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Australian Government
High Speed Rail Authority

Non-Financial Performance Report 2023-24

Quarter 3 – January to March 2024

To support section 16F of the Public Governance, Performance and Accountability Act Rule (Annual Performance Statement for Commonwealth Entities), a Non-Financial Performance Report will be updated on a quarterly basis and provided to the HSRA Board. The report provides an update for the current quarter (looking back) and next steps-further actions for future quarters (looking forward). By the end of quarter four, the report will help inform the HSRA’s Annual Performance Statements which must be reported annually in the HSRA Annual Report.

PBS and Corporate Plan

The HSRA’s corporate plan and Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement sets out how the HSRA’s performance will be measured and assessed in achieving the entity’s purposes in the reporting period.

Non-Financial Performance Report

The HSRA’s Non-Financial Performance Report is a form of transparency reporting. The report will allow the HSRA to measure, understand and communicate its progress to the Board on a quarterly basis looking both back on the quarter just passed and future quarters.

Annual Report (Performance Statements)

The HSRA’s annual performance statements, which set out the actual results achieved against each measure and assessment, are included in the entity’s annual report for the reporting period.

Outcome 1 - Developing a high speed rail network between capital cities and key regional centres through policy development and planning, national coordination and strategic advice to enhance Australia's long term rail investment.

Program 1.1 – Advice supports the Australian Government’s objectives for high speed rail.

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PERFORMANCE MEASURE: Develop a risk management policy and framework.

TARGET: By the end of 2023, a risk management policy and framework will be developed that will govern how the HSRA identifies, manages and communicates risk.

By the end of 2023, an Enterprise Risk Register and a Strategic Risk Register will be developed to allow HSRA to implement appropriate risk mitigation and monitoring.

Aligned to Corporate Plan pages 11-13 and Enterprise Risk Register R5, R6

Results			Next Steps-further actions
Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>The draft HSRA Risk Management Policy and Framework was presented to the HSRA Audit and Risk Committee (ARC) s47C</p> <p>[Redacted]</p>	<p>s47C</p> <p>[Redacted]</p> <p>The framework included and initial Enterprise Risk Register which will be further enhanced and developed through a Board risk workshop next quarter. This will consider the outcomes of the strategic risk plan for high speed rail projects to be completed as part of the development of the strategic plan.</p>	<p>s47C</p> <p>[Redacted]</p>	<p>HSRA will finalise updated risk register and systems to manage risks.</p>

Q4 results: Achieved / Partially Achieved / Not Achieved

Status key:

Not started	On track	At risk, minor issues	Major issues, delays	On hold	Achieved
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PERFORMANCE MEASURE: Develop an organisational strategy which includes capability building.
TARGET: By the end of 2023, an organisational strategy will be developed that provides a road map for developing the organisation and its workforce capability and resource needs to deliver the outcome.

Aligned to Corporate Plan pages 11-13 and Enterprise Risk Register SR1, SR4, R6

Results			↓	Next Steps-further actions
Quarter 1	Quarter 2	Quarter 3		Quarter 4
<p>A Request for Quote process was run and s47G(1)(a) were selected as the successful respondent to complete the organisational strategy work on behalf of the HSRA.</p> <p>s47C, s47E(d)</p>	<p>s47C, s47E(d)</p> <p>November – Final Organisational Strategy design provided.</p> <p>s47C, s47E(d)</p> <p>s47E(d)</p>	<p>s47C, s47E(d)</p>		<p>s47C</p>

Q4 results: Achieved / Partially Achieved / Not Achieved

Status key:

Not started	On track	At risk, minor issues	Major issues, delays	On hold	Achieved
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PERFORMANCE MEASURE: Develop a Strategic Plan to support the development of the High Speed Rail Phase 3 - Pathway to Delivery report (building on the 2013 Phase 2 Report) and a detailed business case for High Speed Rail on the Sydney to Newcastle section.

TARGET: By February 2024, develop a strategic Stakeholder Engagement and Communications Plan, develop a strategic Industry Engagement Plan, develop a strategic project Risk Management Plan develop a strategic project Probiity Plan to assist the HSRA in determining its priorities and achieving its goals.

Aligned to Corporate Plan pages 11-13 and Enterprise Risk Register SR1, SR2, SR3, SR4, R5, R6

Results			Next Steps-further actions
Quarter 1	Quarter 2	Quarter 3	
<p>A Request for Quote process was completed and s47G(1) was selected to develop the Strategic Plan and complementary documents s47C</p> <ul style="list-style-type: none"> █ [Redacted] █ [Redacted] █ [Redacted] █ [Redacted] █ [Redacted] 	<p>s47C</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>– Final Strategic Plan presented to the HSRA.</p> <p>– Assessed the outcomes of the Organisational Strategy and Strategic Plan to determine staffing and skills required to deliver the Government’s high speed rail agenda.</p> <p>s47C, s47E(d)</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	<p>February – Strategic Plan s47C</p> <p>[Redacted]</p> <ul style="list-style-type: none"> █ [Redacted] █ [Redacted] █ [Redacted] █ [Redacted] █ [Redacted] <p>[Redacted]</p> <p>[Redacted]</p>	N/A

Q4 results: Achieved / Partially Achieved / Not Achieved

Status key:


Not started	On track	At risk, minor issues	Major issues, delays	On hold	Achieved
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PERFORMANCE MEASURE: Appoint a permanent Chief Executive Officer to head the Authority.
TARGET: By early 2024, a Chief Executive Officer will have been permanently appointed.
 Aligned to Corporate Plan pages 11-13 and Enterprise Risk Register SR1, SR2, SR3, SR4, R5, R6

Results			Next Steps-further actions
Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>21 July to 13 August - Executive search and CEO recruitment advertising undertaken.</p> <p>24 and 28 August – Recruitment Panel reviewed applications and conducted shortlisting.</p> <p>11, 14 and 19 September - Round one virtual interviews held with 6 initial shortlisted candidates.</p>	<p>s47C</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>[Redacted text]</p> <p>December – Board approved for the HSRA Board Chair making an offer to the selected candidate and signing an instrument of appointment.</p>	 <p>The newly appointed CEO commenced on 15 January 2024. The CEO onboarding process was successfully concluded this quarter.</p>	<p>N/A</p>

Q4 results: Achieved / Partially Achieved / Not Achieved

Status key:					
Not started	On track	At risk, minor issues	Major issues, delays	On hold	Achieved

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PERFORMANCE MEASURE: Build on the 2013 High Speed Rail Phase 2 Report to support strategic planning for an east coast High Speed Rail network and development of business case.

TARGET: Commission the Pathway to Delivery Report (building on the 2013 Phase 2 Report) to support strategic planning for an east coast high speed rail network.

Commission a detailed business case for HSR on the Sydney to Newcastle section.

Aligned to Corporate Plan pages 11-13 and Enterprise Risk Register SR1, SR2, SR3, SR4, R5, R6

Results			Next Steps-further actions
Quarter 1	Quarter 2	Quarter 3	Quarter 4
<p>The Strategic Plan and complementary documents were commissioned to inform the development of the HSR Phase 3 – Pathway to Delivery report.</p> <p>The Strategic Plan is also determining dependencies that are required to be resolved to commence delivery of the Sydney to Newcastle detailed business case.</p>	<p>October - December – As part of the Strategic Plan:</p> <ul style="list-style-type: none"> - determined program requirements to deliver the Government’s high speed rail agenda. - determined governance and procurement arrangements to commission key work programs. - determined funding source and timeframes for securing funding. <p>December</p> <ul style="list-style-type: none"> - Commenced developing procurement documents to procure the program of work. <p>s47D</p>	<p>The Australian Government approved \$78.8 million over two years in additional funding for HSRA to develop the Business Case. The Government announced in January 2024 that the Business Case for Sydney to Newcastle section was expected to be completed by December 2024.</p> <p>s47B(a)</p> <p>s47E(d)</p>	<p>s47B(a)</p> <p>Finalise procurement of for external providers to complete the Business Case and Product Definition Report.</p> <p>Finalise the detailed work program for the development of the Business Case and Product Definition Report.</p>

Q4 results: Achieved / Partially Achieved / Not Achieved

Status key:

Not started	On track	At risk, minor issues	Major issues, delays	On hold	Achieved
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PERFORMANCE MEASURE: Develop a strategy to progress state and federal environmental approvals.
TARGET: By the end of 2024, a strategy to progress state and federal environmental approvals, including a stocktake of the existing frameworks and options for addressing any challenges associated with location-specific issues.
 Aligned to Corporate Plan pages 11-13 and Enterprise Risk Register SR1, SR2, SR3, SR4, R5, R6

Results		↓	Next Steps-further actions
Quarter 1	Quarter 2	Quarter 3	Quarter 4
The Strategic Plan and complementary documents were commissioned to facilitate the development of a strategy to progress state and federal environmental approvals.	Undertook strategic planning on the development of a strategy and governance arrangements to progress state and federal environmental approvals.	s47B(a) [Redacted]	s47B(a) [Redacted]

Q4 results: Achieved / Partially Achieved / Not Achieved

Status key:

Not started	On track	At risk, minor issues	Major issues, delays	On hold	Achieved
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PERFORMANCE MEASURE: Develop a strategy to progress state and local agreements necessary to realise construction.
TARGET: By the end of 2024, a governance strategy to progress state and local agreements to support delivery of high speed rail construction projects.
 Aligned to Corporate Plan pages 11-13 and Enterprise Risk Register SR1, SR2, SR3, SR4, R5, R6

Results			Next Steps-further actions
Quarter 1	Quarter 2	Quarter 3	Quarter 4
The Strategic Plan and complementary documents were commissioned to facilitate the development of a strategy to progress state and local agreements necessary to realise construction.	Undertook strategic planning on the development of governance arrangements to progress state and local agreements necessary to realise construction.	s47B(a) [Redacted] [Redacted]	s47B(a) [Redacted] [Redacted]

Q4 results: Achieved / Partially Achieved / Not Achieved

Status key:

Not started	On track	At risk, minor issues	Major issues, delays	On hold	Achieved
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ANALYSIS/DISCUSSION NOTES: (If required)

Nil.

s47E(d)



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Quarterly Report

Quarter Three

January to March 2023-24

Developing a high speed rail network between capital cities and key regional centres through policy development and planning, national coordination and strategic advice to enhance Australia's long term rail investment.

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Quarterly performance targets summary (as at 31 March 2024)

2023-24 Targets	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Establishment of the High Speed Rail Authority (including Statement of Intent and Corporate Plan)	✓											
Monthly operating budget on track (within 10% +/-) <i>Refer to Financial Report page 6</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓			→
Establishment and review of internal governance processes in accordance with the requirements of the <i>Public Governance, Performance and Accountability Act 2013</i>	◆	◆	◆	◆	◆	◆	◆	◆	◆			→
Appoint a permanent Chief Executive Officer to head the Authority	◆	◆	◆	◆	◆	✓						
Develop a risk management policy and framework		◆	◆	◆	◆	✓						
Develop an organisational strategy which includes capability building		◆	◆	◆	◆	✓						
Develop a Strategic Plan to support the delivery of a detailed Business Case for HSR on the Sydney to Newcastle section		◆	◆	◆	◆	✓						
Commission the work program to deliver the detailed Business Case for a HSR on the Sydney to Newcastle section							◆	◆	◆			→
Develop a strategic Project Risk Management Plan				◆	◆	◆	◆	◆	✓			
Develop a strategic Stakeholder Engagement and Communications Plan					◆	◆	◆	◆	✓			
Develop a strategic Industry Engagement Plan					◆	◆	◆	◆	✓			
Develop a strategic Project Probity Plan					◆	◆	◆	◆	✓			
Develop a strategy to progress NSW and federal environmental approvals												→
Develop a strategy to progress NSW and local agreements necessary to realise construction												→

Planned schedule
 ◆ In progress
✓ Complete

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Quarter Three – Results (1 January to 31 March)

- The new CEO commenced on 15 January 2024. The CEO onboarding process was successfully concluded this quarter.
- The Australian Government approved \$78.8 million over two years in additional funding for HSRA to develop the Business Case for Sydney to Newcastle section. The Government announced in January 2024 that the Business Case for Sydney to Newcastle section was expected to be completed by December 2024.
- s47B(a) [Redacted]
- The HSRA Board agreed that based on discussions with the Government, the Pathway to Delivery Report would be replaced with a Product Definition Report (PDR) that would be developed alongside the Business Case for Sydney to Newcastle. s47B(a) [Redacted]
- s47C [Redacted]
- s47C [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]

These documents will inform the development of a plan to progress state and federal environmental approvals and a plan to progress state and local agreements necessary to realise construction.
- s47C [Redacted]
 - s47E(d) [Redacted]
- The HSRA commissioned external Business Case Management Advisors on 28 March 2024.
- The HSRA released open tender approaches to market for all major contracts (8 packages) on 15 March 2024. An industry briefing to discuss the scope of the work program was held on 27 March 2024. Tender responses closed on 12 April (six packages), 17 April and 19 April. Response Evaluation Committees have been convened to evaluate the first six tender packages which are scheduled for delegate approval during the week commencing 29 April, with contracts to be awarded in early May. The remaining two tender submission responses are scheduled to be evaluated in the week of 29 April for delegate approval and awarding in mid-May.
- s47B(a) [Redacted]
- HSRA continued its engagement with industry representatives, States and ACT government representatives; regulators and Commonwealth agencies to discuss opportunities for collaboration and policy alignment.

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Quarter Four – (1 April to 30 June)

Results:

- The HSRA's Enterprise Agreement 2024-27 was approved by the Fair Work Commission on 22 April 2024. Consequently, the HSRA will need to update employment procedures and will undertake a review of its Performance Management Framework.
- §47B(a)

Next steps:

- The HSRA will:
 - Finalise and award contracts for external providers to complete the Business Case and Product Definition Report.
 - Finalise the detailed work program for the development of the Business Case and Product Definition Report.
 - §47C
 - Commence drafting the HSRA 2024-2027 Corporate Plan.
 - Develop an initial assessment of requirements for state and federal environmental approvals.
 - Consult State and Territory Governments on agreements necessary to progress construction.
 - Engage with ACT, Victoria and Queensland to progress the definition of the high speed rail corridor in their respective jurisdictions taking account of various other infrastructure projects that have occurred since the 2013 report was finalised. This will be one of the key inputs into the Product Definition Report.
- §47C


Emerging Risks

The HSRA is committed to establishing and integrating governance processes tailored to its needs. The agency is progressively embedding governance frameworks that are aptly suited for its scale, ensuring they align with statutory and legislative requirements. These endeavours are aimed at strengthening risk mitigation measures and reinforcing internal controls, essential components for safeguarding the HSRA's operations and fostering sustainable growth.

Examples this quarter of HSRA's risk mitigation and internal controls are:

- The HSRA procured internal audit services from Bellchambers Barrett via a competitive procurement round. The first internal audit is the post HSRA establishment governance review. A report will be presented to the HSRA's Audit and Risk Committee early June.
- The HSRA procured independent probity advisory services from O'Connor Marsden & Associates Limited (OCM) via a competitive procurement round. On 6 March 2024, OCM began review of HSRA's nine large scale procurements to ensure the appropriate integrity, transparency and compliance throughout the processes.
- On 14 March 2024, HSRA held a risk management workshop facilitated by L.E.K (specialist adviser to Inland Rail) to further develop the initial set of identified risks. The output from this meeting was considered at a risk management workshop on 18 March 2024 with the HSRA Board and Executive team (facilitated by L.E.K) aimed to enhance organisational preparedness and resilience. Through this workshop, participants gained invaluable insights into identifying, assessing and mitigating potential risks across various operational domains. With L.E.K's expertise, attendees agreed practical strategies and best practices to proactively manage uncertainties and optimise decision-making processes. L.E.K critically reviewed and further developed the HSRA Risk Management Plan, risk register and other risk related material based on their Inland Rail and other major infrastructure projects they had

been actively involved in, to assure HSRA and the Board that the risks faced by the authority have been appropriately identified and suitable mitigation and risk management approaches are in place.

- s47C

- The HSRA holds weekly all staff meetings to update staff on the work of the authority, where issues are raised and discussed.
 - Staff can use this forum (but are not limited to this space) to raise any Work, Health and Safety issues and organisational risks which are recorded and actioned.

s47B(a)


Financial Report

Operational budget

Total funding for the HSRA in 2023-24 is s47D and comprises of s47D for departmental purposes and s47D for the development of the Sydney to Newcastle Business Case.

s47D
[Redacted]

s47D
[Redacted]

Budget Overview - Departmental

s47D
[Redacted]

Supplier expenses:

s47D
[Redacted]

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Budget Overview – Sydney to Newcastle Business Case

The HSRA Sydney to Newcastle Business Case spend to date is s47D and relates to costs associated with the Services Agreement with Transport for NSW. s47D

The forecast spend also includes 8 individual procurements relating to the Business Case that will commence from May onwards:

- Technical Advisory and Environment
- Project Controls Services
- Network Rail Operations
- Transport, Land Use and Property
- Economics, Funding & Financing & Demand Modelling
- Commercial, Delivery Strategy & Industry Engagement
- First Nations People Participation & Engagement
- First Nations People Cultural & Heritage Advisory

s47D