

Corporate Plan

2022–2027



Acknowledgement of Country

Infrastructure Victoria acknowledges the Traditional Owners of Country in Victoria and pays respect to their Elders past and present, as well as Elders of other First Peoples' communities. We recognise that Victoria's infrastructure is built on land that has been managed by Aboriginal people for millennia.



A word from our chair and chief executive



Since 2015, Infrastructure Victoria has taken an independent, transparent and evidence-based approach to infrastructure planning. Over the next 5 years, we will keep producing quality advice that is trusted by the Victorian Government, industry, and most importantly, the Victorian community.

We will deliver the second update to Victoria's 30-year infrastructure strategy, respond to government advice requests, and publish high quality research on infrastructure policy and planning that helps achieve better outcomes for Victorians. We will keep challenging people's thinking and bring them together. We will nurture a fantastic culture that supports our team's growth and wellbeing.

Jim Miller
Chair



We chose our strategic priorities by carefully considering the issues that really matter. As Victoria experiences more population growth, more extreme weather events, and changes to the way we work and live, we must get the most value from existing and new infrastructure. This plan will help us keep influencing and informing the Victorian Government and our stakeholders, as we consolidate our role as a trusted infrastructure adviser. The plan guides what we do and how we do it. We pride ourselves on a positive workplace culture that produces excellent evidence-based work to help shape the best possible future for Victoria.

Jonathan Spear
Chief Executive Officer

About this plan

Our corporate plan defines our aspirations for the next 5 years, and how we will deliver them. It describes the choices we made to support our success and how we position ourselves in a changing environment. We will annually review progress in delivering our plan.

About us

We are an authoritative and independent voice on Victoria's infrastructure needs and priorities. We influence decisions on infrastructure planning, anticipate challenges and opportunities before they arise and provide practical advice to the Victorian Government.

Our purpose

The *Infrastructure Victoria Act 2015* established Infrastructure Victoria as an independent statutory authority. Our purpose is to 'provide independent and expert advice about Victoria's current and future infrastructure needs and priorities to support improved social, economic and environmental outcomes for the state.' (*Infrastructure Victoria Act 2015*)

Infrastructure Victoria has 3 core functions:



preparing a 30-year infrastructure strategy for Victoria, which we review and update every 3 to 5 years



advising the Victorian Government on specific infrastructure matters



publishing research on infrastructure-related issues.

We aim to improve Victoria's long-term infrastructure decision-making with strong evidence and extensive consultation. Our work integrates and covers many different sectors including culture, sport and community, education and training, energy, environment, health and human services, information and communications technology, justice and emergency services, land use planning, transport and water.

We do research to provide solutions to Victoria's infrastructure-related challenges. We consider different future scenarios for Victoria to examine the unique needs and opportunities for its cities and regions. We support decision makers to anticipate and adopt new technologies. We examine the effects of climate change and assess their consequences for infrastructure.

Victoria's 30-year infrastructure strategy presents recommendations for achieving a thriving, inclusive and sustainable state over the next 3 decades. It provides options that the Victorian Government can apply to solve infrastructure problems and position Victoria to successfully navigate future challenges.

Our values inform our choices

Every day, our values inform our strategic choices, support our team members in how they work and guide us in engaging with Infrastructure Victoria's stakeholders.

Independence

We exercise our independence with integrity. It provides us freedom to challenge, consider new ideas and create consensus.

Influence

We aim to influence the culture of infrastructure decision making. We build trust and influence through practical, evidence-based advice.

Innovation

We are bold, creative and open to change and new ideas. We anticipate important issues and are invested in Victoria's future.

Openness

We say what we mean. We are accountable and transparent. We present our evidence and thinking for scrutiny.

Engagement

We value understanding the needs, interests and preferences of the community. We share information and respond to feedback. We collaborate with colleagues and stakeholders.

People

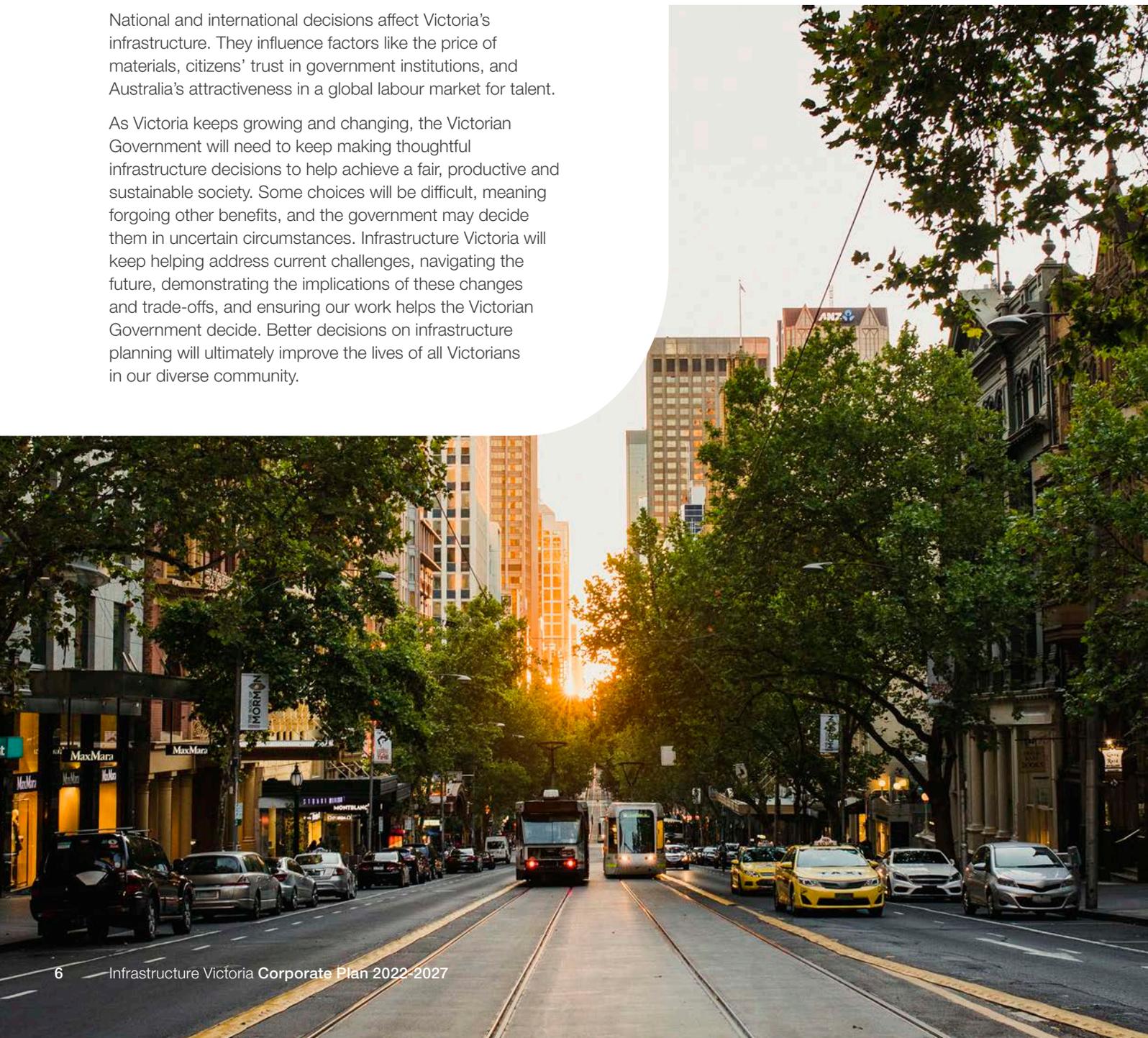
We succeed through our people. Our culture esteems teamwork and welcomes diversity. We value, support and challenge our people.

The world we operate in

Infrastructure provides a foundation for people's lives. It affects their choices for living and working. The needs and preferences of Victorians have changed significantly in the last 5 years, such as more working from home for those who can. Many implications of these changes are still uncertain.

National and international decisions affect Victoria's infrastructure. They influence factors like the price of materials, citizens' trust in government institutions, and Australia's attractiveness in a global labour market for talent.

As Victoria keeps growing and changing, the Victorian Government will need to keep making thoughtful infrastructure decisions to help achieve a fair, productive and sustainable society. Some choices will be difficult, meaning forgoing other benefits, and the government may decide them in uncertain circumstances. Infrastructure Victoria will keep helping address current challenges, navigating the future, demonstrating the implications of these changes and trade-offs, and ensuring our work helps the Victorian Government decide. Better decisions on infrastructure planning will ultimately improve the lives of all Victorians in our diverse community.





Record capital investment

Victoria's infrastructure pipeline is bigger than ever, and major projects are rapidly transforming Melbourne and regional Victoria. In the next 5 years, the Victorian Government will complete several major transport projects, including the Metro Tunnel and the West Gate Tunnel. These projects will change the way many people move around Melbourne.

The government is making landmark project investments in roads, rail, health, housing and energy. These will be the majority of Victoria's large infrastructure projects for the coming decades. These projects are large, expensive and complex. To successfully execute them, the public sector must work with the private sector to solve supply chain constraints and skills shortages and facilitate industry collaboration.

But these constraints also create opportunities to do more with less. The government can make incremental improvements that complement existing major projects. It can also influence people's behaviour to manage demand on existing infrastructure, especially when new projects are nearly finished.

Climate change

Climate change is directly affecting Victorians' lives. More frequent bushfires, floods, and storms with high winds prompt different thinking about adapting infrastructure. Recent extreme weather events exposed the Victorian community's vulnerability and demonstrated the consequences of infrastructure disruptions. Thoughtful planning for infrastructure adaptation can help avoid extensive disruptions after future extreme weather events.

Over the next 5 years, Victoria's transition to renewable energy will accelerate. At the same time, reducing carbon emissions across all sectors, including embedded emissions in the construction process, must progress rapidly to meet the Victorian Government's emissions reduction targets.

Changes to how we live and work

The consequences of the COVID-19 pandemic are still reverberating. More Victorians are working from home more of the time, affecting people's housing and transport choices, and energy and internet use. People have changed their shopping habits, and the frequency and times they use roads, public transport and walking and cycling infrastructure. In the longer term, this may change where people decide to live and the location of jobs.

Technology is changing in other fields too. Companies are trialling automated trucks on motorways and deploying new energy technologies. These technological changes can open new opportunities to smooth demand on our infrastructure at different times of the day but may also affect the future planning and design of infrastructure.

Respecting our First Peoples

The Victorian Government intends to negotiate a treaty with Victoria's First Peoples over the next 5 years. We acknowledge that past infrastructure decisions have often failed to meet First Peoples' needs and desires. Infrastructure can help close the gap and support First Peoples' self-determination. The infrastructure sector is beginning to make some progress. For example, land and water management is more often incorporating Traditional Owners' rights and considering the cultural heritage and histories of Victoria's First Peoples.

We want to do more to help close the gap by encouraging greater participation of First Peoples in the way that we think about infrastructure, and in our advice to government.



Influence
change on
the issues
that really
matter

The outcomes
we aspire to

Be a
fantastic
place
to work



Our focus

We have strategically chosen our priorities, considering the world around us and the challenges that Victorians face, on the issues we can best add value to with relevant, implementable advice.



Doing more with less

Victoria has workforce, supply chain and financial constraints. Productivity growth in many industries is slow. The government and industries both want to increase productivity, but misconceptions about infrastructure's productivity benefits can limit improvements. As Victoria needs to 'do more with less', we can influence productivity in specific infrastructure sectors, better use infrastructure, and help decision makers choose the right infrastructure to activate productivity growth.



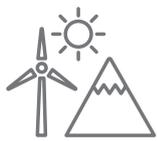
Navigating change and disruption

Victoria's infrastructure planning must adapt to emerging changes in technology, population, preferences and ways of working. Victoria has a growing population and is part of a globally connected economy. Better infrastructure planning will help us be more resilient to these changes and other future shocks. Digital technologies, like artificial intelligence, can produce new tools to manage infrastructure. Monitoring developments in these technologies can help keep pace with their changes and help us advise on using technology to change the way people use and manage infrastructure. We have an opportunity to help guide decisions and better plan for infrastructure under conditions of uncertainty.



Improving social equity through access

Victoria should be a great place for everyone who lives here. With rigorous research, we will examine people's different needs, the disparities between people and places, and the interventions that can make access to infrastructure fairer. These disparities are particularly visible in regional Victoria and Melbourne's growth areas. We will help people understand these differences and provide options to bridge the disparities in access to infrastructure.



Mitigating and adapting to our changing climate

To meet the urgent challenges of climate change, we will help identify and address priorities to adapt Victorian infrastructure to climate change. We will also investigate any unexploited opportunities to reduce infrastructure-related emissions. We will help the government and industries better consider climate change in infrastructure decisions and advise on proposals that reduce emissions.



Improving how people engage with our work

More people are accessing our work online. We want to improve the usability and presentation of our research. We will explore the needs of our major audiences, adopt a digital-first approach and redevelop our website so people can better access our information. We will use visualisation tools to bring our evidence-based research to life. These initiatives will set us up for success as our catalogue of work grows over the next 5 years.



Supporting success in a hybrid work environment

To do our best work, our team deserves a positive culture, access to information and tools, and an intentional approach to their growth and learning. We will support our people to be productive, collaborative and healthy in a hybrid work environment. We will improve the way we manage and store our information. Over the next 5 years, we will further develop and refine our approach to a successful hybrid workplace that consolidates our collegiate and inclusive culture and supports delivering excellent work.

Plan on a page

Purpose



To provide independent and expert advice about Victoria's current and future infrastructure needs and priorities to support improved social, economic and environmental outcomes for the state.

Goals



Influence change on the issues that really matter
Be a fantastic place to work

Strategic priorities



Doing more with less
Navigating change and disruption
Improving social equity through access
Mitigating and adapting to our changing climate
Improving how we engage with key audiences
Supporting success in a hybrid work environment

Measures of success



Our work has impact
Our stakeholders value and trust us
Our culture nurtures success and wellbeing

Influencing change

We are best placed to influence change when we:



deliver our 30-year infrastructure strategy, advice and research to a high degree of excellence and in required timeframes



build trusting relationships with stakeholders so that our work is helpful and relevant



take a cross-sectoral, multi-disciplinary approach to help navigate pathways and identify options for decision making



hold ourselves to high standards of integrity and scrutiny



use our existing work to influence the issues of the day



make our work accessible and take our stakeholders on a journey



support each other's success in a safe and inclusive workplace

Our principles of working together

Our principles of working together support our implementation of this plan. Our team developed them to create a workplace that nurtures success and wellbeing and guides courageous conversations when we need to get things back on track.

Principles of working together

We look out for each other. People come first.

- We care about each other and make time to get to know our colleagues.
- We support individual circumstances and strike a balance between life and work.
- We consider staff wellbeing in everything we do.
- We ask for help when we need it and generously give others help too.

Collaboration is key.

- We start from a place of shared vision and goodwill.
- We partner with each other for greater impact and results.
- We invite fresh perspective and make an effort to understand each other's views.
- We welcome challenging conversations and are grateful to those who speak up.

We're passionate about doing our best.

- We are driven to achieve excellence in everything we do.
- We are ambitious with matters within our control and can accept some things are not.
- We think about the big picture and not just the task at hand.

We take each other on the journey with transparency and openness.

- We communicate how and why decisions are made and include others in decision-making processes.
- We do as we say and are honest about when we can't meet expectations.
- We don't hold our cards to our chest – we trust each other with our thinking and expertise.

We nurture success and make the most out of lessons learned.

- We support each other's success and provide opportunity for learning and development.
- We make the time to reflect on mistakes and how we can improve.
- We celebrate the wins.

How we will know we are successful

Our work has impact

We are an influential and authoritative voice

Our stakeholders value and trust us

Our stakeholders perceive us as helpful and relevant

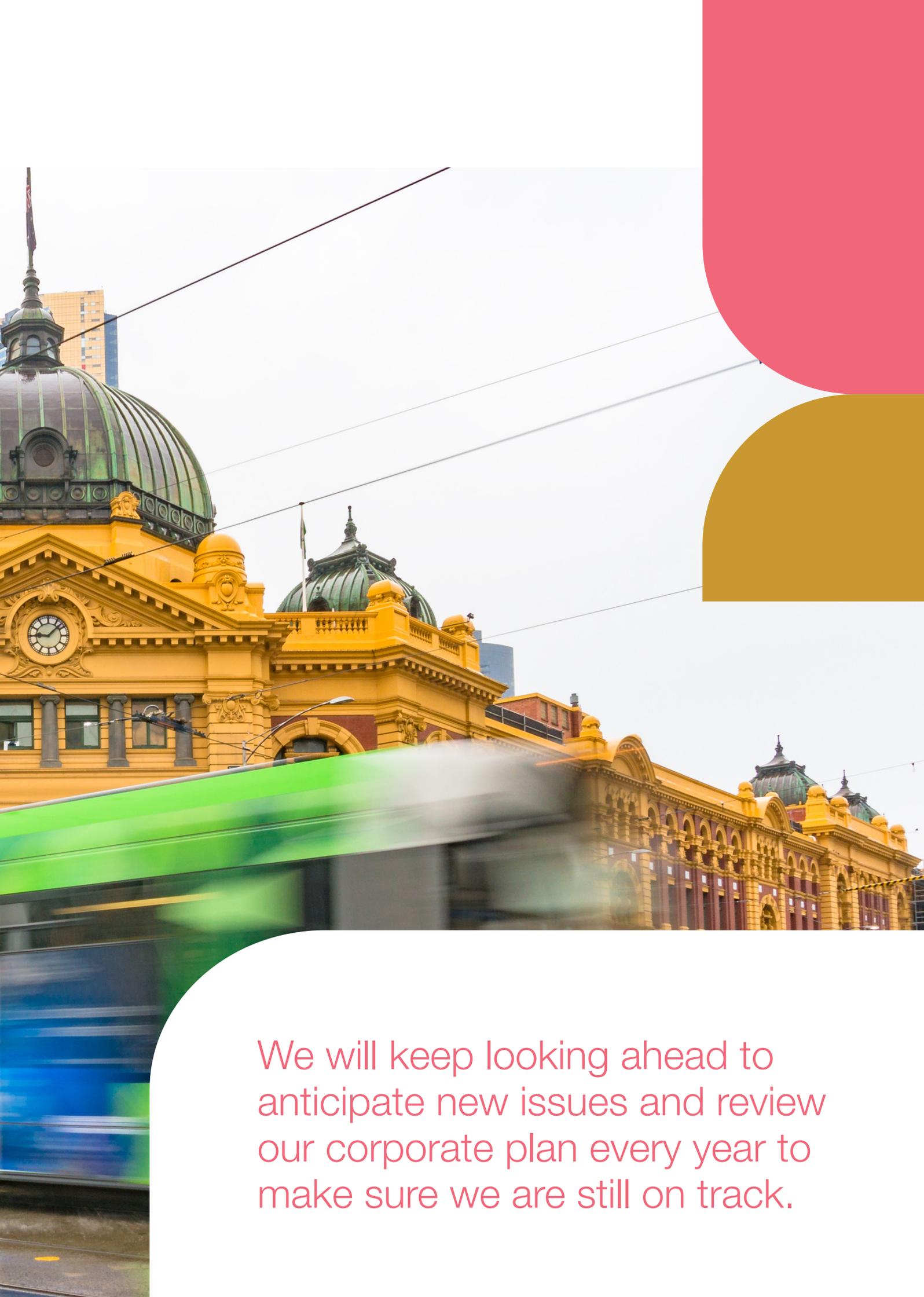
Our culture nurtures success and wellbeing

Our workplace is safe, supportive and collegiate

Next steps

We will implement this plan drawing on the deep expertise of our diverse team and continue to consult with our stakeholders.





We will keep looking ahead to anticipate new issues and review our corporate plan every year to make sure we are still on track.

