

Our Approach to Providing Independent Advice

Introduction

Infrastructure NSW is a NSW Government agency providing independent, evidence based advice to Government in relation to infrastructure priorities and projects. Its functions and structure are set out in the *Infrastructure NSW Act*.

In practice, we are a small team of professionals and a Board who provide factual, balanced and candid advice, and implement policy adopted by Government. It is not Infrastructure NSW's role to publicly advocate for policy proposals, which is the preserve of Ministers and executive government.

Infrastructure NSW has the functions of providing recommendations and advice, assurance of other agencies' capital works projects, preparing infrastructure strategies, plans and statements for the State and delivering selected major infrastructure projects. The role of the Board is to determine the general policies and strategic direction of Infrastructure NSW, and to advise the Premier and Chief Executive Officer.

How is Infrastructure NSW independent?

Infrastructure NSW is not independent in the same way as some statutory bodies and integrity agencies, in that it is subject to direction by the Premier. However, it exhibits a number of important features of independence that support the public, Parliament and the Government:

- Infrastructure NSW draws on the strategic advice of a Board comprising several experienced and senior people who are not government employees.
- Infrastructure NSW provides advice to the Premier and to Cabinet on infrastructure matters independently of other Government agencies and portfolio Ministers.
- Infrastructure NSW publishes important elements of its advice such as its proposed State Infrastructure Strategies, business case summaries, resource documents and policies on how we conduct Infrastructure Investor Assurance.
- In practice, Governments have treated Infrastructure NSW as independent and valued its advice, removed from portfolio interests and political considerations. This does not mean that all recommendations of Infrastructure NSW are accepted or pursued, but Infrastructure NSW's expertise and approach is well-regarded and respected.

Our culture of independence

Infrastructure NSW values collaboration and collegiate behaviour with other parts of Government, and that approach delivers the best outcomes in the public interest. Additionally, the CEO of Infrastructure NSW is also the State's Coordinator General, routinely working to bring other agencies together to ensure active coordination and to provide holistic advice to Government.

Infrastructure NSW is committed to carrying out its activities objectively, impartially, consistently and expertly, thereby maintaining public confidence in the quality and independence of its work. While Infrastructure NSW collaborates and considers external viewpoints, its formulation of recommendations and advice is carried out confidentially and independently from external interests and influence.

The three pillars of Infrastructure NSW's commitment to independence are:

THREE PILLARS OF INFRASTRUCTURE NSW'S COMMITMENT TO INDEPENDENCE

Providing recommendations and advice independently from the interests and influence of others that might have an interest in the recommendations or advice

Providing impartial, evidence-based recommendations and advice

Following robust integrity processes including proactive management of conflict of interest issues and confidentiality

Projects NSW

Projects NSW is a specialist unit within Infrastructure NSW that manages the procurement and delivery of selected priority infrastructure projects. Projects NSW delivers projects at the direction of the Premier in accordance with government policy, once Government has decided to proceed with those projects. Projects carried out by Infrastructure NSW's Projects NSW division are assured by NSW Treasury.