



# Annual Work Program 2023-24







# Introduction

Infrastructure WA (IWA) was established in July 2019. The agency provides expert advice and assistance to the Premier and Government on a range of infrastructure matters, particularly regarding the State's infrastructure needs and priorities. It assists in enhancing the efficiency and effectiveness of infrastructure planning and coordination, and promotes the adoption and use of policies, practices, information and analysis to support sound decision-making in relation to infrastructure.









For 2023-24 IWA's work priorities will shift significantly due to the evolution of its functions and maturing of its operations. This year the focus for the agency will be on the implementation, monitoring and reporting of WA Government supported recommendations of the State Infrastructure Strategy including the delivery of recommendations where IWA has been nominated a lead/co lead; preparation of advice to the WA Government on the State Infrastructure Program; review of agencies' strategic asset plans; and assessment of major infrastructure proposals. IWA will also proactively build on its Aboriginal communication and engagement activities and will implement its Reflect Reconciliation Action Plan.











This Annual Work Program (Work Program) has been prepared to provide an overview to the Premier and stakeholders of the key priorities that IWA will focus on in 2023-24.

Publication of the Work Program is a legislative requirement of the *Infrastructure WA Act 2019* (IWA Act) and supports the transparency of the agency's activities, consistent with the principles on which IWA was established. As per Section 10 of the IWA Act, IWA must prepare an annual work program in consultation with the Premier. The Program must be formally submitted to the Premier prior to the beginning of each financial year, and subsequently published. In keeping with legislative requirements, IWA will advise the Premier if there are significant activities that are not detailed in the Work Program that IWA proposes to undertake.

IWA has recently reviewed its Corporate Strategy which outlines its strategic objectives that help shape and guide IWA's approach to the Work Program. The link between IWA's core activities and these strategic objectives are outlined in the following Work Program alongside each functional area.

# Work Program Achievements, Activities and Deliverables

Functions	Strategic Objectives	2022-23 Achievements	2023-24 Work Program Activities	2023-24 Deliverables
<b>State Infrastructure Strategy (Strategy)</b>				
<b>Annual Monitoring Report</b> The IWA Act requires IWA to publicly report annually on the WA Government’s progress in implementing the Strategy’s recommendations (to the extent supported in the WA Government’s Response to the Strategy).	   	Submitted the final inaugural Strategy to the Premier for tabling and WA Government response.  Commenced work to scope and design a suitable monitoring and reporting framework in consultation with the Department of the Premier and Cabinet.	Engagement with the Department of the Premier and Cabinet to support the establishment of governments approach and framework for collating data and status updates on supported recommendations.  Engagement with key central government agencies on the delivery and progress of the supported recommendations.  Develop and prepare the annual monitoring report.	Publication of IWA’s first annual monitoring report by November 2023.
<b>Implementation</b> The WA Government, through its response to the Strategy has identified lead agencies for implementation of each of the supported Strategy recommendations, as well as target timeframes for completion.  IWA is designated as lead or co-lead agency for the implementation of several recommendations.	   	Function not commenced.	Commence work on implementation of relevant Strategy supported recommendations where IWA is designated as lead or co-lead agency, in particular:  IWA, in collaboration with the Department of the Premier and Cabinet (Office of Digital Government) will investigate the development of a digital-first smart infrastructure policy as per Recommendation 2 of the Strategy.  IWA will work with the Department of Treasury to consider further changes to the Strategic Asset Management Framework in respect of projects and programs needing to align to emission reduction goals and pathways as per Recommendation 14 of the Strategy.  IWA, in collaboration with the Departments of Premier and Cabinet and Treasury will investigate the merits of all projects and programs required to undergo Major Infrastructure Proposal Assessment (MIPA) having a benefits management plan and post-completion review as per Recommendation 36e of the Strategy.	Development of draft digital-first smart infrastructure policy for consideration by Government.  Development of advice for Government's consideration that outlines why and how sustainability should be embedded within asset management processes.  Development of advice for Government's consideration that investigates the merit of benefits management plan and post-competition review for MIPA projects and programs being embedded within asset management processes.

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<b>Major Infrastructure Proposals Assessment (MIPA)</b> The MIPA function assesses and reports to the Premier on major infrastructure proposals. The IWA Act defines major infrastructure proposals as a single project or program of projects that has an estimated capital cost of \$100 million or more, or any project nominated by the Premier. IWA has adopted a staged approach to implementation, initially focusing on single projects with a view to expanding the scope to programs as the function matures.	 	<p>Worked to integrate this function within government budget processes, and engaged widely around the commencement of its function, its purpose, and benefits.</p> <p>Completed assessment of proposals as part of the 2022-23 Mid-year Review and 2023-24 State Budget processes.</p> <p>Updated the MIPA Guidelines to include lessons learned over the first 18 months of operation and an expanded scope covering both projects and selected programs.</p>	<p>Engage with state government agencies to provide support and advice in the process of developing project proposals/business cases.</p> <p>Formally assess proposals submitted to IWA throughout 2023-24 including as part of the 2023-34 Mid-year Review and 2024-25 State Budget process.</p> <p>Release and implement the updated MIPA Guidelines, including assessment of both projects and selected programs.</p>	<p>Submission of Infrastructure Proposal Assessment Reports to the Premier and publication of Infrastructure Proposal Assessment Summary Reports.</p> <p>Publication and implementation of MIPA Guidelines.</p>
<b>10-year State Infrastructure Program (SIP)</b> From January 2023 onwards the IWA Act requires the WA Government to prepare a 10-year rolling SIP on an annual basis. Each year the SIP must be made publicly available by the Premier within 3 months of the State Budget being handed down. IWA will provide government with independent advice to support its preparation of the SIP each year. The SIP will include an overview of the Government's proposed significant infrastructure investments for the years covered by the State Budget and an overview of expected significant infrastructure needs and challenges, and where relevant, options to address them over the remaining years.	   	<p>Worked in collaboration with the Departments of the Premier and Cabinet and Treasury to establish an initial process and framework for developing the SIP, and a draft structure.</p>	<p>Provide independent advice to the WA Government to support the preparation of the WA Government's annual 10-year SIP.</p>	<p>Provision of advice to help inform Government on preparation of the inaugural SIP.</p>
<b>Advice and assistance in State agency and GTEs best-practice infrastructure business cases, strategies, plans and policies development</b> Through proactive engagement IWA will provide agencies with advice and assistance in the development of business cases, strategies, plans and policies which will support improved long-term public infrastructure planning.	   	<p>Completed annual assessment of agency strategic asset plans submitted as part of the 2022-23 State Budget process.</p>	<p>Engage with state government agencies to provide advice, and to assist in the development of best-practice infrastructure business cases, strategies, plans and policies.</p> <p>Engagement with key stakeholders including the Departments of Treasury and Finance on opportunities to improve asset planning and management across the public sector.</p> <p>Active participation as a key adviser on project governance bodies and steering committees.</p>	<p>2023-24 Strategic Asset Plans assessment feedback reports.</p>



Improve strategic infrastructure planning and coordination



Inform and influence longer-term infrastructure needs and priorities



Provide informed advice to support robust infrastructure proposals















Build stakeholder confidence through mutual awareness and understanding



Foster a safe and healthy organisation



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<b>Infrastructure matters advice and assistance to Premier</b> 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 any other function relating to infrastructure at the request of the Premier.	   	Completed stakeholder engagement with industry and delivered a report on construction market capacity for Governments consideration.	Work on any other matters as requested by the Premier.	To be defined based on the Premier's request.
<b>WA Government Infrastructure Australia (IA) relationship and proposals submission coordination</b> Two of IWA's core functions are reviewing and reporting to the Premier on WA Government infrastructure proposals before they are submitted to IA, and coordinating information and submissions from the state to IA (under the Premier's direction). Through this work, IWA strengthens the quality of submissions and information provided to IA to improve the WA Government's ability to attract federal investment in WA.	  	IWA has provided advice on submissions and projects under development regarding IA requirements.	Report to the Premier on the progress of current Infrastructure Priority List initiatives.  Provide strategic assistance and support to help guide state government initiatives that are currently listed or seeking to be listed on the Infrastructure Priority List through IA's business case stages.  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.  Coordinate the state's engagement with IA in relation to the implementation of the independent review of IA recommendations.	Bi-annual Infrastructure Priority List initiatives progress report to the Premier.
<b>Governance and corporate support</b> Delivering efficient and fit for purpose corporate services ensures IWA's focus on functional outcomes is supported.  Effective governance services also underpin the effectiveness and accountability of the Board and its committees, allowing the members' expertise to be leveraged to have the most impact.	    	Develop IWA's Reflect Reconciliation Action Plan.  2021-22 Annual report and 2022-23 Annual Work Program published.  Supported the delivery of IWA's legislated functions.  Undertaking finance, audit and compliance activities and reporting.	Supporting the delivery of IWA's legislated functions.  Providing support to the Board and its committees.  Proactively advance IWA's communications and engagement activities with its stakeholders.  Finalising and implementing IWA's first Reflect Reconciliation Action Plan.  Undertaking finance, audit and compliance activities and reporting.	Reflect Reconciliation Action Plan  2022-23 Annual Report 2023-24 Annual Work Program



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