



ACT
Government

INFRASTRUCTURE CANBERRA **STRATEGIC PLAN** **2025-2027**

We Deliver.
With Our Partners.
For Our Community.



ACKNOWLEDGEMENT OF COUNTRY

We wish to acknowledge the Ngunnawal people as traditional custodians of the land we are meeting on and recognise any other people or families with connection to the lands of the ACT and region.

We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.



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MESSAGE FROM THE DIRECTOR-GENERAL

Canberra is recognised as a progressive, sustainable and innovative city with connected ecosystems that provide a robust economic foundation.

The Australian Capital Territory (ACT) Government is committed to investing in infrastructure, services, programs and initiatives to retain its world leading living standards, boost economic capacity, improve community wellbeing and ensure better intergenerational outcomes for future residents.

As the ACT Government's leading directorate for capital infrastructure, property and housing, Infrastructure Canberra (iCBR) plays a key role in the life of all Canberrans by creating infrastructure, places and spaces that enrich lives and connect growing and diversifying communities. Ultimately, iCBR contributes to Canberra being a city of wellbeing and liveability.

iCBR is responsible for the development, procurement, delivery, management, leasing and maintenance of sustainable and transformative infrastructure, places and spaces in the ACT.

The *iCBR Strategic Plan 2025-27* (Strategic Plan) outlines a path forward that responds to the ACT's commitment to wellbeing and liveability while addressing challenges and harnessing opportunities to realise our vision.

The Strategic Plan lays the foundation for iCBR to effectively and efficiently deliver with our partners, for our community.



Gillian Geraghty
Director-General
Infrastructure Canberra



Our vision

To enrich and connect our communities through sustainable and transformative infrastructure, places and spaces.

Our purpose

We efficiently develop, deliver and maintain infrastructure, places and spaces. With Our Partners. For Our Community.

Our strategic objectives



OUR PEOPLE AND CULTURE AT OUR HEART

Our people and environments are diverse and we are committed to providing a safe, inclusive, healthy workplace based on trust, where performance and kindness thrive in unison.



EXCELLENCE IN SERVICE

We exceed expectations. We are the leading experts for whole of Government decision making, investment and implementation in property management, leasing and maintenance, infrastructure and built-form, development, procurement and delivery.



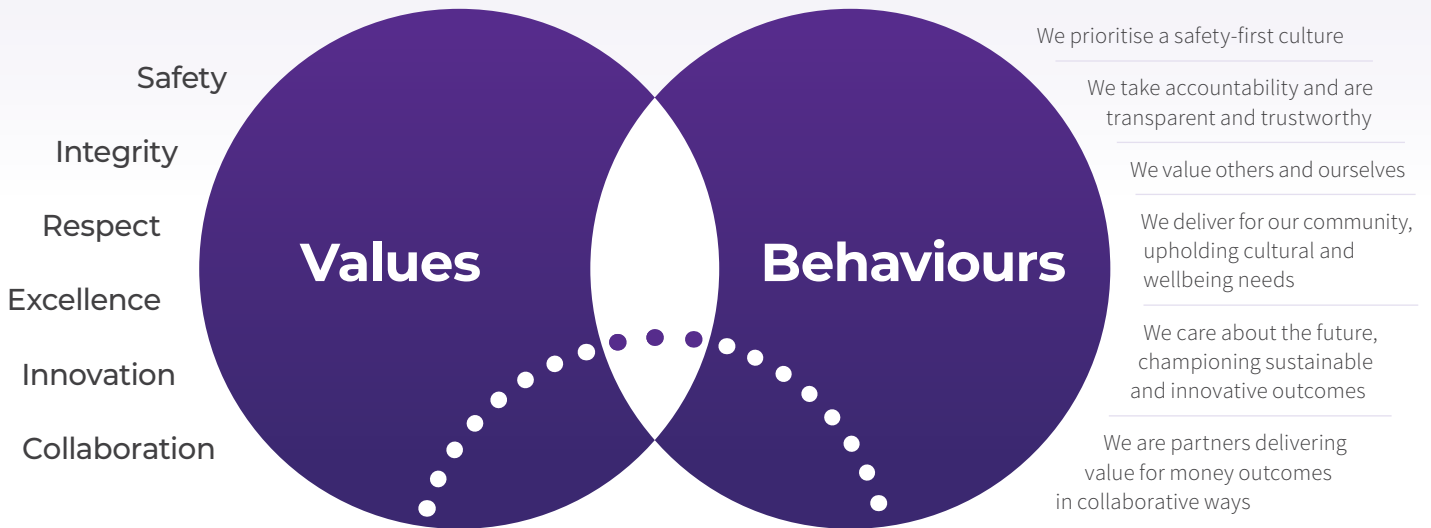
PARTNERING FOR SUCCESS

To deliver improved outcomes for our community, we prioritise genuine collaboration and robust governance with directorate and industry partners. We are the ACT Government industry lead and trusted advisors to our partners and decision-makers.



BETTER TOOLS FOR OUTSTANDING OUTCOMES

We are growing the capability of our people, services and industry, supported by data-driven insights, systems and processes that drive high quality outcomes, continuous improvement and challenge the status quo.



ABOUT INFRASTRUCTURE CANBERRA

iCBR brings together key development, procurement, delivery, management, housing, leasing and maintenance functions to create sustainable and transformative infrastructure, places and spaces aimed at enriching lives and connecting communities across the ACT.

This positions iCBR as the Territory's leading expert for ACT Government and industry on capital infrastructure, including investment in and implementation of the ACT Government infrastructure program and ACT Government property and housing portfolios.

ICBR CORE FUNCTIONS:



Supporting the planning and leading the procurement and delivery of infrastructure in partnership with ACT Government directorates.



Leading leasing and associated property management, upgrades and maintenance services across the ACT Government property and housing portfolios.



Coordinating and shaping the ACT Infrastructure Plan and Pipeline and developing a portfolio and program management framework to support ACT Government infrastructure initiatives.



Engaging with community and providing strategic advice, expertise and assurance to Government, industry and other stakeholders on infrastructure policy, investment, planning, delivery and management.



Driving safe, people-focused foundational services by connecting teams, streamlining processes, and embedding collaboration and capability across iCBR.

iCBR delivers these core functions in a safe, timely, cost efficient and quality manner, and in collaboration and consultation with ACT Government directorates, industry and community.



OUR VISION AND PURPOSE

This Strategic Plan articulates iCBR's vision and purpose and provides a clear pathway for how we will achieve these commitments for our community.

Our vision

To enrich and connect our communities through sustainable and transformative infrastructure, places and spaces.

Our purpose

We efficiently develop, deliver and maintain infrastructure, places and spaces.
With Our Partners. For Our Community.

OUR VALUES AND BEHAVIOURS

The vision and purpose are supported by values and practices that underpin everything iCBR does:

Our values

Safety • Integrity • Respect • Excellence
Innovation • Collaboration

Yindyamarra¹

To Respect • To Honour • To Be Kind
To Be Gentle • To Be Careful

The purpose, vision and values are lived by everyone at iCBR through the following behaviours:

Our behaviours

We prioritise a safety-first culture

We take accountability and are transparent and trustworthy

We value others and ourselves

We deliver for our community, upholding cultural and wellbeing needs

We care about the future, championing sustainable and innovative outcomes

We are partners delivering value for money outcomes in collaborative ways.

¹ Yindyamarra is the goal setting and decision-making toolkit based on the cultural wisdom of the Ngunnawal and Wiradjuri Nations that has been practiced by Aboriginal and Torres Strait Islander communities for thousands of years. Yindyamarra is a collective of five values: To Respect; To Honour; To Be Kind; To Be Gentle; To Be Careful.

OUR STRATEGIC OBJECTIVES AND OUTCOMES

This Strategic Plan is guided by the following four objectives, reflecting the key areas of focus for iCBR.

- > **Our people and culture at our heart:**
Our people and environments are diverse and we are committed to providing a safe, inclusive, healthy workplace based on trust, where performance and kindness thrive in unison.
- > **Partnering for success:**
To deliver improved outcomes for our community, we prioritise genuine collaboration and robust governance with directorate and industry partners. We are the ACT Government industry lead and trusted advisors to our partners and decision-makers.
- > **Excellence in service:**
We exceed expectations. We are the leading experts for whole of Government decision making, investment and implementation in housing, property management, leasing and maintenance, infrastructure and built-form, development, procurement and delivery.
- > **Better tools for outstanding outcomes:**
We are growing the capability of our people, services and industry, supported by data-driven insights, systems and processes that drive high quality outcomes, continuous improvement and challenge the status quo.



OUR STRATEGIC OUTCOMES

The Strategic Outcomes outline *where iCBR needs to be* and will be our measure of success for each Strategic Objective.

Our people and culture at our heart

Our people and environments are diverse and we are committed to providing a safe, inclusive, healthy workplace based on trust, where performance and kindness thrive in unison.

This objective aligns with the ACT Wellbeing Framework by addressing key domains that influence the quality of life for Canberrans.



EDUCATION AND LIFE-LONG LEARNING



GOVERNANCE AND INSTITUTIONS



SAFETY

REF.	STRATEGIC OUTCOMES <i>Where iCBR needs to be</i>
1.1	<p>We lead a culture of safety first, including psychological safety.</p> <p>People feel safe and welcome in our workplaces and we truly recognise the meaning and value of a diverse and inclusive workplace.</p> <p>We provide an environment that is safe, healthy and based on trust, where performance and kindness thrive in unison.</p>
1.2	<p>We actively seek opportunities to complement our experience and skills base with new capabilities that strengthen and develop our people.</p> <p>We have a culture of knowledge sharing and continuous learning and support long term career development across the ACT Public Service and industry.</p> <p>We are recognised as an employer of choice.</p>



Partnering for success

To deliver improved outcomes for our community, we prioritise genuine collaboration and robust governance with directorate and industry partners. We are the ACT Government industry lead and trusted advisors to our partners and decision-makers.

This objective aligns with the ACT Wellbeing Framework by addressing key domains that influence the quality of life for Canberrans.



**ACCESS AND
CONNECTIVITY**



ECONOMY



**ENVIRONMENT
AND CLIMATE**



**SOCIAL
CONNECTION**



**IDENTITY AND
BELONGING**

REF.	STRATEGIC OUTCOMES <i>Where iCBR needs to be</i>
2.1	<p>We work in genuine partnership with Aboriginal and Torres Strait Islander communities. In doing so, we seek to identify and address challenges associated with systemic racism, embed and practice meaningful cultural values and strengthen collaboration with Aboriginal and Torres Strait Islander communities.</p> <p>We leverage our Action Plan under the <i>ACT Aboriginal and Torres Strait Islander Agreement 2019-2028</i> to help close the gap, including a mutual growth in cultural maturity internally and with our partners.</p>
2.2	<p>We are the ACT Government lead and primary connection with local and national industry. We are ‘open for business’ and proactively collaborate with and grow industry capability.</p> <p>We promote transparency, trust and confidence, and enable best practice, value for money outcomes across the infrastructure pipeline. We do this based on market intelligence and insights and underpinned by robust governance.</p> <p>We have two-way valued partnerships with delivery partners to achieve outstanding program and project outcomes for our community.</p>
2.3	<p>We are a trusted partner to ACT Government directorates and in the centre of decision-making; they seek our advice, and we work together on planning, development, procurement and delivery of infrastructure precincts, programs and projects, and property management, leasing and maintenance.</p>
2.4	<p>We are coordinated and focused in our approach to engaging and consulting with communities across all stages of the Infrastructure Investment Lifecycle.</p>

Excellence in service

We exceed expectations. We are the leading experts for whole of Government decision making, investment and implementation in housing, property management, leasing and maintenance, infrastructure and built-form, development, procurement and delivery.

This objective aligns with the ACT Wellbeing Framework by addressing key domains that influence the quality of life for Canberrans.



**ACCESS AND
CONNECTIVITY**



**ENVIRONMENT
AND CLIMATE**



**SOCIAL
CONNECTION**



HEALTH



**HOUSING
AND HOME**



**GOVERNANCE AND
INSTITUTIONS**



REF.	STRATEGIC OUTCOMES <i>Where iCBR needs to be</i>
3.1	<p>We advise on and support early planning and lead the procurement and contract management intended for the delivery of infrastructure programs and projects in partnership with ACT Government directorates.</p>
3.2	<p>We are a trusted custodian of ACT Government assets and land, delivering property management, leasing and maintenance services across the ACT Government’s property portfolio, including long-term planning and facilitation of government accommodation.</p> <p>We ensure properties are fit for purpose and deliver the best outcomes for the community.</p>
3.3	<p>We lead high-quality development, procurement and delivery of infrastructure programs, projects and precincts for the ACT Government.</p>
3.4	<p>We coordinate and shape the ACT Infrastructure Plan and publish the infrastructure pipeline.</p> <p>We provide strategic advice to the ACT Government to inform prioritisation of the infrastructure pipeline.</p>
3.5	<p>We have established a defined approach to portfolio and program management and are applying it across relevant aspects of our business.</p> <p>We are actively seeking opportunities to share our knowledge of portfolio and program management with our ACT Government partners.</p>
3.6	<p>With our partners, we proactively identify opportunities to input to and provide strategic advice and assurance on infrastructure policy and infrastructure procurement policy and decision-making.</p> <p>We provide an integrated and accessible suite of services to support delivery of the ACT Infrastructure Plan and Program in alignment with the needs of our directorate and industry partners.</p>
3.7	<p>We deliver public housing that is safe, secure and meets tenants’ needs. In partnership with Health and Community Services directorate we are constructing new homes, renewing existing properties and maintaining the portfolio to a high standard.</p> <p>We are actively strengthening our capability and systems to ensure a strategic, sustainable and tenant-focused approach to housing infrastructure. We are embedding a proactive asset management model that supports tenant wellbeing, improves housing quality, and delivers value for the ACT community.</p>

Better tools for outstanding outcomes

We are growing the capability of our people, services and industry, supported by data-driven insights, systems and processes that drive high quality outcomes, continuous improvement and challenge the status quo.

This objective aligns with the ACT Wellbeing Framework by addressing key domains that influence the quality of life for Canberrans.



ECONOMY



**EDUCATION AND
LIFE-LONG LEARNING**

REF.	STRATEGIC OUTCOMES <i>Where iCBR needs to be</i>
4.1	Our business model is sustainable and transparent, seeking to maximise the value of investment in the infrastructure we develop, procure, deliver, manage, lease and maintain.
4.2	Our corporate and business systems support and enable the way we do business. They are fully integrated and secure, enabling consistent delivery of high-quality outcomes. Our knowledge is easy to find and leverage. We operate based on a continuous improvement principle and challenge the status quo.
4.3	We create opportunities to improve and innovate on a range of scales to drive efficiencies across our programs, projects and property management, leasing and maintenance services. We leverage a data-driven approach to continuous improvement and innovation.
4.4	We actively share learnings and knowledge across teams, building on each other's high performance to ultimately grow high performing teams and centres of excellence. Our expertise and capability sets the standard and encourages growth in our services and industry.



STRATEGIC RISKS

iCBR recognises risk is inherent to our work, offering both opportunities and challenges in achieving our Strategic Objectives and Outcomes.

iCBR has identified eight strategic risks that underpin its enterprise risk landscape. Among these, the top three strategic risks are:

1. Failure to facilitate an environment of wellbeing and safety.
2. Failure to prevent fraud, bribery and corruption.
3. iCBR does not deliver in line with the expectations of government and partner directorates.

Strategic risks are identified and reviewed annually through iCBR Senior Leadership Group (SLG) Enterprise Risk Workshops, facilitated by the ACT Insurance Authority and guided by the *iCBR Risk Management Framework 2025*, the *ACT Government Risk Management Policy 2019*, and *AS ISO 31000:2018*.

The *iCBR Risk Appetite Statement* informs the assessment and prioritisation of these risks.

Strategic risk management is embedded in iCBR's governance and decision-making processes, enabling proactive oversight that supports the achievement of strategic objectives and maintains stakeholder confidence.



PERFORMANCE INDICATORS

The following indicators will be used as an overarching guide to monitor progress against the Strategic Objectives.

Our people and culture at our heart

Our people and environments are diverse, and we are committed to providing a safe, inclusive, healthy workplace based on trust, where performance and kindness thrive in unison.

Strategic Indicator 1.1:

We have a culture of knowledge sharing and continuous learning and support long term career development across the ACT Public Service and industry.

Partnering for success

To deliver improved outcomes for our community, we prioritise genuine collaboration and robust governance with directorate and industry partners. We are the ACT Government industry lead and trusted advisors to our partners and decision-makers.

Strategic Indicator 2.1:

We provide best practice, value for money outcomes across the infrastructure pipeline.

Strategic Indicator 2.2:

We work in genuine partnership with Aboriginal and Torres Strait Islander communities. In doing so, we seek to identify and address challenges associated with systemic racism, embed and practice meaningful cultural values and strengthen collaboration.

Excellence in service

We exceed expectations. We are the leading experts for whole of Government decision making, investment and implementation in property management, leasing and maintenance, infrastructure and built-form, development, procurement and delivery.

Strategic Indicator 3.1:

Plan for the future of our environment through sustainability in design.

Strategic Indicator 3.2:

Manage infrastructure/assets/property for optimal use and community benefit through maintenance, planning and accommodation services.

Better tools for outstanding outcomes

We are growing the capability of our people, services and industry, supported by data-driven insights, systems and processes that drive high quality outcomes, continuous improvement and challenge the status quo.

Strategic Indicator 4.1:

We work closely and collaboratively with industry to grow capability.

iCBR will prepare an Operational Plan and supporting Business Canvases each year to ensure **alignment** between strategy and operations and to underline the **commitment** by iCBR's people to collective success.

The Operational Plan and the supporting Business Canvases will translate the Strategic Objectives and Outcomes into operational actions, resources and timelines. These assets will be updated annually to reflect progress, changes in priorities and budget cycles.

APPENDIX A

Where we are now

APPENDIX A

Where we are now

This snapshot captures where iCBR is today – our culture, capabilities and how we operate. It gives a clear picture of the starting point for our strategic transformation.

Our people and culture at our heart

- > We manage our workplaces, sites and contractors to minimise safety incidents.
- > We provide help and support to our people and partners on mental health issues as they arise.
- > We recognise that diversity adds value to our organisation, though we are only at the beginning of our journey to be a diverse and inclusive organisation.
- > We have no tolerance for bullying or harassment.
- > Our people are highly skilled and educated, we have grown quickly to meet the challenges of our directorate, and we provide learning and development opportunities for our people.

Partnering for success

- > We are committed to strengthening the connection to Aboriginal and Torres Strait Islander culture by recognising and reflecting their rich history in the infrastructure we are responsible for delivering.
- > We actively embed reconciliation targets in our contracts with industry and agreements with ACT Government partners and through the networks we build and relationships we engage in.
- > We work with local industry in an authentic manner.
- > We are a key and trusted advisor to ACT Government, Directorates and Treasury in the provision of infrastructure and industry expertise and insights.
- > We work with other ACT Government directorates on a project-by-project basis.
- > We engage with the community on a project-by-project basis.

Excellence in service

- > We support our ACT Government partners to procure and deliver infrastructure programs and projects.
- > We provide property management, inspection and assurance services for ACT Government owned properties, including aquatic centres.
- > We procure and deliver an increasing number of large and complex infrastructure programs and projects.
- > We provide advice on the development of the ACT Infrastructure Plan.
- > We deliver programs of work through well-established project quality management systems.
- > We undertake research and analysis and provide advice on infrastructure policy and input into infrastructure procurement policy on an ad-hoc basis.
- > We provide a range of services to support delivery of the ACT Infrastructure Plan and ACT Infrastructure Program.
- > We deliver public housing that is safe, secure, and responsive to tenants' need.

Better tools for outstanding outcomes

- > Our operations are funded from a combination of an allocation from the capital delivery program, revenue and direct appropriation.
- > We currently operate with a mix of corporate and project systems and are actively working to streamline systems to improve data availability and reporting efficiency.
- > Innovation is increasingly being embedded beyond individual projects. We are building on existing pockets of creativity to foster a more consistent, organisation-wide culture of innovation.
- > We are using data and analytics to inform our business decisions. As we grow, we are enhancing consistency in how these tools are applied across the infrastructure investment lifecycle, enabling smarter, more strategic outcomes.





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ENQUIRIES

Enquiries about this publication should be directed to Ministerial, Governance and Corporate Support

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