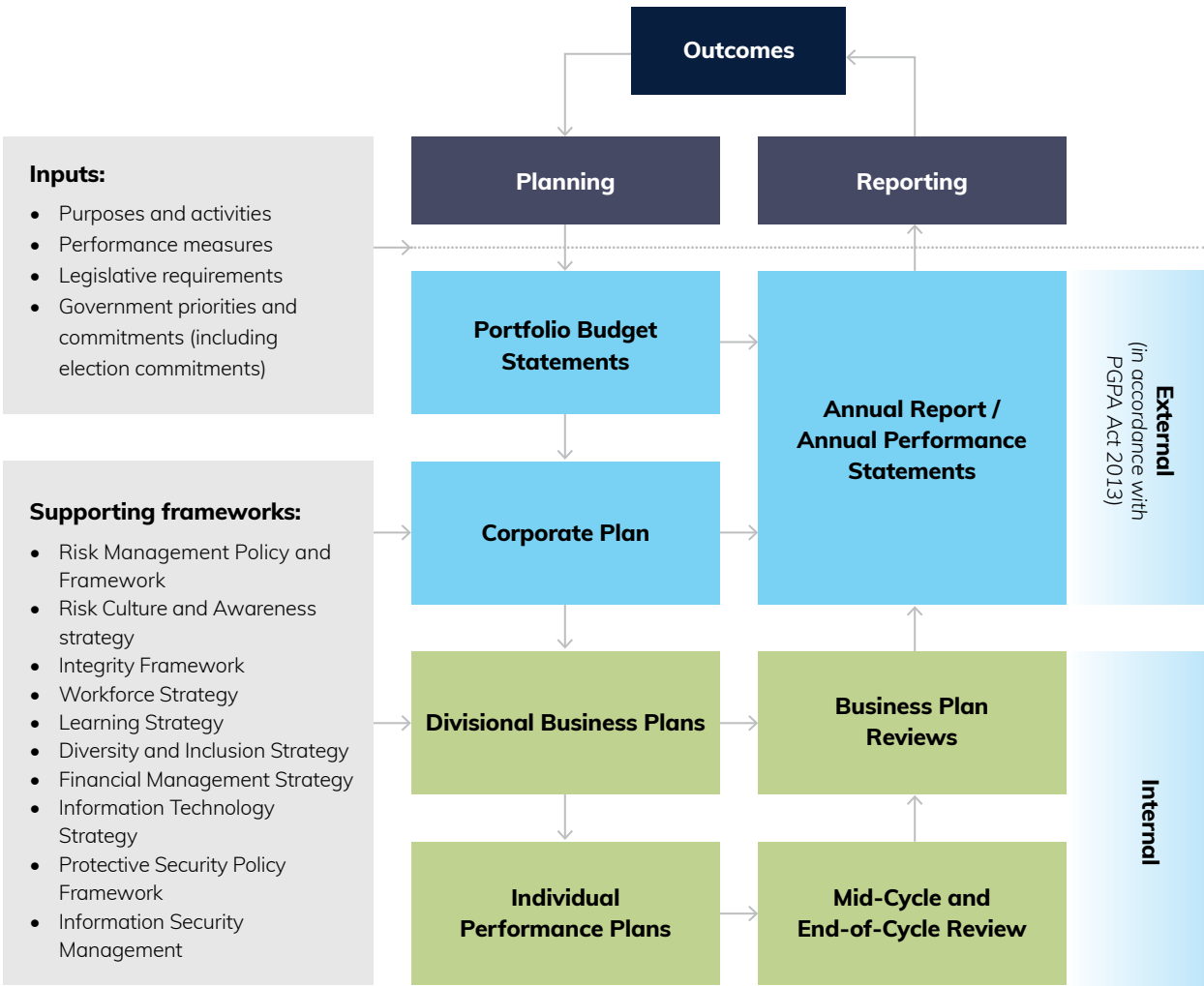
The department's enterprise risks and the way we manage them are set out below.

Enterprise risks	Management strategies
We do not have the capability or capacity to achieve our purposes or meet emerging priorities	<p>Our business planning and budgeting processes assist the executive to align people and resources with areas of greatest priority.</p> <p>We use agile work practices and deploy taskforces and short-term project teams to bring necessary expertise and resourcing to our priority areas.</p>
We do not establish and maintain resilient, efficient, fit-for-purpose, and effective IT systems and services	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.
We are not influential and fail to steer and anticipate policy direction and communicate objectives, benefits and progress	<p>We maintain close engagement with our Ministers and key external stakeholders to ensure outputs align with government priorities.</p> <p>We monitor relevant market and sector developments, and provide early advice to government on risks, opportunities and relevant policy options.</p>
We do not deliver effective and efficient programs and services and outcomes are not aligned with policy objectives	<p>We engage with our external and internal stakeholders and delivery partners. We invest in our people, our systems and our processes to ensure our programs are effective and efficient.</p> <p>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.</p>
We are not an effective regulator	The department has transparent processes and documentation to inform regulated organisations of their obligations, and to monitor compliance.
Our activities, or lack of appropriate action, cause death or serious injury	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.
We do not effectively engage with key stakeholders and consumers	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.
We 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.

# Planning and reporting framework

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 4: Planning and reporting framework









# 04

## Our organisational culture and capability

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**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:**

**Connecting** Australians

**Enriching** Communities

**Empowering** Regions



**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.**



# People capability

**Our operating environment is continually shifting and changing, and we are looking to ways of supporting and enabling our workforce to adapt and respond quickly to these changes. Over the past 12 months, like all Australians, our people have experienced rapid change, through both the global pandemic and natural disasters. These events have further highlighted the need for our workforce to be responsive, flexible and agile.**

The expectations of employees have also shifted during this period, and it is critical that we embed new ways of working into the culture of the department to ensure we are developing, attracting and retaining the capability and talent we need for the future. This period has also strengthened our focus on the culture and values of the department, and ensuring we continue to foster an inclusive culture, underpinned by our organisational values. As we move forward, it is critical that we focus on embedding the learnings from the past 12 months, ensuring we are preparing our workforce for the future and support achievement of the department's strategic objectives of connecting Australians, enriching communities and empowering regions.

In order to support and enable our people, we must further understand and plan for what our people will need to do their jobs over the next four years. Our understanding of this will be enhanced through the development of a workforce plan. Through the workforce planning process we will identify the broad skills and capability that will help us to deliver our departmental objectives and will identify actions

to help us maintain our focus on developing, attracting and retaining these capabilities. To ensure the workforce plan is fit for purpose we will undertake significant engagement with our people, our leadership cohort and external stakeholders. The workforce plan will identify a range of strategies to ensure we have the workforce we need to deliver into the future. We will develop strategies focussed on:

- attracting and retaining the right people
- monitoring the health of our workforce
- our employee value proposition
- leadership framework
- ensuring our learning and development opportunities are focused on developing the capability we will need in the future
- the values-based culture of our organisation
- flexibility within our workforce and new ways of working and operating
- diversity and inclusion.

Our workforce planning to date has shown us that the shifting operating environment requires us to have an ongoing focus on our capability requirements and



development needs. In order to further enhance the capability of our organisation, and highlight the strategic areas of focus, we are developing a Learning Strategy. The Learning Strategy will help to provide a pathway for continued organisational success. The Learning Strategy is based on our vision for a culture of continuous learning which is:

- Engaging
- Accessible
- Relevant to us
- Valuable

The Strategy will focus on:

- Developing core public sector skills
- Developing in-house specialist skills, specific to both our organisation and the relevant job families
- Leadership and management
- Learning on-the-job
- Our learner needs
- Roles in learning

Another important focus area that our workforce planning to date has identified is our performance framework. Over the coming 12 months we will refine and promote our performance framework with a focus on developing and supporting a high-performance culture

through ongoing and constructive conversations. Our focus will be on modernising and innovating in relation to the management of performance to ensure we enable our people to fully contribute and position the department for the future.

The development of a workforce plan is a key step in ensuring we are positioning ourselves as a flexible, adaptable, capable, responsive and agile workforce of the future. Our workforce planning will continue to be an iterative process, that we continuously refine and review. Throughout the forward years, we will continue to monitor our internal and external operating environment and adjust our capability and culture initiatives to reflect changes.



# Diversity and inclusion

**We recognise and value team diversity as our strength and we promote a culture of inclusion to enhance our work performance and the wellbeing of everyone.**

The department's Diversity Champion provides strategic oversight, leadership support, learning and advocacy for diversity and inclusion across the department and chairs the department's Diversity and Inclusion Committee (the Committee).

The Committee provides strategic advice and leadership to achieve impactful and sustainable cultural change, and comprises seven dedicated SES Champions and six staff representatives, who advocate and promote the benefits that diversity and inclusion bring to the workplace and its culture.

The Diversity and Inclusion Strategy 2021–2024 provides a high level and aspirational vision for our department to develop a more inclusive culture by focusing on four strategic objectives: Respected; Connected; Contributing; and Progressing.

We are committed to recognising the wealth of knowledge Aboriginal and Torres Strait Islander staff contribute to our department. We have developed our Reconciliation Action Plan (RAP) which will bring practical actions that will drive our contribution to reconciliation, and aims to enhance and build meaningful and beneficial relationships in partnership with Aboriginal and Torres Strait Islander peoples.

Our RAP is supported by an Aboriginal and Torres Strait Islander Employment and Retention Strategy 2020–22 which is designed to achieve a sustainable increase in the

representation of Aboriginal and Torres Strait Islander staff across our workforce to five per cent by December 2022.

Through this strategy, we are committed to three critical areas of focus:

- Creating, increasing and sustaining employment opportunities
- Providing meaningful career pathways and capability development opportunities
- Building and sustaining a culturally capable and culturally safe workplace

The department supports six employee-led diversity networks, each with a specific area of focus and supported by a dedicated SES Champion.

Each of these networks has an area of focus providing staff with professional and social networking, support, learning and advocacy.



**Gender Equality Network (GEN)**  
– men, women and gender non-binary



**Indigenous Staff Network (ISN)**  
– Aboriginal and Torres Strait Islander people



**Disability and Allies Network (DAN)**  
– people with disability and carers



**Cultural and Linguistic Diversity Network (CALD)**  
– racial, cultural, linguistic and religious diversity



**Pride and Allies Network (PAN)**  
– Lesbian, Gay, Bisexual, Trans, Queer, Intersex, Asexual and people with other gender and sexual identities (LGBTQIA+)



**Mental Health and Wellbeing Network (MHWN)**  
– networking, support, learning and advocacy relating to mental health and wellbeing,

**Our policy capability enables us to deliver consistently high-quality advice to governments over time and is key to our effectiveness as an organisation. The department will continue to focus on building and refining our policy capability to meet the needs of government and of the Australian people.**

We will continue to enhance our subject matter expertise, take an evidenced-based approach to policy development, and engage closely with subject-matter experts, and our partners, to provide the best policy advice available and build trust and credibility.

We are focussed on providing timely, robust and influential policy advice informed by high-quality data, underpinned by best-practice tools and processes.



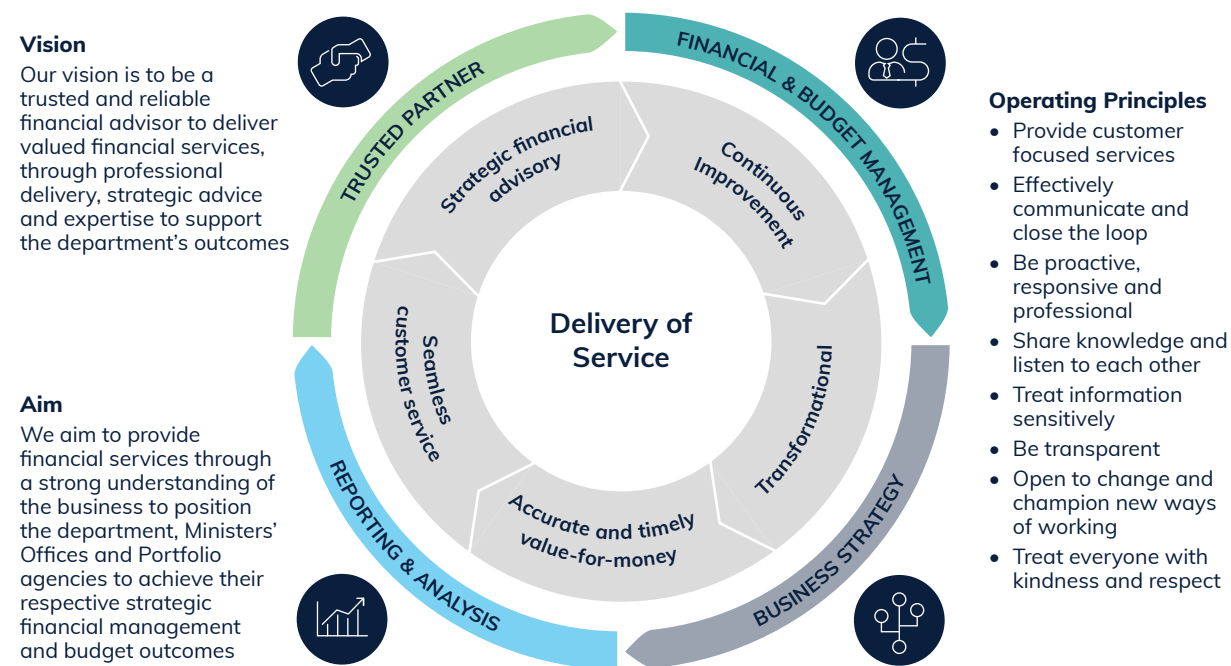
# Financial management

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

The finance branch continues to provide strategic advice to the Secretary and the governance, Executive and Operations Committees. As part of this the department is committed to enhancing the financial delivery model to better align and support, program and service delivery areas. Enabling more flexibility and the ability to respond rapidly to changing environments, meeting the demands of the Australian community.

The delivery of these financial services are underpinned by the following principles:

**Figure 5: Financial management framework**



**Information Communications 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.**

We are maturing our business continuity planning and disaster response capabilities. As a minimum we ensure measures are in place to keep our data safe, secure and accessible, and our people are delivering for Australia.

To enable the most effective use of technology, the department regularly assesses and builds on the ICT strategic plan.

The plan is built on five core strategic directions:

#### **Focus on business value**

We will focus on creating, building and maintaining business value for the department by prioritising, defining and selecting technology services.

#### **Leverage data and information**

Making information, regardless of source, easy to discover and accessible.

#### **Prepare for disruption**

Selecting and designing IT with the understanding that the functions they support could be re-engineered, removed or relocated.

#### **Deliver efficiently**

Delivering better, more innovative and intuitive technology faster and cheaper than ever before.

#### **Align to whole-of-government strategies**

Aligning to whole-of-government strategies that exist across a range of IT functions and services.



# **Compliance with the Public Governance, Performance and Accountability Rule 2014**



Topic	Matters to be included	Page no.
Introduction	The following: a) a statement that the plan is prepared for paragraph 35(1)(b) of the Act; b) the reporting period for which the plan is prepared; c) the reporting periods covered by the plan.	6–8
Purposes	The purposes of the entity	9
Key Activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	10–83
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.*	10–83
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) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	10–83

\* We do not have subsidiary entities.

\*\* 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**; provide an **unbiased basis** for the measurement and assessment of the entity's performance; where reasonably practicable, comprise a mix of **qualitative and quantitative measures**; 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**.



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