



# Non-Financial Performance Report 2023-24

## Quarter 1 – July to September 2023

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 Governments objectives for high speed rail.

OFFICIAL

**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) on 20 September 2023. The ARC commented that it was a good starting point for the HSRA and requested the Secretariat make some amendments as well as schedule a risk workshop for the ARC and HSRA Board to consider risks in context of the corporate plan.</p>	<p>The amended risk management policy and framework will be presented to the ARC and HSRA Board on the 29 November 2023.</p> <p>The framework includes an initial Enterprise Risk Register which will be fleshed further in a risk workshop next quarter.</p> <p>By the end of 2023, a draft strategic risk plan will have been developed under the strategic plan work.</p>	<p>A risk workshop will be scheduled in March 2024. By this point in time the organisational strategy and strategic plan (including a strategic risk plan) will be completed and provide the ARC and Board with more insight into HSRA's enterprise and operational risk environment.</p> <p>The new Chief Executive Officer should also be on board at this point in time to participate in the workshop.</p>	

**MEASUREMENT:** 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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OFFICIAL

OFFICIAL

**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 Human Kapital (HK) were selected as the successful respondent to complete the organisational strategy work on behalf of the HSRA.</p> <p>Work began on 14 September, with an inception meeting between HK and the Executive.</p> <p>19 September – CEO discussed Organisational Strategy with HSRA staff.</p> <p>21 September – First workshop commencing the business process matrix development.</p> <p>20-29 September – Individual sessions with HK and Executive.</p>	<p>4 October – Meeting with HSRA, HK and Etheus (Strategic Plan team).</p> <p>10 October – HK to brief Board.</p> <p>11 October – Final workshop with Executive to run through business process matrix.</p> <p>17 October – Workshop with all HSRA staff.</p> <p>23 October – First draft of Organisational Strategy.</p> <p>25 October – HK to present Organisational Strategy to Board.</p> <p>6 November – Second draft of Organisational Strategy.</p> <p>13 November – Final Organisational Strategy due.</p>	<p>Assess the outcomes of the Organisational Strategy and Strategic Plan (due to be completed by the end of February 2024) to determine staffing and skills requirements to deliver the Government’s high speed rail agenda.</p> <p>Build Organisational Strategy work into developing the organisation and its workforce capability over the longer term.</p> <p>Determine resourcing needs based Organisational Strategy work and create a short term recruitment plan.</p>	

Target: 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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OFFICIAL

**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 Probity 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	Quarter 4
<p>A Request for Quote process was completed and Etheus was selected to develop the Strategic Plan and complementary documents including:</p> <ul style="list-style-type: none"> <li>Strategic Stakeholder Engagement and Communications Plan</li> <li>Strategic Risk Management Plan</li> <li>Strategic Industry Engagement Plan</li> <li>Strategic Project Probity Plan</li> </ul> <p>27 September - inception meeting held between the HSRA and Etheus.</p>	<p>4 October – Meeting between HumanKapital (Organisational Strategy) and Etheus (Strategic Plan).</p> <p>5 October – Workshop - Etheus and HSRA.</p> <p>8 November – First draft of Strategic Plan.</p> <p>15 November – Present Strategic Plan to Board.</p> <p>8 December – Second draft of Strategic Plan.</p> <p>13 December – Virtual meeting to update progress on all documents.</p> <p>20 December – Final Strategic Plan due.</p>	<p>24 January – Draft complementary documents due.</p> <p>7 February – Present draft complementary documents to the Board.</p> <p>14 February – Final complementary documents due.</p> <p>Assess the outcomes of the Organisational Strategy and Strategic Plan to determine staffing and skills requirements to deliver the Government’s high speed rail agenda.</p> <p>Based on the guidance provided by the Strategic Plan, develop the scope for the Pathway to Delivery Report.</p>	

Target: 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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OFFICIAL

**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>20 Oct - Round two interviews with top 3 candidates, psychological testing and referee checks completed.</p> <p>3 Nov - Selection report drafted and cleared by the panel and APS Commissioner before being sent to the Board.</p> <p>10 November - Board review selection report, select two suitable candidates and consult with the Minister. Board approve documents for significant appointment process.</p> <p>Late November - Minister to write the PM seeking approval. PM may refer to Cabinet for approval.</p>	<p>PM/cabinet approval granted and Board signs instrument formally appointing the CEO.</p> <p>Appoint suitable candidate.</p> <p>On boarding of new CEO.</p>	

Target: 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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OFFICIAL

**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>Determine governance arrangements to deliver the HSR Phase 3 – Pathway to Delivery report.</p> <p>Determine funding source and timeframe for securing funding.</p> <p>Develop procurement documents for the Phase 3 - Pathway to Delivery report.</p>	<p>Procure the Phase 3 - Pathway to Delivery report.</p> <p>Determine governance arrangements to deliver the Sydney to Newcastle detailed business case.</p>	<p>Manage the development of the HSR Phase 3 – Pathway to Delivery report.</p>
<p><b>Target: Achieved / Partially Achieved / Not Achieved</b></p>			

Status key:

Not started	On track	At risk, minor issues	Major issues, delays	On hold	Achieved
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**OFFICIAL**

**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.	Develop a plan for strategy and governance arrangements to progress state and federal environmental approvals.	Work with States/ACT to progress the initial stages of the plan for state and federal environmental approvals.	Work with States/ACT to progress the initial stages of the plan for state and federal environmental approvals.

**Target: 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.	Develop a plan for strategy and governance arrangements to progress state and local agreements necessary to realise construction.	Work with States/ACT to progress the initial stages of the plan for state and local agreements necessary to realise construction.	Work with States/ACT to progress the initial stages of the plan for state and local agreements necessary to realise construction.

Target: 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.

**REPORT APPROVAL**

<b>Date CEO Approved:</b>	16 October 2023
<b>Date Board Approved (and Board meeting number):</b>	OOS 24 October 2023
<b>Date reviewed by the Audit and Risk Committee:</b>	29 November 2023 (meeting 02-23/24)

**DOCUMENT CONTROL**

<b>Version:</b>	1.0 (initial template as at 25 August 2023)
<b>Changes made by:</b>	N/A

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# Non-Financial Performance Report 2023-24

## Quarter 2 – October to December 2023

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) on 20 September 2023. The ARC commented that it was a good starting point for the HSRA and requested the Secretariat make some amendments as well as schedule a risk workshop for the ARC and HSRA Board to consider risks in context of the corporate plan.</p>	<p>The amended risk management policy and framework was endorsed by the HSRA ARC on the 29 November 2023.</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>The amended risk management policy and framework will be presented to the Board in an out of session meeting in January 2024.</p> <p>A risk workshop will be scheduled in March 2024. The workshop will review in detail the outcome of the organisational strategy and strategic plan (including the strategic risk plan) with a view to informing the ARC and Board’s understandings about HSRA’s enterprise and operational strategic risk environment.</p> <p>The new Chief Executive Officer will also be appointed by this point and will participate in the workshop and analysis of organisational and operating environment 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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OFFICIAL

**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 Human Kapital (HK) were selected as the successful respondent to complete the organisational strategy work on behalf of the HSRA.</p> <p>Work began on 14 September, with an inception meeting between HK and the Executive.</p> <p>19 September – CEO discussed Organisational Strategy with HSRA staff.</p> <p>21 September – First workshop commencing the business process matrix development.</p> <p>20-29 September – Individual sessions with HK and Executive.</p>	<p>October – Meeting with HSRA, HK and Etheus (Strategic Plan team).</p> <p>October – HK briefed the Board.</p> <p>October – Final workshop with Executive to run through business process matrix.</p> <p>October – Workshop with all HSRA staff.</p> <p>October – Worksop with all HSRA staff.</p> <p>November – HK presented Organisational Strategy to Board.</p> <p>November – Final Organisational Strategy design provided.</p> <p>Assessed the outcomes of the Organisational Strategy and Strategic Plan to determine staffing and skills requirements to deliver the Government’s high speed rail agenda.</p> <p>December – Provided advice to the portfolio Department about additional resourcing needs and requirements coming out of the Organisational Strategy and Strategic Plan to inform any budget bids.</p>	<p>Determine resourcing needs based Organisational Strategy work and implement key short term recruitment actions.</p> <p>Build Organisational Strategy into a longer term recruitment and capability building activities to develop and enhance the capability and capacity of the organisation and its workforce over the longer term.</p> <p>Begin recruitment.</p>	<p>Continued recruitment of relevant staff to build HSRA’s workforce capability.</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 Probity 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	Quarter 4
<p>A Request for Quote process was completed and Etheus was selected to develop the Strategic Plan and complementary documents including:</p> <ul style="list-style-type: none"> <li>Strategic Stakeholder Engagement and Communications Plan</li> <li>Strategic Risk Management Plan</li> <li>Strategic Industry Engagement Plan</li> <li>Strategic Project Probity Plan</li> </ul> <p>27 September - inception meeting held between the HSRA and Etheus.</p>	<p>October</p> <ul style="list-style-type: none"> <li>- Meeting between HumanKapital (Organisational Strategy) and Etheus (Strategic Plan).</li> <li>- Workshop - Etheus and HSRA.</li> </ul> <p>November – Presented first draft of the Strategic Plan to Board.</p> <p>December</p> <ul style="list-style-type: none"> <li>- Second draft of Strategic Plan.</li> <li>- Virtual meeting to update progress on all documents.</li> <li>– Final Strategic Plan presented to the HSRA.</li> <li>– 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.</li> <li>– Provided advice to the portfolio Department about additional resourcing needs and requirements coming out of the Organisational Strategy and Strategic Plan to inform any budget bids.</li> </ul>	<p>January – Draft complementary documents due.</p> <p>February – Present draft complementary documents to the Board.</p> <p>February – Final complementary documents due.</p> <p>Based on the guidance and recommendations provided in the Strategic Plan and in line with the outcomes of the Organisational Strategy, implement a program or work to scope and deliver key program activities to deliver the Government’s high speed rail agenda.</p> <p>Build Organisational Strategy into a longer term recruitment and capability building activities to develop and enhance the capability and capacity of the organisation and its workforce over the longer term.</p>	<p>Continued work to deliver the program of work linked to the Government’s High Speed Rail agenda.</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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OFFICIAL

**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>October - Round two interviews with top 3 candidates, psychological testing and referee checks completed.</p> <p>November - Selection report drafted and cleared by the panel and APS Commissioner before being sent to the Board.</p> <p>November - Board reviewed selection report, selected suitable candidates and consulted with the Minister. Board approved the documents for significant appointment process.</p> <p>November - The Minister wrote to the Prime Minister seeking his endorsement of the recommended CEO candidate.</p> <p>November - The Government formally endorsed the appointment of a permanent CEO.</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>On boarding of new CEO.</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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OFFICIAL



**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"> <li>- determined program requirements to deliver the Government’s high speed rail agenda.</li> <li>- determined governance and procurement arrangements to commission key work programs.</li> <li>- determined funding source and timeframes for securing funding.</li> </ul> <p>December</p> <ul style="list-style-type: none"> <li>- Commenced developing procurement documents to procure the program of work.</li> </ul> <p>– Provided advice to the portfolio Department about additional resourcing needs and requirements coming out of the Organisational Strategy and Strategic Plan to inform any budget bids.</p>	<p>Procure key programs of work to underpin delivery of the Government’s high speed rail agenda including delivery of detailed planning for the Sydney to Newcastle corridor.</p> <p>Implement governance arrangements to deliver the Sydney to Newcastle detailed business case.</p>	<p>Manage the development of the program or work.</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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OFFICIAL

**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.	Work with NSW to progress the development of a strategy for state and federal environmental approvals.	Work with NSW to progress the development of a strategy for state and federal environmental approvals.

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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OFFICIAL

OFFICIAL

**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.	Work with NSW to progress development of state and local agreements necessary to realise construction.	Work with NSW to progress the strategy for state and local agreements necessary to realise construction.

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.

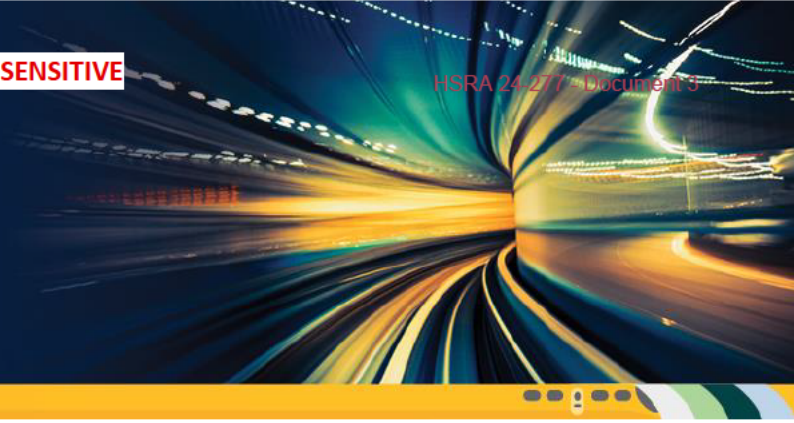
**REPORT APPROVAL**

<b>Date CEO Approved:</b>	18 January 2024
<b>Date Board Approved (and Board meeting number):</b>	19 February 2024
<b>Date reviewed by the Audit and Risk Committee:</b>	

**DOCUMENT CONTROL**

<b>Version:</b>	1.0 (initial template as at 25 August 2023)
<b>Changes made by:</b>	N/A

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# Quarterly Report

## Quarter One

July to September 2023-24

*Develop a high speed rail network between 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 30 September 2023)

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 development of a Pathway to Delivery Report (building on the 2013 Phase 2 Report) and a Detailed Business Case for 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												
Commission a Pathway to Delivery Report (building on the 2013 Phase 2 Report) to support strategic planning for an east coast high speed rail network												→
Develop a strategy to progress state and federal environmental approvals												→
Develop a strategy to progress state and local agreements necessary to realise construction												→
Commission a Detailed Business Case for the Sydney to Newcastle section												→

Planned schedule
  In progress
  Complete

## Quarter One – Results (1 July to 30 September)

- The inaugural Corporate Plan and Statement of Intent were finalised and published on 29 August 2023. The 2023-27 Corporate Plan and Statement of Intent respond to the Government’s Statement of Expectations issued on 4 August 2023 and outline strategic priorities for HSRA.
- The Board initiated a merit-based and publicly advertised process to recruit a permanent Chief Executive Officer (CEO) in line with the *High Speed Rail Authority Act 2022*.
  - Hudson Australia provided public advertising, executive search and recruitment services.
  - A recruitment panel of Board members and a representative from the Department of Finance, shortlisted applicants and conducted interviews in September 2023.
- HSRA initiated the development of an Organisational Strategy on 14 September 2023 to ensure it has the capability and resources required to deliver the Government’s Statement of Expectations.
  - The HSRA undertook a Request for Quote (RFQ)/Approach to Market (ATM) process to procure consultancy services. Human Kapital, a specialist consultant with experience in organisational strategy, was contracted to assist HSRA to develop an Organisational Strategy.
  - Human Kapital is developing a business process matrix in close consultation with HSRA leadership and staff. This includes mapping all current and future activities HSRA is/will be required to undertake over the next five years, which will inform staff resourcing and organisational structural requirements going forward.
- The draft Risk Management Policy and Framework was developed and considered by the HSRA Audit and Risk Committee (ARC) on 20 September 2023.
  - A risk workshop for the ARC and Board will be scheduled in March 2024 to consider risks sources and management strategies in detail. This timing will align with the commencement of the new CEO, the finalisation of the Strategic Plan and will be framed around the context of the Corporate Plan.
- HSRA initiated the development of a Strategic Plan on 25 September 2023 to set a clear strategic narrative, objectives and activities required to develop an east coast high speed rail network in line with the Government’s Statement of Expectations.
  - The Strategic Plan will inform the scope of the Pathway to Delivery Report and will update the 2013 High Speed Rail Study.
  - The Strategic Plan will be supported by complementary strategic plans on: Stakeholder Engagement and Communications; Risk Management; Industry Engagement; and Project Probity. It will also inform the development of a strategy to progress state and federal environmental approvals and a strategy to progress state and local agreements necessary to realise construction.
  - The HSRA undertook a Request for Quote (RFQ)/Approach to Market (ATM) process to procure consultancy services off the Department of Finance Management Services Panel. Etheus, a specialist infrastructure strategic consultant, was contracted to assist HSRA to develop the Strategic Plan and supporting strategies.
- The Board was briefed by HSRA in detail on previous work on high speed rail and other relevant topics in a number of separate deep dives, including:
  - 2013 High Speed Rail Study (Phase 2) Report key findings and assumptions
  - 2019 Sydney to Newcastle Strategic Business Case, including site visit to Newcastle and detailed briefings from Transport for New South Wales and meeting with City of Newcastle
  - Regulatory approvals and corridor protection processes
  - Project Financing and Procurement
  - Infrastructure Australia Assessment Framework
  - Commonwealth/state relations and governance.
- The Board Charter outlining the framework within which the Board will operate including its roles, responsibilities and expectations was completed on 25 August 2023.

- HSRA engaged widely with industry participants, including introductory meetings with 18 rail manufacturers, operators, engineers, designers and consultants from Australia and overseas; representatives from New South Wales, Queensland, Victoria and ACT governments; peak bodies and rail regulators.
  - HSRA is mindful of the need to maintain probity requirements in industry meetings so at least 2 HSRA officers are present at industry meetings and no sensitive information is shared or commitments made.

## Quarter Two – (1 October to 31 December)

### Results:

- CEO Recruitment Selection Panel Report was finalised on 24 October following interviews, psychometric testing and referee checks. The Board and APS Commissioner endorsed the report on 26 October. The Chair wrote to the Minister for Infrastructure, Transport, Regional Development and Local Government (the Minister) to consult her about the Board's preferred candidate on 31 October.
- The Board established a People and Culture Committee in accordance with subsection 14(2) of the High Speed Rail Authority Act 2022. A committee charter was approved by the Board on 10 October setting out the Committee's functions, membership, reporting and administrative arrangements.

### Next steps:

- Pending the Prime Minister's - or at his discretion the Cabinet's - endorsement of the preferred candidate, the Chair of the HSRA will sign an appointment Instrument appointing a permanent CEO.
- The Board and ARC will meet in November to consider the following governance items:
  - Personal Interest Disclosure Policy (as per the *Public Interest Disclosure Act 2013*)
  - Privacy Policy (as per the *Privacy Act 1988*)
  - Gifts and Benefits Policy (as per the *APSC Guide for Agency Heads – Gifts and Benefits*)
- HSRA will finalise the Organisational Strategy in November. Subject to the Board's consideration, the Chair will write to the Minister to brief her on the outcomes of this work and any broader resource implications to implement the strategy, including advice on how HSRA will be managed in a financially sustainable manner.
  - The Organisational Strategy will outline recommendations on organisational structure, key staff recruitment activities and staff training and capability development.
- HSRA will finalise the Strategic Plan by the end of December 2023.
  - Subject to the Board's consideration, the Chair will write to the Minister to brief her on the outcomes of the Strategic Plan in early 2024 outlining a clear strategic narrative, objectives and activities required to develop an east coast high speed rail network.
  - HSRA will consult the Department of Infrastructure, Transport, Regional Development and Local Government (the Department), Infrastructure Australia and other relevant Commonwealth entities. HSRA will also engage with the States and ACT Governments to inform the development of the Strategic Plan.
  - The complementary strategic Stakeholder Engagement and Communications Plan, Risk Management Plan, Industry Engagement Plan and Project Probity Plan will be substantially progressed by December 2023, and finalised by February 2024.
- HSRA will continue to engage with industry representatives, States and ACT government representatives; regulators and Commonwealth agencies to discuss opportunities for collaboration and policy alignment. This will include key note speeches and panel conversations by interim CEO at the following events:
  - Engineers Australia's Unleashing Australia's high speed future on 18 October 2023.
  - Australia Financial Review's Infrastructure Summit on 13 November 2023.
  - AusRail Plus Conference – High Speed Rail: Planning for Australia's Future on 15 November 2023.



## Emerging Risks

s22(1)(a)(ii)

HSRA is in the process of establishing its governance processes, including documents relating to risk management and internal controls. To assist with risk mitigation and internal controls:

- The HSRA Board (accountable authority) established an Audit and Risk Committee (ARC) in accordance with section 45 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 17 of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) – Audit Committee for Commonwealth entities.
- An ARC charter was approved by the Board on 25 August 2023, setting out the Committee’s functions, membership, reporting and administrative arrangements.
- The draft HSRA Risk Management Policy and Framework was presented to the ARC on 20 September 2023.
  - A risk workshop for the ARC and HSRA Board will be scheduled in November to consider risks in context of the Corporate Plan.
  - The framework includes an initial Enterprise Risk Register which will be further developed through an ARC/Board risk workshop scheduled for March 2024. This workshop will provide an opportunity for the newly appointed CEO to be involved in its evolution and incorporate the outcomes of the Organisational Strategy and Strategic Plan (including the Strategic Risk Management Plan) and provide the ARC and Board with more insight into HSRA’s enterprise and operational risk environment.

s22(1)(a)(ii)

Specific Emerging Risks/Issues	Status
HSRA does not provide Organisational Strategy on time.	Monitor
HSRA does not provide Strategic Plan and complimentary documents on time.	Monitor

s22(1)(a)(ii)

- Low risk, will monitor
- Medium risk, minor issues
- High risk, major issues/delays

# Financial Report

s22(1)(a)(ii)



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# Quarterly Report

## Quarter Two

October to December 2023-24

*Develop a high speed rail network between 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 December 2023)

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

## Quarter Two – Results (1 October to 31 December)

- The process to recruit a permanent Chief Executive Officer (CEO) was completed.
  - On 3 November 2023, the selection report was cleared by the panel of Board members and a representative from the Department of Finance and further clearance was provided by the Australian Public Service Commissioner.
  - On 10 November 2023, the Board reviewed the selection report and approved consultation with the Minister and the documents for the significant appointment process.
  - The Minister wrote to the Prime Minister seeking his endorsement of the recommended CEO candidate. In line with normal practice, the Prime Minister sought the agreement of Cabinet for this significant appointment.
  - On 27 November 2023, the Government formally endorsed the appointment.
  - On 5 December 2023, the Board approved for the HSRA Board Chair being able to sign and send the letter of offer and the instrument of appointment.
  - On 7 December 2023, the instrument of appointment was formally signed by the HSRA Board Chair.
  
- As directed under the Minister’s Statement of Expectations the HSRA Organisational Strategy was completed on 27 November 2023. The Organisational Strategy outlines recommendations on organisational structure, key staff recruitment activities and staff training and capability development.
  
- The Strategic Plan to deliver a detailed business case for high speed rail on the Sydney to Newcastle corridor was completed on 20 December 2023. This plan establishes a clear strategic narrative, objectives and activities required to deliver the Detailed Business Case for Sydney to Newcastle and other activities needed to commence corridor protection.
  - The Strategic Plan is supported by complementary strategic documents covering: Stakeholder Engagement and Communications; Risk Management; Industry Engagement; and Project Probity. Together, these will inform the development of a strategy to progress state and federal environmental approvals and a strategy to progress state and local agreements necessary to realise construction.
  
- The Organisational Strategy and Strategic Plan informed an analysis of resource requirements and scope of work needed for the HSRA to deliver a Detailed Business Case for HSR on the Sydney to Newcastle section and to commence corridor protection.
  
- The HSRA worked with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the Department) to factor resource requirements in to relevant budget processes, commenced work to recruit key staff and scoped programs of work that will be commissioned in the new year to deliver the Detailed Business Case.
  
- HSRA undertook a procurement process to seek advice on approaches to fund and finance a high speed rail link between Sydney and Newcastle. ICA Partners was contracted to assist HSRA to develop this advice and to recommended the most suitable options for future detailed analysis as part of the development of the Detailed Business Case.
  
- The Chair of the Board wrote to the Minister in late December to advise of the outcomes of the Organisational Strategy, Strategic Plan and advice on funding and financing options. The letter advised the Minister on strategic narrative, objectives and activities required to develop a Detailed Business Case for HSR on the Sydney to Newcastle corridor, the resource requirements that would be needed to deliver the business case and how HSRA will continue to be managed in a financially sustainable manner.

- The Board established a People and Culture Committee in accordance with subsection 14(2) of the High Speed Rail Authority Act 2022. A committee charter was approved by the Board on 10 October 2023 setting out the Committee's functions, membership, reporting and administrative arrangements. The committee held its first meeting on 23 November 2023 to discuss HSRA's:
  - Values
  - Current Employment Framework
  - Performance Management Framework.
- HSRA continued its engagement with industry representatives, States and ACT government representatives; regulators and Commonwealth agencies to discuss opportunities for collaboration and policy alignment. This included key note speeches and panel conversations by the interim CEO at the following events:
  - Engineers Australia's Unleashing Australia's high speed future on 18 October 2023.
  - Australia Financial Review's Infrastructure Summit on 13 November 2023.
  - AusRail Plus Conference – High Speed Rail: Planning for Australia's Future on 15 November 2023.
- HSRA drafted a Workplace Accommodation Strategy to support the consideration of office locations in outside of existing offices in Canberra.

## Quarter Three – (1 January to 31 March)

### Results:


- The HSRA CEO commenced on 15 January 2023.

### Next steps:

- The HSRA will:
  - work with the Department to finalise resource requirements for the 2024 program of work.
  - recruit and onboard key positions identified in the Organisational Strategy and Strategic Plan including direct employees, secondments from state government and other key consultant advisers
  - finalise work program scopes to deliver the Detailed Business Case by the end of 2024
  - brief industry on the strategic program of work over 2024
  - put to market key elements of the Detailed Business case work program
  - finalise a Workplace Accommodation Plan and commence the process to secure new accommodation work space in Sydney and Newcastle.
  - consult Infrastructure Australia and other relevant Commonwealth and state government agencies and entities to align strategic policy and secure commitments as necessary.
  - finalise other key documents including the Stakeholder Engagement and Communications Plan, Risk Management Plan, Industry Engagement Plan and Project Probity.
  - Scope a work program to develop a strategy to progress NSW and federal environmental approvals and a strategy to progress NSW and local agreements necessary to realise construction.
- The next HSRA Board meeting will be in Sydney on 18 March 2024 which will also include a Risk workshop, Board Strategy Day and site and briefing about Sydney Metro City and South West lessons learnt on 20 March 2024. The HSRA Board member from the United Kingdom (Dyan Perry) will travel to Australia to attend in person. We also intend to complete a Board Effectiveness Review as part of the three day engagement.
- As per the Australian Government's Public Sector Workplace Relations Policy 2023, the HSRA will complete its Workplace Bargaining by March 2024. Subsequently the HSRA will then need to update employment procedures and will undertake a review of its Performance Management Framework.

## Emerging Risks


s22(1)(a)(ii)



As required under the HSRA Audit and Risk Committee Charter, the Committee is required to review and provide advice to the HSRA Board on the appropriateness of the HSRA's risk oversight and management, including HSRA's:


- enterprise risk management policy framework and the necessary internal controls for the effective identification and management of the HSRA's risks;

s22(1)(a)(ii)



A draft Risk Management Policy and Framework was endorsed by the HSRA Audit and Risk Committee (ARC) on 29 November 2023 after amendments were requested at the last meeting on 20 September 2023.

s22(1)(a)(ii)





s22(1)(a)(ii)

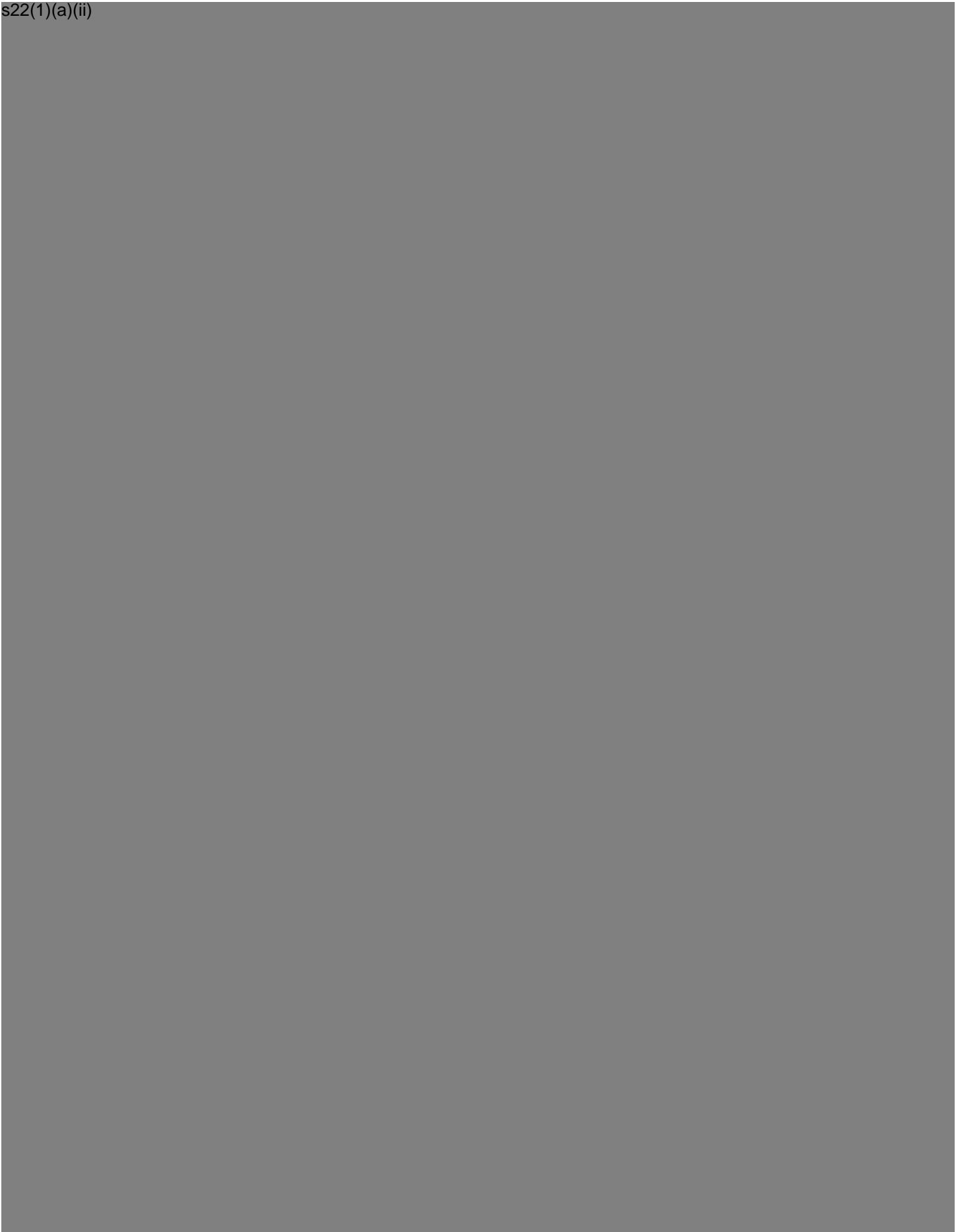
- The CEO has reviewed both HSRA Strategic Plan and the Organisation Strategy report to ensure they are optimal and these reports are now being updated.

s22(1)(a)(ii)



# Financial Report

s22(1)(a)(ii)



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s22(1)(a)(ii)

