



# Annual Work Program 2021-22





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## Acknowledgment of Country

Infrastructure WA acknowledges the Traditional Custodians of 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.

## Photo acknowledgements

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





## Overview

**Following Infrastructure WA's (IWA's) first full year of operation, our priority over the coming year is to finalise and release Western Australia's inaugural 20-year State Infrastructure Strategy (Strategy) and consolidate our role providing strategic advice to State Government and assisting on infrastructure matters.**

The draft Strategy is scheduled to be released for state-wide consultation early this financial year. Stakeholder feedback will then be considered and a final Strategy submitted to the Premier for review by the end of 2021. Once accepted, the Strategy will be tabled in Parliament and made publically available.

This will enable IWA to commence planning for the roll out of the 10-year annual State Infrastructure Program. Initial planning for this Program is scheduled to commence toward the end of the year and continue into 2022-23.

IWA will also focus on rolling out the next phase of our functions, including assessing and reporting to the Premier on major infrastructure proposals.

Planning and advice will also be provided by IWA to State Government departments and agencies, with the aim to enhance transparency and support better informed infrastructure investment decision-making. This includes continuing our role with Infrastructure Australia (IA), particularly to coordinate submissions for the 2022 Infrastructure Priority List.





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Our priority over the coming year is to finalise and release Western Australia's inaugural 20-year State Infrastructure Strategy and consolidate our role providing strategic advice to State Government and assisting on infrastructure matters.

To underpin these activities and functions, IWA is governed by a Board comprising both public and private sector members, which reports directly to the Premier. The Board is supported by an office that provides strategic and technical advice and corporate support.

IWA has scheduled an ambitious Work Program for 2021-22, however we acknowledge ongoing local, regional and global uncertainty due to the impacts of the COVID-19 pandemic. IWA will continue to monitor, and further consider and account for this matter, in the performance of our functions.

Following our initial year of establishment in 2019-20, IWA is well positioned – with foundations in place, responsibilities clearly defined and agility to perform the tasks required to support the State Government.



# Purpose

This Annual Work Program is prepared to provide an overview of the key priorities that IWA proposes to undertake in 2021-22.

Publication of the Work Program supports the transparency of IWA's activities, consistent with the principles on which IWA was established. It is also a legislative requirement 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 it must:

- be prepared by IWA in consultation with the Premier of Western Australia;
- 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 made publicly available.

The Work Program ensures the Premier and stakeholders are aware of the key activities IWA proposes to undertake over the next financial year.

In keeping with legislative requirements, IWA will advise the Premier if there are activities that are not detailed in the Work Program which IWA proposes to undertake.







# Context

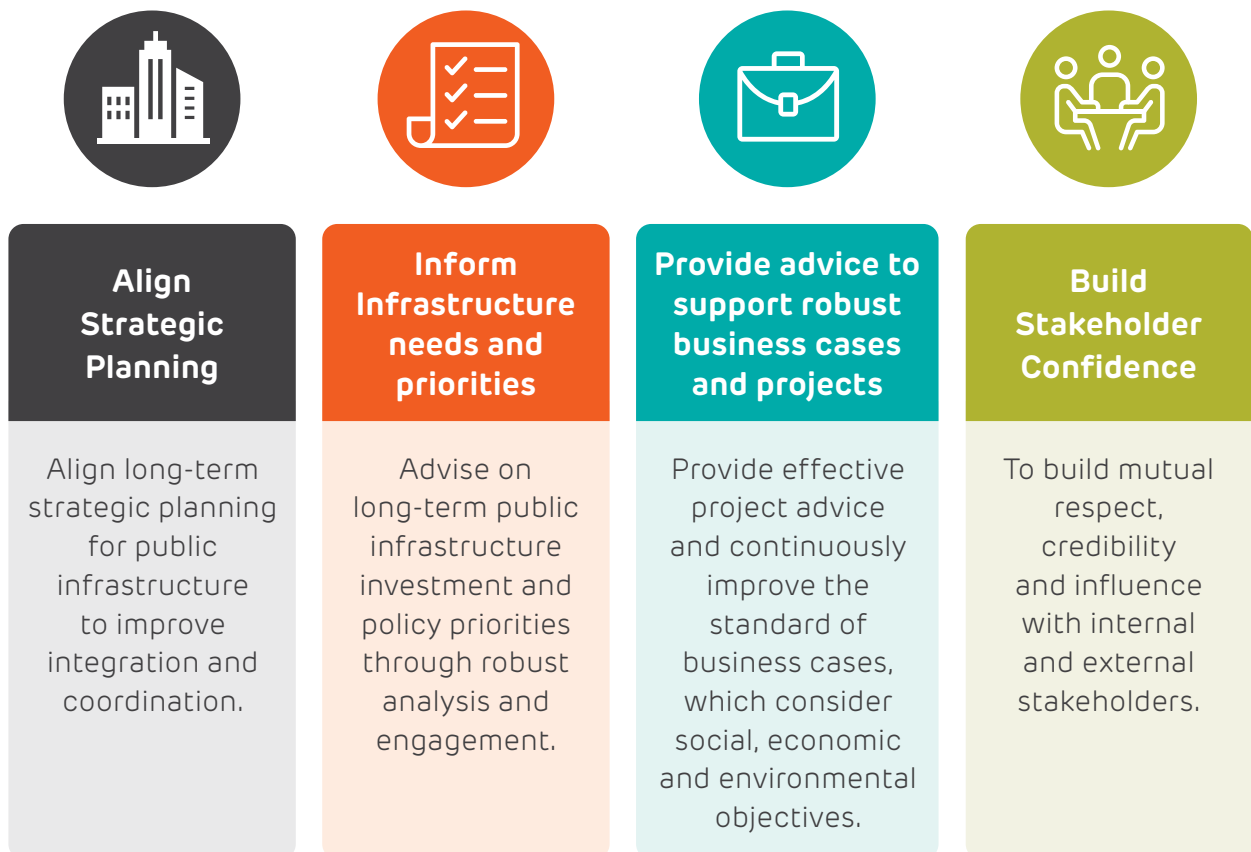
## IWA functions

Section 8 of the IWA Act outlines IWA's functions. These core functions include to:

- prepare a State Infrastructure Strategy addressing a minimum timeframe of 20 years;
- monitor and report annually on progress in implementing the Strategy;
- under the direction of the Premier, coordinate the provision of information and submissions to IA;
- review and report to the Premier on infrastructure proposals prior to their submission to IA;
- assess and report to the Premier on major infrastructure proposals;
- review and report to the Premier on completed infrastructure projects;
- advise and assist State Government agencies in the preparation of infrastructure strategies, plans and policies, including preparing these on behalf of agencies where necessary;
- advise agencies on the preparation of infrastructure proposals;
- advise the Premier on the preparation of Government's annual 10-year State Infrastructure Program;
- 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.

## Strategic objectives

IWA's Corporate Strategy establishes our strategic objectives, which help shape and guide IWA's approach to the Work Program. The link between IWA's core activities and these strategic objectives is outlined in the following Work Program alongside each key activity area.



## Stakeholder engagement

In 2020-21, IWA undertook a broad-reaching program of engagement during the consultation period of the Strategy Discussion Paper, A Stronger Tomorrow, and through the development of draft Strategy recommendations.

Building on the constructive engagement IWA has held with industry, community and government to date, the focus over the next 12-months will be to continue to build and strengthen stakeholder relationships.

The primary focus for engagement during 2021-22 will surround the release of the

draft Strategy. Following the release of the draft Strategy, IWA will carry out a state-wide roadshow where it will visit all of Western Australia's 10 regions to inform stakeholders on the draft responses and recommendations, inviting feedback to finalise the Strategy by the end of 2021.

Throughout 2021-22 stakeholders will have the opportunity to participate and contribute towards IWA's activities through various forums, workshops, surveys and events.

IWA will also continue to inform the community and provide updates on current activities via our various communications streams throughout the year.



# 2021-22 Work Program

By 30 June 2022, IWA aims to:

- release the draft State Infrastructure Strategy and undertake public consultation;
- finalise the State Infrastructure Strategy and submit it to the Premier for consideration, acceptance and tabling in Parliament;
- undertake preparation to coordinate implementation, monitor and report on progress of the State Infrastructure Strategy;
- continue to advise and assist agencies to develop best practice infrastructure business cases, strategies, plans and policies;
- continue to coordinate the State Government's interactions with IA, including submissions for the 2022 Infrastructure Priority List refresh;
- finalise preparations to assess major infrastructure proposals (including guidelines), and commence assessing proposals; and
- begin planning for the roll out of the Western Australian Government's first 10-year annual State Infrastructure Program in 2022-23.







## Develop and coordinate implementation of the State Infrastructure Strategy



Ongoing development and finalisation of the state's first 20-year Strategy is a major focus of the IWA Work Program for 2021-22.

**By 30 June 2022, IWA aims to have released the draft State Infrastructure Strategy for consultation; reviewed the feedback; finalised the Strategy and submitted it to the Premier. IWA also aims to have prepared an implementation, monitoring and reporting framework to track the progress of the Strategy when it is implemented.**

IWA is applying an objective, holistic and evidence-based approach, wherever possible, to identify the State's significant infrastructure needs and priorities. We are also considering economic, social and environmental factors to underpin the recommendations of the Strategy, which will include both physical built infrastructure proposals, as well as the non-built elements of the infrastructure system, such as legislation, policy, planning, governance, pricing, funding, skills, procurement and more.

Drafting of the Strategy is well progressed and will be released early in the financial year. The release process will include a comprehensive consultation and engagement program, reaching a wide-range of stakeholders within government, industry and the community. Part of the engagement process will occur online and through virtual options, however face-to-face engagement is also planned, including to reach people in the regions, where appropriate.

All input received will inform the final recommendations of the Strategy, which is expected to be finalised in December 2021, before the Strategy is submitted to the Premier. Once the Premier has considered and accepted the Strategy, it is required to be tabled in Parliament and made publicly available. Government is also required to table a response to each of the Strategy's recommendations and make the response publicly available.

To ensure IWA is well placed to coordinate implementation, monitor and report on progress of the Strategy when it is endorsed, work will be undertaken in 2021-22 to develop a monitoring and implementation framework and processes.

## Provide advice and assistance to State Government agencies



Providing robust and effective advice and assistance to agencies on infrastructure-related matters is a key focus for IWA. Through proactive engagement with agencies in providing advice and assistance, IWA will support improved long-term public sector infrastructure planning.

**By 30 June 2022, IWA aims to have engaged with all relevant agencies to advise and assist them with developing best practice infrastructure business cases, strategies, plans and policies.**

During 2021-22, IWA will continue to assist agencies to prepare major infrastructure proposals. This work will focus on improving the quality of the State Government's major business cases and submissions, including to IA, with the overall aim to enhance funding outcomes for the state.

By developing and implementing best practice approaches, and collaborating with experienced agencies, IWA aims to build our reputation for providing relevant and expert advice and assistance on strategic infrastructure matters.

IWA will also engage and collaborate with agencies on a range of strategies, plans and policies that support and complement infrastructure development and delivery. This includes ongoing engagement with the Department of Treasury in its review of the State Government's Strategic Asset Management Framework, and the periodic review of agency's Strategic Asset Plans and infrastructure plans and strategies, with the aim to progressively improve the quality of State Government documents that relate to strategic infrastructure development.





**Review and report to the Premier on infrastructure proposals before submission to, and coordinate the provision of, information and submissions to IA.**



Reviewing and reporting to the Premier on State Government infrastructure proposals before they are submitted to IA, and coordinating information and submissions from the State (under the Premier's direction), are two of IWA's core functions. Through this role, IWA strengthens the quality of submissions and information provided to the nation's independent infrastructure advisor to improve the State Government's position in attracting Federal investment in Western Australia.

**By 30 June 2022, IWA aims to have coordinated the State Government's interactions with IA, including submissions for the 2022 Infrastructure Priority List refresh.**

Work is already underway, in close collaboration with agencies, to develop the State Government's proposals that will be submitted for the 2022 Infrastructure Priority List refresh.

This year, IWA will not only support agencies with the development of these proposals but also conduct a collective strategic review of, and provide advice to the Premier on, all proposed submissions for the Infrastructure Priority List refresh. If any new submissions arise during 2021-22, IWA will also review and report to the Premier regarding the proposals, and also report to the Premier on the progress of current initiatives on the List.



IWA will continue to work with IA and State Government agencies to support IA's review of its national Assessment Framework, which is used to evaluate proposals for funding advice to the Commonwealth. This will include greater consideration of social and environmental factors – beyond economic factors – in business case evaluations, and streamlining other requirements where possible.

Ongoing engagement with IA and State agencies on the next Australian Infrastructure Plan, which is expected to be released in mid-2021 and which will take a national perspective, will also be undertaken this year.

To help guide current State Government initiatives already on the existing Infrastructure Priority List through business case stages, IWA will provide strategic assistance and support. To this end, IWA plans to investigate training and engagement opportunities that could be co-delivered with IA to improve business case development skills, where necessary, across Government agencies.

IWA will also continue to participate in the Infrastructure Bodies Network, which is comprised of national, state and territory infrastructure bodies from across Australia and New Zealand, to share learnings and progress common agendas.

## Finalise preparations to assess major infrastructure proposals, and commence assessing proposals



Assessing and reporting to the Premier on major infrastructure proposals is scheduled to commence from 1 January 2022. This work will primarily focus on larger projects and programs.

**By 30 June 2022, IWA aims to have finalised preparations for and commence the assessment of major infrastructure proposals.**

In preparing for this function to commence, IWA will develop processes and guidelines outlining how we will assess major infrastructure proposals. In doing so, IWA will align IA's updated Assessment Framework and the Department of Treasury's Strategic Asset Management Framework, where possible.

IWA will work closely with Government agencies, from the earliest stages of business case development, so that IWA's formal assessment and reporting processes are as streamlined as possible in the business case development process.

IWA will also consider how our functions to review and report to the Premier on completed infrastructure projects will be incorporated into the process.

## 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.

In 2021-22, IWA anticipates this work may potentially include tasks to support the State Government's COVID-19 recovery plans on an as-required basis.

## Begin planning for the roll out of Government's first 10-year annual State Infrastructure Program



Once the Premier has responded to the State Infrastructure Strategy, an annual 10-year State Infrastructure Program will be developed ready for release by the Premier within three months of the State Budget each year. This role is expected to commence from 1 January 2023.

IWA will work closely with key agencies to begin planning for the development of the inaugural State Infrastructure Program.

**By 30 June 2022, IWA aims to have begun planning for the Western Australian Government's first 10-year annual State Infrastructure Program.**





## Deliver governance and corporate support



Delivering governance and corporate activities efficiently ensures IWA's focus on functional responsibilities is supported.

Seamless governance services also underpin the effectiveness of the IWA Board and our committees, allowing the members' expertise to be leveraged to have the most impact.

**By 30 June 2022, IWA will have continued to manage the ongoing daily functions of the agency, including the release of the SIS and the implementation of our major infrastructure proposals assessment role.**

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

- managing the release of, and consultation on, the draft State Infrastructure Strategy and assisting with the implementation of IWA's function to monitor and report on the Strategy;
- assisting with the implementation of IWA's function to assess major infrastructure proposals;
- providing ongoing support and governance for IWA Board and committees;
- enhancing communications, including broadening the IWA website scope to promote public awareness of matters relating to infrastructure; and
- undertaking finance, audit and compliance activities and reporting.

# Future Work Program

While this Work Program focusses on developing and implementing IWA's activities and key functions for 2021-22, many of the activities are longer 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 2021-22
State Infrastructure Strategy	<ul style="list-style-type: none"> <li>• Monitor and report on the State Government's progress in implementing recommendations of the Strategy (annual activity)</li> <li>• Coordinate the implementation of recommendations of the Strategy that are supported by Government's response (ongoing)</li> <li>• Implement any recommendations of the Strategy that IWA has a lead responsibility for (ongoing)</li> </ul>
State Infrastructure Program	<ul style="list-style-type: none"> <li>• Develop and implement the 10-year State Infrastructure Program (annual activity)</li> </ul>
Infrastructure Australia matters	<ul style="list-style-type: none"> <li>• Coordinate provision of information and submissions to IA (ongoing)</li> <li>• Review and report on infrastructure proposals prior to submission to IA (ongoing)</li> </ul>
Major infrastructure proposals	<ul style="list-style-type: none"> <li>• Assess and report on major infrastructure proposals (ongoing)</li> </ul>
Advice and assistance to State Government agencies	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
Advice and assistance to the Premier on infrastructure matters	<ul style="list-style-type: none"> <li>• As required</li> </ul>
Governance and corporate support	<ul style="list-style-type: none"> <li>• Prepare and implement Phase 2 functions (ongoing)</li> <li>• Support IWA Board and committees (ongoing)</li> <li>• Undertake compliance activities and reporting (ongoing)</li> <li>• Undertake communications and stakeholder engagement activities (ongoing)</li> </ul>





Infrastructure WA  
Dumas House  
2 Havelock Street  
West Perth  
Western Australia 6005

Phone: 08 6552 5229  
Email: [enquiries@infrastructure.wa.gov.au](mailto:enquiries@infrastructure.wa.gov.au)

**[infrastructure.wa.gov.au](http://infrastructure.wa.gov.au)**

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