



Annual Work Program 2020-21





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Acknowledgment of Country

Infrastructure WA acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures – and to Elders both past and present.

Within Western Australia, the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of Western Australia. Aboriginal and Torres Strait Islander may be referred to in the national context.

Photo acknowledgements

Infrastructure WA wishes to thank all entities who generously made their photography available for use in this document.



Overview

Infrastructure WA (IWA) was established on 24 July 2019, for the purpose of providing advice and assistance to the State Government on matters relating to infrastructure. IWA performs a range of functions. Over the next 12-months, IWA will be focussed on infrastructure planning, through consultation on *A Stronger Tomorrow, State Infrastructure Strategy Discussion Paper*, and development of the inaugural draft 20-year State Infrastructure Strategy (Strategy). Planning and advice provided by IWA to the State Government aims to enhance transparency and support better informed infrastructure investment decision-making. IWA is governed by a Board comprising both public and private sector members, which reports directly to the Premier and is supported by a small team.

The purpose of this inaugural Annual Work Program is to provide an overview of key priorities that IWA proposes to undertake in 2020-21. Publication of the work program supports the transparency of IWA's activities, consistent with the principles on which IWA is established.

In the time since formal establishment, IWA has progressed a range of areas, focussed on establishing the Board and

organisation, and commencing work on the priority task to develop Western Australia's first Strategy.

This work program is released at a time of some uncertainty due to the impacts of the COVID-19 pandemic. IWA will further consider and account for these matters in the performance of functions, and remain flexible to perform other tasks to support the State Government as needed.



Legislative requirement

Preparation of an annual work program is required under the *Infrastructure Western Australia Act 2019* (IWA Act). Section 10 of the IWA Act outlines various requirements in relation to the work program, including that the work program must:

- be prepared by IWA in consultation with the Premier;
- be submitted to the Premier before the beginning of each financial year;
- cover key activities that IWA proposes to undertake in the year to which it relates; and
- be published.

The work program ensures that the Premier and stakeholders are aware of the key activities IWA proposes to undertake over the next financial year. If there are activities that are not detailed in the work program which IWA proposes to undertake throughout the year, IWA must advise the Premier.

IWA functions

Section 8 of the IWA Act outlines IWA's functions, which include:

- prepare a Strategy addressing a minimum timeframe of 20 years;
- under the direction of the Premier, coordinate the provision of information and submissions to Infrastructure Australia (IA);
- review and report to the Premier on infrastructure proposals prior to their submission to IA;
- provide advice and assistance to State Government agencies (agencies)¹ in the preparation of infrastructure strategies, plans and policies (including preparing these on behalf of agencies where necessary);
- provide advice to agencies on the preparation of infrastructure proposals;
- provide advice to the Premier on infrastructure priorities; funding and financing of infrastructure; and any other matter relating to infrastructure; and
- undertake any other function related to infrastructure at the request of the Premier.

In addition, another of IWA's primary functions is to assess and report to the Premier on major infrastructure proposals, a function which is yet to commence under the IWA Act. Preparatory work is necessary during 2020-21 to prepare for the roll-out of this function at a later date. The key activities IWA intends to undertake in 2020-21 align with the functions under the IWA Act.

¹ Agencies, when referred to in this document, are Stage Government agencies and government trading enterprises.

Strategic objectives

The strategic objectives outlined below are taken from IWA's Corporate Strategy. These have helped shape and guide IWA's approach to the work program. The link between IWA's activities and these strategic objectives is outlined under each key activity.



Align Strategic Planning

Align long-term strategic planning for public infrastructure to improve integration and coordination.



Inform Infrastructure needs and priorities

Advise on long-term public infrastructure investment and policy priorities through robust analysis and engagement.



Provide advice to support robust business cases and projects

Provide effective project advice and continuously improve the standard of business cases, which consider social, economic and environmental objectives.



Build Stakeholder Confidence

To build mutual respect, credibility and influence with internal and external stakeholders.



Stakeholder engagement and consultation



A key focus during the next 12-months will be to build on and enhance existing stakeholder relationships through ongoing and meaningful engagement. IWA is committed to building trust and mutual respect with all stakeholders, recognising that effective engagement underpins the successful delivery of IWA's core functions.

During 2020-21 stakeholders will be kept informed and have a variety of opportunities to contribute towards IWA's activities, including but not limited to:

- online engagement, including surveys;
- stakeholder forums and workshops;
- formation of working groups;
- release of regular e-newsletters;
- LinkedIn updates;
- media releases;
- participation at stakeholder events; and
- website updates.

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A key focus during the next 12-months will be to build on and enhance existing stakeholder relationships through ongoing and meaningful engagement.

2020-21 Work Program

By 30 June 2021, IWA aims to:

- undertake public consultation on *A Stronger Tomorrow, State Infrastructure Strategy Discussion Paper*, and develop the draft Strategy for release and public consultation;
- continue to proactively engage with agencies to build better infrastructure proposals;
- have coordinated the State Government's interaction with IA (including submissions for the 2021 Infrastructure Priority List refresh);
- commence drafting the major infrastructure proposals assessment guidelines; and
- complete its key corporate establishment activities.



Develop the State Infrastructure Strategy



Ongoing development of the first 20-year Strategy will be a key focus of the 2020-21 work program. The Strategy will be developed through applying an objective, holistic and evidence-based approach, wherever possible, to identify the State's infrastructure needs and priorities, including economic, social and environmental considerations. The outcome of this work will inform a comprehensive framework for infrastructure planning, prioritisation and decision-making over the short, medium and long-term.

By 30 June 2021, IWA aims to undertake public consultation on *A Stronger Tomorrow, State Infrastructure Strategy Discussion Paper*, and develop the draft Strategy for release and public consultation.

Core activities in the development of the Strategy during 2020-21, will include consultation on *A Stronger Tomorrow, State Infrastructure Strategy Discussion Paper* which outlines draft Strategy principles, objectives and methodology. Consistent with the IWA Act, IWA will also undertake a baseline assessment to understand the current state of infrastructure in Western Australia. These activities will help to shape and guide the focus of ongoing engagement with stakeholders and the drafting of the Strategy – forming a large component of IWA's work program.

As a key component of developing the Strategy, engagement will be undertaken with a wide-range of stakeholders within government, industry and the community. While part of this engagement may be through online and virtual options, it is proposed that face-to-face engagement, in particular with the regions, will occur where appropriate.

Provide advice and assistance to State Government agencies



Providing robust and effective advice and assistance to agencies will be a key feature of this and future work programs. Through proactive engagement with agencies in providing advice and assistance, IWA will support improved long-term public sector infrastructure planning.

By 30 June 2021, IWA aims to continue to proactively engage with agencies to build better infrastructure proposals.

During 2020-21, IWA will continue to assist agencies to build better infrastructure proposals. The key focus of this work will be to assist agencies with the development of major business cases and submissions (particularly to IA), with the overall aim of improving the quality of proposals and funding outcomes for Western Australia. Through development and implementation of best practice approaches, and collaboration with experienced agencies, IWA will lay the foundation for building a reputation of providing relevant and expert advice and assistance.

It is also anticipated that IWA will engage and collaborate with agencies on a range of strategies, plans and policies. This includes ongoing engagement with the Department of Treasury (Treasury) in their current review of the Strategic Asset Management Framework (SAMF) as it relates to IWA's functions.



Review and report to the Premier on infrastructure proposals prior to submission, and coordinate information and submissions to Infrastructure Australia



Reviewing and reporting to the Premier on infrastructure proposals prior to their submission to IA, along with providing a coordination point for the provision of information and submissions to IA (under the Premier's direction), are two of IWA's core functions. Through this IWA seeks to strengthen the quality of submissions and information provided to IA, and improve the State Government's position in attracting federal investment in Western Australia.

By 30 June 2021, IWA aims to have coordinated the State Government's interaction with IA (including submissions for the 2021 Infrastructure Priority List refresh).

In close collaboration with agencies, IWA will coordinate submissions for the 2021 Infrastructure Priority List (IPL) refresh. IWA will conduct a high-level review of, and provide advice to the Premier on proposed submissions for the IPL refresh. In addition, IWA will review and report to the Premier on any new IA submissions that arise during 2020-21 and report on the progress of current IPL initiatives.

Over the following 12-months, IWA expects to have significant consultation with IA during their development of the 2021 Australian Infrastructure Plan and review of the IA Assessment Framework. IWA will also continue to work with agencies to help guide current State Government initiatives on the IPL through the IA business case stages. In addition, IWA will also investigate training and engagement opportunities that could be co-delivered with IA, to improve business case development skills where necessary across agencies.

IWA will also continue to participate in the Infrastructure Bodies Network (national and state infrastructure bodies from across Australia and New Zealand) to share learnings and progress shared agendas.



Commence drafting of the major infrastructure proposals assessment guidelines



IWA's function to assess major infrastructure proposals is yet to commence. This will primarily focus on larger projects and programs of \$100 million or more. Activities related to this function will feature in future work programs, however to ensure IWA is well-placed to commence this function, advance work is required to prepare the major infrastructure proposals assessment guidelines. It is not anticipated that this function will commence prior to the Strategy being finalised.

By 30 June 2021, IWA aims to commence drafting the major infrastructure proposals assessment guidelines.

Early scoping and development work on the guidelines will commence during 2020-21. IWA will seek to minimise inconsistency or overlap with current requirements of the IA Assessment Framework and Treasury's SAMF where possible. As such, focus will be on the end-user and a need for simple, complementary guidelines, that provide a scalable process depending on the size of the infrastructure proposal.

Advise and assist the Premier on a range of infrastructure matters



IWA's functions include providing advice to the Premier on matters such as infrastructure priorities and the funding and financing of infrastructure, as well as performing other functions related to infrastructure, at the request of the Premier. This work may include tasks such as those to support the State Government's COVID-19 recovery plans, which IWA may undertake on an as required basis.

Governance and corporate support



The efficient delivery of governance and corporate activities ensures IWA's focus on functional responsibilities is effectively supported. Seamless governance services are critical to the effectiveness of the IWA Board and its committees, allowing them to leverage and direct their expertise to where it will have the most impact.

By 30 June 2021, IWA aims to complete its key corporate establishment activities.

IWA's governance and corporate support activities will be wide-ranging and focus on:

- finalising establishment activities, policies, strategies and procedures, such as occupational health and safety, human resources management and risk management;
- ongoing support and governance for the IWA Board and committees;
- communications, including enhancing and broadening the IWA website scope to promote public awareness of matters relating to infrastructure; and
- finance, audit and compliance activities and reporting.

Future activities beyond 2020-21

While this first work program focusses on developing and implementing establishment activities and key functions, it is recognised that many of the activities of the current work program are long-ranging.

Table 1 summarises IWA's expectations for future activities, noting this is indicative only and subject to change.

Table 1: Anticipated future activities

Work stream	Key activity beyond 2020-21
State Infrastructure Strategy	<ul style="list-style-type: none"> • Submit final Strategy to the Premier • Prepare and release report on the State Government's progress in implementing recommendations of the Strategy (annual activity)
State Infrastructure Program	<ul style="list-style-type: none"> • Provide advice to the State Government on the preparation of the State Infrastructure Program (annual activity)
Infrastructure Australia matters	<ul style="list-style-type: none"> • Coordinate provision of information and submissions to IA (ongoing) • Review and report on infrastructure proposals prior to their submission to IA (ongoing)
Assess and report on major infrastructure proposals	<ul style="list-style-type: none"> • Release major investment proposal assessment guidelines • Assess and report on major infrastructure proposals (ongoing)
Provide advice and assistance to State Government agencies	<ul style="list-style-type: none"> • Ongoing
Advise and assist the Premier on infrastructure matters	<ul style="list-style-type: none"> • As required
Governance and corporate support	<ul style="list-style-type: none"> • Support IWA Board and committees (ongoing) • Compliance activities and reporting (ongoing) • Communications and stakeholder engagement activities (ongoing)



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