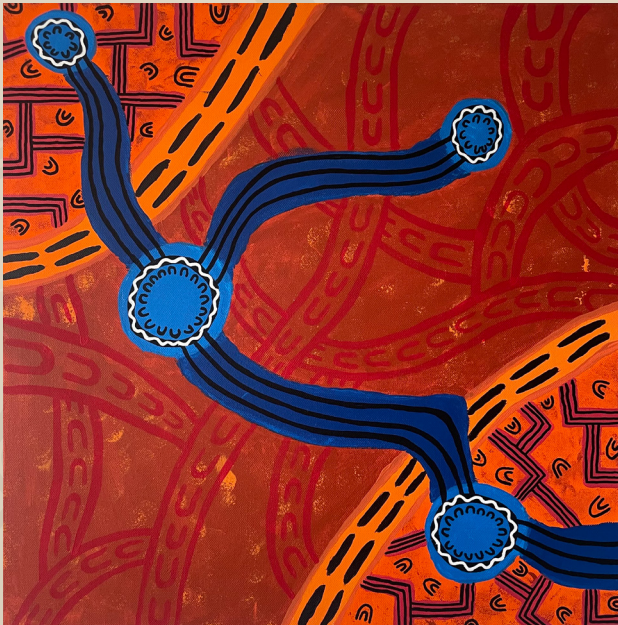




Infrastructure
Western Australia

Annual Report 2022–23



I am a proud Nyul Nyul/Bardi man currently studying graphic design at Curtin University. When I finish my degree I want to work within health communication and create more accessible information designs for Indigenous communities. I aspire to be more engaged in my culture and community, working to develop strong ties and further progress my knowledge of Indigenous culture.

William Peucker - Artist

Infrastructure WA (IWA) is committed to learning from Aboriginal and Torres Strait Islander peoples in the work that we do. This year we commissioned a customised piece of art through Nani Creative by Bardi and Nyul Nyul artist William Peucker which represents recognition of history, connection to culture, Country and land and how they incorporate themselves within the branching Indigenous communities across WA. The use of the straight and rigid lines represents the modern infrastructure being implemented across the landscape. Ideally, modern infrastructure should seek to work around what is already there, allowing nature and communities to still thrive, among the contemporary setting. This artwork depicts IWA's continued dedication to engaging Indigenous communities and working together to achieve an outcome that suits all parties. The connections through these meeting places represent how IWA is working to build a community constructed through strong ties with Aboriginal and Torres Strait Islander peoples across WA.

Acknowledgement of Country

IWA acknowledges the Traditional Custodians throughout WA and their continuing connection to the land, waters and community. We pay our respects to all members of Aboriginal communities and their cultures, and to Elders both past and present.

This publication can be made available in alternative formats and languages on request. Please email enquiries@infrastructure.wa.gov.au



The Honourable Roger Cook MLA
BA GradDipBus MBA

Premier, Minister for State and Industry Development, Jobs and Trade; Public Sector Management; Federal–State Relations

Dear Premier

In accordance with section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament the annual report of Infrastructure WA for the reporting period 1 July 2022 to 30 June 2023.

The annual report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.

A handwritten signature in black ink, appearing to read 'N Lockwood'.

Nicole Lockwood
Board Chairperson

A handwritten signature in black ink, appearing to read 'K Bradshaw'.

Kerryl Bradshaw
Audit, Risk and Finance Committee Chairperson

A handwritten signature in black ink, appearing to read 'P Helberg'.

Phil Helberg
Chief Executive Officer

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Nicole Lockwood
Chairperson

On behalf of the Infrastructure WA (IWA) board, I am pleased to present IWA's 2022–23 Annual Report.

This has been a watershed year for IWA. In February 2023, IWA received the Western Australian Government Response to the first State Infrastructure Strategy (Strategy). The government supported 98% of the 93 recommendations, either in full, in part or in principle. This is a significant milestone and step forward for both IWA and the WA community, and a testament to the significant consultation and engagement, and research and analysis that informed the Strategy.

However, this endorsement from government is just the beginning. Much work lies ahead with the implementation of these recommendations and the process of embedding them into the government's activities and work programs. State agencies and government trading enterprises (GTEs) have been given the 'green light' to align their strategies, plans, policies and major infrastructure initiatives with the Strategy's supported recommendations.

I take this opportunity to commend the work of the IWA team and the board on this considerable project. It is not only a significant achievement, but cements IWA's role in helping to guide the future of WA's infrastructure planning and coordination.

Climate change is a major challenge to sustainable infrastructure development and is a core theme within the Strategy. Infrastructure has enormous potential environmental impacts; it both contributes to the emissions that cause climate change and helps to mitigate and adapt to climate change impacts. The size and scale of the task of meeting WA's climate change targets for 2050 is significant. IWA has an ongoing focus on supporting government to meet these local, national and global climate change targets. Maintaining a focus on resilient infrastructure will safeguard the environment, enhance sustainability and ensure a secure future for generations to come.

While we have seen record investment in public and private infrastructure projects, progress has been tempered by factors including the ongoing impacts of COVID-19 and global supply chain disruptions, which have resulted in significant market challenges. Other factors that are still having an impact include productivity growth stagnation, skills and labour shortages, cultural considerations and a challenging contracting environment. IWA will continue to work with the private sector and WA Government to help us better understand and address these challenges.

IWA's key purpose is to provide expert advice and assistance to the Premier and government on a range of infrastructure matters.

Since its establishment in 2019, IWA has worked closely with the Premier and I would like to take this opportunity to thank the Hon Mark McGowan MLA for his support and guidance over the last 4 years. I look forward to IWA continuing to enjoy a collaborative and close working relationship with the new Premier, the Hon Roger Cook MLA. I also thank our former board members Wayne Zekulich and Andrea Sutton for their contributions and extend a warm welcome to our new board members, the Hon Jay Weatherill AO and Dr Richard Walley OAM, who joined IWA in early 2023.

On behalf of the board, I acknowledge the capable and dedicated team at IWA who have supported us and delivered on our ambitious goals this year. Thanks also to my fellow board members whose combined knowledge and experience have contributed significantly to the many achievements outlined in this report. I look forward to the year ahead.

Nicole Lockwood

Chairperson



Phil Helberg
Chief Executive Officer

In 2022–23 a new chapter began, revitalising the IWA team and bringing renewed energy. Following the WA Government's Response to the Strategy, IWA's focus transitioned to key activities, including implementation, monitoring and reporting of the supported recommendations, advising the government on the development of the inaugural State Infrastructure Program (SIP) and assessment of major infrastructure proposals.

IWA is committed to assisting state agencies and GTEs as they work to implement the recommendations and adapt to improvements in how the government plans, delivers and manages infrastructure across the state. Together, we can create a prosperous and sustainable infrastructure landscape for the WA community. Where IWA has been designated as lead or co-lead agency, it has also commenced work on implementing the relevant recommendations.

A new function for IWA commenced on 1 January 2023 when it became responsible for advising the government on the first 10-year SIP. IWA's advice and assistance in the development of the SIP led to the release of the document on 11 August 2023.

Throughout the year, IWA's Major Infrastructure Proposal Assessment (MIPA) function intensified with 9 assessments being undertaken. IWA also continued to raise awareness of its role in this area and to support state agencies and GTEs in the development of their proposals. Following a period of reflection, feedback from key stakeholders and lessons learned from the first

18 months of operation, IWA recently updated its MIPA Guidelines to further assist proponents in developing robust proposals. These guidelines will continue to evolve as the function matures over time.

IWA has made significant progress in prioritising genuine and meaningful participation with Aboriginal and Torres Strait Islander peoples. This commitment was supported by the appointment of Noongar elder Dr Richard Walley OAM to the IWA board and the employment of a dedicated Aboriginal Engagement Lead team member, Yamatji woman Cat Holland. This year also saw the finalisation of IWA's first Reflect Reconciliation Action Plan (RAP), endorsed by Reconciliation Australia, in June 2023. Implementation of the actions outlined in the document, along with the development of an Aboriginal Participation Strategy, will be a major focus area in the coming year.

IWA continues to provide ongoing guidance and assistance to state agencies and GTEs in the preparation of infrastructure proposals, strategies, plans and policies to ensure they are of high quality. Additionally, upon request from the Premier, IWA will continue to provide independent advice on priority areas that present challenges to the infrastructure sector to support government in addressing and overcoming them.

Engaging with the construction sector was another important priority in 2022–23. The sector continues to experience significant market challenges, both nationally and within WA. Following a request from the Premier, the IWA team undertook targeted engagement with the construction industry, state agencies and GTEs to make recommendations to the government about areas of potential reform to address infrastructure market capacity and efficiency. This collaboration aims to expand capacity through upskilling, technology adoption and supportive policies.

Engagement and collaboration are fundamental to IWA and its functions. I extend my sincere gratitude to all our stakeholders, whose time and productive working relationships have significantly contributed to IWA's achievements throughout the reporting period.

In a year that saw a swift directional change to IWA's role, I particularly acknowledge the work of the team in adapting to the changes to IWA's functions.

I also extend my thanks to the Hon Mark McGowan MLA for the working relationship we have enjoyed over the past 4 years and welcome the new Premier, the Hon Roger Cook MLA, to the role of minister responsible for IWA.

Finally, I thank Chairperson Nicole Lockwood and the board for their strategic guidance and support throughout the year.

With great enthusiasm and energy, we embark on a new year with the aim of shaping a more sustainable future for WA.



Phil Helberg

Chief Executive Officer



Year in review

July 2022

Work on Strategy monitoring and reporting framework commenced

Infrastructure Australia visited Perth and joined the board in an Aboriginal-led governance and decision-making session and toured the proposed Westport site, Water Corporation's Perth Seawater Desalination Plant and Fremantle Port

August 2022

Final Strategy tabled in Parliament on 3 August 2022

Agency engagement and feedback commenced on 2022–23 Strategic Asset Plans

September 2022

Board attended a site tour of the Forrestfield Airport Link

Market capacity workshops held through to December

October 2022

Staff workshops held to review and refresh IWA's Corporate Plan

November 2022

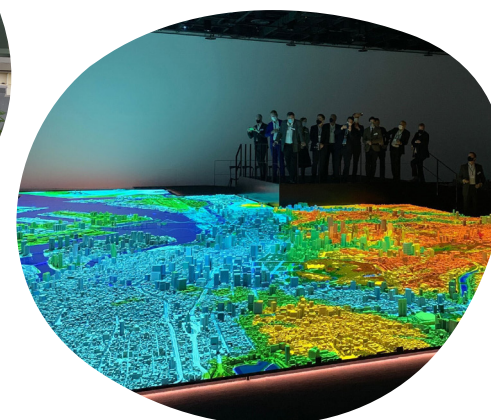
Appointment of Noongar man Noel Morich to IWA's RAP working group as Co-Chairperson

Board Chairperson spoke at the Global Infrastructure Initiative Summit in Tokyo

Conducted 2 Major Infrastructure Proposal Assessments for 2022–23 Mid-Year Review

December 2022

Refreshed Corporate Plan approved by the board



January 2023

Commencement of new board members the Hon Jay Weatherill AO and Dr Richard Walley OAM

Legislation commenced for the State Infrastructure Programme advice function, initiating the development process and establishment of a design working group with the Department of Treasury and the Department of Premier and Cabinet

MIPA panel established to assist the team on a technical front

Market capacity reform work submitted to government for consideration

February 2023

WA Government Response to the Strategy tabled in Parliament on 3 February 2023

Aboriginal-led company Nani Creative appointed to develop IWA's new corporate branding and design the Reflect RAP

IWA team members travelled to the South West and Great Southern regions to meet with stakeholders

March 2023

Review of 2023–24 Strategic Asset Plans commenced

Conducted 7 Major Infrastructure Proposal Assessments to inform the 2023–24 WA State Budget

IWA travelled to the Wheatbelt and Goldfields–Esperance regions to meet with stakeholders

April 2023

CEO travelled to Sydney to meet with Infrastructure Australia and attend the Construction Industry Leadership Forum Conference

May 2023

Board site tour of the Western Trade Coast major industrial area in Perth

IWA team members travelled to the Mid West region to meet with stakeholders

Strategic Asset Plan reviews completed and agency feedback collated

June 2023

Finalisation of Reflect Reconciliation Action Plan with conditional endorsement received from Reconciliation Australia

Advice provided to WA Government to support preparation of the State Infrastructure Programme

Submission of the IWA 2023–24 Annual Work Program

Infrastructure Australia visited, presented to the board and held investment decision training

IWA team members travelled to the Gascoyne and Pilbara regions to meet with stakeholders

IWA team took part in the Reconciliation Week Walk



About us

Background

IWA was established on 24 July 2019 under the *Infrastructure Western Australia Act 2019* (IWA Act). It reports to the WA Premier, the Hon Roger Cook MLA, BA GradDipBus MBA, Premier, Minister for State and Industry Development, Jobs and Trade; Public Sector Management; Federal-State Relations.

IWA provides expert advice and assistance to the WA Government on a range of infrastructure matters, particularly regarding the state's infrastructure needs and priorities. Its advice and assistance informs and enhances the coordination of infrastructure planning, delivery and operation to support better outcomes for the people, regions and economy of WA.

Functions

Section 8 of the IWA Act outlines IWA's core functions, including to:

- prepare a Strategy addressing a minimum time frame 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 Infrastructure Australia

- review and report to the Premier on infrastructure proposals prior to their submission to Infrastructure Australia
- assess and report to the Premier on major infrastructure proposals
- review and report to the Premier on completed infrastructure projects
- advise and assist state agencies in the preparation of infrastructure strategies, plans and policies, including preparing these on behalf of agencies when requested by the Premier
- advise 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
- perform the other functions conferred on IWA under the IWA Act, including providing advice to the Premier on the preparation of the WA Government's annual 10-year State Infrastructure Programme (SIP) and preparation of an annual work program
- undertake any other function related to infrastructure at the request of the Premier.

Annual work program

IWA submits its annual work program for the year ahead to the Premier and publishes it on its website annually. This program sets out the achievements of the previous year and the key activities and deliverables that IWA will undertake during the coming financial year. Publication of the program supports the transparency of IWA's activities, consistent with the principles on which IWA was established, and is a legislative requirement under the IWA Act.

The 2023–24 Annual Work Program outlines IWA's key achievements for 2022–23 and its key activities and deliverables for 2023–24. Focus areas for the agency this financial year are commencing monitoring and reporting on implementation of supported recommendations of the Strategy along with delivery of recommendations where IWA has been nominated as lead/co-lead agency; preparing advice to the WA Government on the 2024-25 SIP; review of state agencies and GTEs 2024-25 Strategic Asset Plans (SAPs); and assessing major infrastructure proposals as part of upcoming budget processes. IWA will also proactively build on its Aboriginal engagement activities by developing an Aboriginal Participation Strategy, and commence implementing its Reflect RAP.

The 2023–24 Annual Work Program can be found on IWA's website.

Corporate Plan

Our purpose

To help shape a sustainable future for WA through better long-term infrastructure planning. We do this by providing objective, transparent and informed advice and leadership.

Our values

Excellence

We promote innovation and best practice, leveraging the expertise of our stakeholders and providing relevant and expert advice.



Trust

We are approachable, accountable and act with integrity.



People

We embrace diversity, value each other and work as a team.



Engagement

We listen and value relationships, developing mutual respect through collaboration.



Strategic objectives and performance



Improve strategic infrastructure planning and coordination

To support continuous improvement of strategic infrastructure planning through engagement and advice and align sectors to achieve statewide infrastructure priorities

State Infrastructure Programme

Under the provisions of the IWA Act, the Premier, in collaboration with the treasurer, is required to annually prepare and publish the SIP starting from 2023. This must be done within 3 months of the release of the WA State Budget. In 2022–23, IWA worked in collaboration with the departments of the Premier and Cabinet, and Treasury, to establish an initial process and framework for developing the 10-year SIP, and a draft structure. IWA also provided its independent advice to government on significant infrastructure investments, needs and challenges, and where relevant, options to address these over the 10-year period.

Strategic Asset Plans

Through its annual review of state agency and GTE SAPs and its ongoing assessment of findings, IWA aims to influence and help improve the quality, completeness and coordination of strategic asset planning across government.

IWA completed an annual assessment of the SAPs submitted as part of the 2023–24 WA State Budget process. IWA's formal reviews focus on agencies with significant asset bases, with informal reviews generally focused on agencies with a small asset base. Formal reviews have been undertaken of 28 state agency and GTE

SAPs, with informal reviews to a lesser degree on an additional 8. Through this annual review of SAPs over a period of years, IWA has noted an overall increase in the quality, which reflects continuous improvement efforts and maturation across government, and that state agencies and GTEs are learning and adjusting. IWA will continue to work with and support state agencies to build understanding and capabilities.

To support its functions, IWA intends to engage with state agencies and GTEs on these reviews and wider asset management activities throughout 2023–24 (in collaboration with the departments of Treasury and Finance). To guide IWA's annual SAP review, engagement and associated activities, IWA has developed an internal overarching framework and annual operational plan, which are being implemented next financial year.



Inform and influence longer-term infrastructure needs and priorities

To provide system-wide advice based on robust analysis, public infrastructure needs and priorities and shape improved infrastructure outcomes through proactive engagement

State Infrastructure Strategy

Following IWA's submission of the Strategy to the Premier in mid-2022 a formal response was received in February 2023, with 98% of the 93 recommendations supported either in part or in full by the WA Government. The Strategy and the supported recommendations provide a central vision and a long-term outlook to guide the planning and delivery of all state government infrastructure over the next 20 years and beyond.

The government, through its response to the Strategy, has identified lead agencies for the implementation of each of the supported recommendations, as well as target timeframes for completion. IWA will support state agencies and GTEs in the alignment of their strategies, plans, policies and major infrastructure initiatives with the supported recommendations.

There are several recommendations where IWA has been designated as a lead or co-lead agency for implementation. These recommendations have been embedded into the agency's work program.

Monitoring and reporting

The IWA Act requires IWA to publicly report annually on the government's progress in implementing the Strategy's recommendations (to the extent supported in the WA Government's Response). Throughout 2022–23, IWA began scoping and designing a suitable monitoring and reporting framework in consultation with the Department of the Premier and Cabinet, which has been tasked by government with collating annual progress reporting data from agencies. It is anticipated that the first Strategy implementation progress report will be released in 2023.

Advice to government

The government tasked IWA with investigating construction industry market capacity constraints that are contributing to cost escalation and delivery delays. Through targeted engagement with industry stakeholders and public sector agencies, IWA identified areas of reform to address these issues. A report was produced and submitted to the Premier for government's consideration in 2023.



Provide informed advice to support robust infrastructure proposals

To ensure that the WA Government is able to make informed decisions, investments are strategically aligned to statewide infrastructure priorities and proposals continuously improve

Major Infrastructure Proposal Assessment

In January 2022, IWA began its function of assessing and reporting on major infrastructure proposals with an estimated capital cost of \$100 million or more, as defined by the IWA Act. This role aims to provide independent, rigorous, robust and evidence-based advice to the WA Government for informed decision-making. The MIPA process has been designed to minimise duplication of effort by building on existing frameworks such as the Strategic Asset Management Framework and Infrastructure Australia's Assessment Framework, where applicable.

IWA released the MIPA Interim Guidelines in January 2022, providing guidance to state agencies and GTEs. A staged approach to implementation of the function was adopted, with Phase 1 focused on major projects. IWA sought feedback from stakeholders on the process and lessons learned which fed into proposed updates to the Guidelines, reflecting an evolution and maturing of the function and commencement of Phase 2. The revised Guidelines were sent to the Premier for final approval in June 2023.

Throughout 2022–23 IWA worked to integrate the MIPA function within the WA Government's budget processes, and engaged widely on the commencement of the function, including its purpose and benefits. IWA conducted 9 assessments in the last financial year.



Build stakeholder confidence through mutual awareness and understanding

To establish and nurture genuine relationships that support mutually understood responsibilities, expectations and benefits

General engagement

IWA undertook a more targeted and strategic engagement program with key stakeholders during 2022–23 to improve and build on its current functions and responsibilities. This included working with proposal applicants to gain feedback on the MIPA process; public and private sector on market capacity issues affecting the state; and individual state agencies in the delivery of recommendations where IWA is taking a lead or co-lead role. IWA will continue to apply this approach through 2023–24 with a focus on challenges and opportunities in individual sectors where IWA could play a role in supporting state agencies and GTEs.

2022–23 engagement snapshot:

- 45 presentations to key industry stakeholders
- 7 stakeholder visits in regional WA
- 14 presentations from state agencies and GTEs to the board
- 21 meetings with infrastructure bodies in other states, territories and the Commonwealth
- 8 meetings with regional development commissions and other region-based authorities
- 126 meetings with state agencies and GTEs.

Aboriginal participation and cultural awareness

IWA has made substantial progress in enhancing its Aboriginal participation activities. Its inaugural RAP working group commenced in March 2022 and developed the agency's Reflect RAP which will be implemented throughout 2023–24 and integrated into all aspects of IWA's operations.

This process showed IWA's commitment to promoting and facilitating reconciliation. The RAP recognises the opportunities IWA has to contribute to reconciliation both in the workplace and within the environment in which it operates. It clearly sets out the steps to be taken to prepare for reconciliation and is aligned with the agency's corporate values.

Through a RAP implementation plan actions will be tracked, measured and reported on by the working group. This will support the development of future RAPs by identifying meaningful and mutually beneficial activities that make a genuine contribution to reconciliation.

IWA has committed to ensuring appropriate and meaningful engagement with Aboriginal and Torres Strait Islander peoples across all of its functions. The team has initiated the consultation process to develop an agency-wide Aboriginal Participation Strategy.



Foster a safe and healthy organisation

Use our collective strengths to build a resilient, resourceful and respected workplace with a safe and healthy workforce and culture

In late 2022, IWA undertook a refresh of its Corporate Plan, which included a review of the strategic objectives to ensure they are current, relevant and reflective of IWA's strategic direction. During this review it was identified that a new strategic objective should be added to reflect the importance of IWA's organisational health and corporate activities. The scope of this new strategic objective is broad and encompasses the health and wellbeing of IWA's people, the sustainability of IWA's finances, ensuring transparent and accountable decision-making, and strong risk management activities.

In 2022–23, IWA's achievements in this area included:

- an average score of 84% from staff when surveyed on IWA's organisational culture
- the establishment of a corporate team building and community service program
- no significant audit findings
- a 14.7% variance of expenditure under budget
- increased governance and reporting on strategic risk mitigation timeframes and outcomes.

Organisational structure

IWA's organisational structure consists of 3 directorates that report to the executive, to the board and its committees, and ultimately to the Premier.

Governance and Support Directorate

Responsible for a broad range of activities, including supporting and managing:

- the executive, board and its committees
- the agency's audit, finance, procurement, human resources, risk management, governance and compliance functions and various service-level agreements
- ministerial liaison and coordination
- IWA's assets
- strategic and corporate communications and engagement
- Aboriginal participation.

Planning and Strategy Directorate

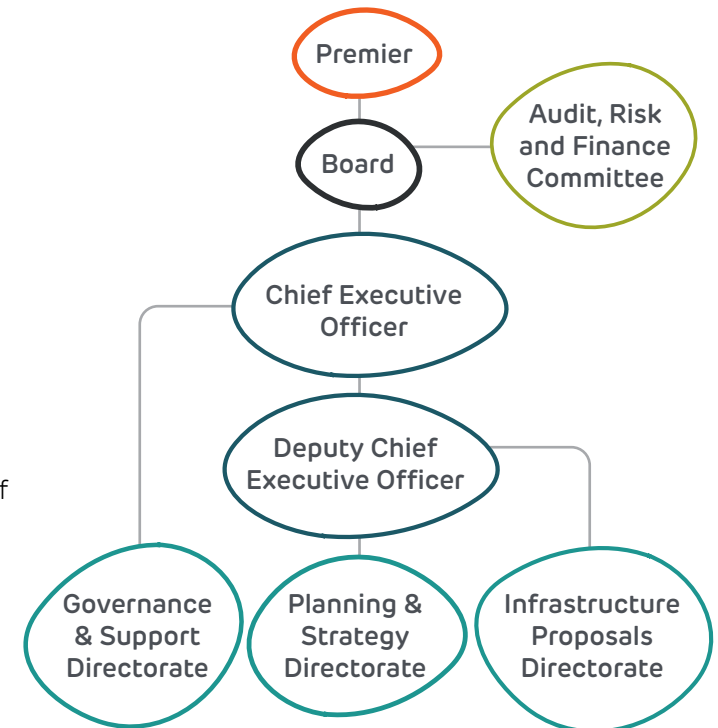
Responsible for supporting better long-term infrastructure planning in WA including:

- preparing and implementing the Strategy
- monitoring progress towards implementation of supported recommendations
- delivering Strategy recommendations allocated to IWA
- assisting government with developing an annual 10-year SIP
- providing advice to state agencies and GTEs.

Infrastructure Proposals Directorate

Responsible for:

- reviewing and preparing advice to government on significant major infrastructure proposals and business cases
- leading WA's interface at the federal level with Infrastructure Australia
- providing advice to state agencies and GTEs, including supporting development of infrastructure proposals.



Board and corporate executive

The board is the governing body responsible for IWA's strategic direction and operations.

It comprises an independent Chairperson, Deputy Chairperson and 8 board members. With a mix of leading business professionals with expertise in infrastructure and some of the state's most senior public servants, the board brings together the experience required to guide IWA's work and ensure provision of sound advice to government. The IWA Act requires that the number of board members who are government employees must not exceed the number of board members who are not.

Board



Nicole Lockwood
Chairperson

Nicole was appointed Chairperson in October 2021. She is passionate about the creation of engaged and thriving cities. With a background in law and regional economic development, she works with government and the private sector to develop long-term infrastructure plans to secure the future prosperity and liveability of our cities and regions.

Nicole has been appointed as the Strategic Advisor to the Future of Fremantle Planning Committee, which is charged with reimagining the port precinct beyond its industrial life. In July 2022, she was appointed by the Australian Government to lead an independent review of Infrastructure Australia. She also holds board roles with NBN Co, Green Building Council of Australia and the Child and Adolescent Health Service, is a member of the Net Zero Economy Agency Advisory Board and chairs Airbridge and the Malka Foundation.



Terry Agnew
Deputy Chairperson
Audit, Risk and Finance Committee member

Terry was appointed Deputy Chairperson of IWA in October 2021. He is an experienced director and chief executive officer who has extensive experience across a range of industries, including mobility, transport, insurance, finance, oil and gas, consulting engineering and management consulting. He was Group Chief Executive Officer for RAC for 20 years until March 2019.

Terry is currently the Chair of the Business Council of Co-operatives and Mutuals, EDGE Employment Solutions (a not-for-profit disability employment service) and was formerly the Chair of the Curtin University Business School. He is a director of RAA Insurance, MDA National Insurance and, Hospitals Contribution Fund of Australia and is a councillor of Curtin University Council.

Terry's previous experience includes being a director of the Australian Institute of Management and its National President from 2008 to 2010. He was a director of the Insurance Commission of WA and, the West Coast Eagles, State President of the Committee for Economic Development of Australia and a founding member of CEOs for Gender Equity.



Kerryl Bradshaw
Board member
Audit, Risk and Finance Committee Chairperson

Kerryl is the Chairperson of IWA's Audit, Risk and Finance Committee. She is an accomplished senior executive and business leader of more than 20 years and has led businesses through significant change, across a number of industries, including banking, mining, engineering and technology.

Kerryl is Chief Financial Officer at BCI Minerals. Prior to her role at BCI Minerals, she was at Microsoft, Worley and Rio Tinto, where she held a variety of leadership positions in strategy, commercial, operations, capital projects, innovation, mergers and acquisitions, and business development.

Kerryl is currently a member of the Minerals Research Institute of WA College, the CSIRO Energy Advisory Group and the Institute of Chartered Accountants and is a working group member of the Australian Climate Leaders Coalition. She is a graduate of the Institute of Chartered Accountants and holds a Bachelor of Commerce from Murdoch University.



Rebecca Tomkinson
Board member
Audit, Risk and Finance Committee member

Rebecca joined the Chamber of Minerals and Energy of Western Australia (CME) – the state's peak advocacy body for the mining and resources sector – in August 2022 as Chief Executive Officer. Her vision includes continuing to develop the capacity of the CME team and growing public awareness of the vital contribution that WA's mining and resources sector makes to communities and economies around the state and across Australia. She is particularly interested in championing the critical minerals mined in WA that are essential to achieving net zero emissions.

Rebecca brings strong strategic and executive experience from the private and not-for-profit sectors. She is deeply committed to the development of regional WA (where she was born and raised) and is actively involved in building community and business capability.

She is a board member of Infrastructure WA, Crown and Perth USAsia Centre and holds qualifications in community development, public policy and social impact.



Dr Richard Walley OAM
Board member

Dr Richard Walley OAM is a Nyoongar man of the South West region. Richard has been awarded an Order of Australia Medal and 2 honorary doctorates for his contribution to the promotion of Nyoongar culture and the arts.

In 2010, Richard received the Citizen of the Year Award in the 'Indigenous Leadership' category of the Celebrate WA Awards. In 2021, Richard was awarded the WA Senior Australian of the Year Award.

A fluent speaker of the Nyoongar language, Richard continues to push boundaries, while always focusing on the bigger 'community' picture of Culture, Education, Arts and Environment.



Hon Jay Weatherill AO
Board member

The Honourable Jay Weatherill AO is the Director of Thrive by Five, which is responsible for delivering the Minderoo Foundation's early childhood agenda.

Jay was Premier of South Australia for over 6 years and a minister for 16 years in portfolios including Early Childhood, Treasury, State Development, Education, Aboriginal Affairs and the Environment. He also holds Law and Economics degrees from the University of Adelaide.

He is an Industry Professor at the University of South Australia and an Ambassador for Reggio Children. In 2021, he was made an Officer of the Order of Australia for his work in early childhood development.

He is a graduate of the Company Directors Course and sits on a number of WA Government boards.



Peter Woronzow
Board member

Peter is Director-General of the WA Government's Transport Portfolio. He is responsible for setting the strategic direction of transport for the state, shaping the development of all major integrated transport plans and leading the implementation of some of WA's most transformational capital projects. Peter was appointed Managing Director of Main Roads in 2018 but had been working in that role since 2016.

He is a member of CPA Australia, a commission member of the Western Australian Planning Commission, chair of the Australian Road Research Board and a director of Austroads Ltd.



Michael Barnes
Ex-officio board member

As WA's Under Treasurer, Michael is the principal economic and financial adviser to the WA Government, with statutory responsibility for the management and reporting of the state's finances, including formulation of the annual state budget.

He has a Bachelor of Business with Honours in Economics. Born and raised in Perth, he moved to Canberra after graduating from university to take up a position in the Commonwealth Treasury, where he worked for nearly 6 years, mainly in the area of taxation policy.

Michael has worked at the State Treasury since returning to Perth over 20 years ago. He was appointed to the role of Under Treasurer in 2015 and is chair of the Western Australian Treasury Corporation, the state's central borrowing authority.

He was awarded the Public Service Medal for his outstanding public service to state government finances in WA, and the Institute of Public Administration's Leader of the Year in State or Federal Government Award for 2022.



Anthony Kannis
Ex-officio board member

Anthony joined the Department of Planning, Lands and Heritage as Director-General in February 2022 after more than 40 years working in the Western Australian public sector.

As Managing Director of METRONET, he was most recently responsible for delivering one of the state's most significant public transport infrastructure programs, working collaboratively across government and with industry.

He has worked across several state agencies, mainly focused on strategic advice to the WA Government on infrastructure prioritisation and investment. Anthony served on the board of Infrastructure Australia from 2008 to 2014.



Emily Roper
Ex-officio board member

Emily is the Director-General of the Department of the Premier and Cabinet (DPC) and is responsible for leading the public sector in providing whole-of-government advice and support to the Premier and cabinet in their service of the WA community.

Holding various leadership positions in both state and federal governments, Emily has experience spanning over a 21-year period in a range of areas, including national security, intelligence and reform. Prior to this role, Emily was Deputy Director-General of Inter-Governmental Relations and COVID-19 at the DPC, responsible for leading engagement with Australian and other state and territory governments and supporting WA's COVID-19 pandemic response. Emily has also been the Deputy Director-General, Policy and Reform, overseeing Aboriginal, social, economic and environment policy, as well as the WA Government's public sector reform program.

In 2023, Emily was awarded a Public Service Medal for outstanding public service through leadership and management in response to the COVID-19 pandemic.



Corporate executive



Phil Helberg
Chief Executive Officer

As IWA's CEO, Phil has overseen the delivery of WA's inaugural State Infrastructure Strategy and the implementation of its function to assess major infrastructure proposals and provides expert advice to the Premier on infrastructure matters affecting the state.

He was formerly Deputy Director-General at the Department of Finance, and led Building Management and Works, and the Strategic Projects arm of the agency, driving significant sector-wide reforms in infrastructure planning and development.

Phil has 30 years of local and international experience in the planning, delivery and management of infrastructure in both the public and private sectors. He is a fellow of Engineers Australia, a non-executive director of the Infrastructure Sustainability Council and holds a Bachelor of Engineering.



Owen Thomas
Deputy Chief Executive Officer

As Deputy CEO, Owen is responsible for helping to lead and support the IWA team and organisation in delivering its functions and key objectives.

He holds qualifications in land use and transport planning, supported by over 20 years of experience in a range of activities, including strategic planning and development of business cases and project definition plans for major infrastructure projects, particularly within the transport sector.

Prior to joining IWA, Owen spent 7 years as Executive Director, Infrastructure Planning and Land Services at the Public Transport Authority, leading the team responsible for development and ownership of its strategic Rail Growth Plan, business cases and project definition plans to inform significant state and federal investment decisions for major new rail projects, and management of the Authority's land and property portfolio and environmental obligations.

Former board members



Andrea Sutton

Andrea was a member of the board from 24 July 2019 to 31 December 2022. During her term, she also served as a member of the Audit, Risk and Finance Committee.



Wayne Zekulich

Wayne was a member of the board from 24 July 2019 to 31 December 2022. During his term, he served as the inaugural Audit, Risk and Finance Committee Chairperson.



Auditor General

INDEPENDENT AUDITOR'S REPORT

2023

Infrastructure Western Australia

To the Parliament of Western Australia

Report on the audit of the financial statements

Opinion

I have audited the financial statements of Infrastructure Western Australia which comprise:

- the Statement of Financial Position at 30 June 2023, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of Infrastructure Western Australia for the year ended 30 June 2023 and the financial position at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Page 1 of 6

7th Floor Albert Facey House 469 Wellington Street Perth MAIL TO: Perth BC PO Box 8489 Perth WA 6849 TEL: 08 6557 7500

Responsibilities of the Board for the financial statements

The Board is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of Infrastructure Western Australia.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement

, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by Infrastructure Western Australia. The controls exercised by the Board are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by Infrastructure Western Australia are sufficiently adequate to provide reasonable assurance that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities have been in accordance with the State's financial reporting framework during the year ended 30 June 2023.

The Board's responsibilities

The Board is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagement ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of Infrastructure Western Australia for the year ended 30 June 2023. The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators of Infrastructure Western Australia are relevant and appropriate to assist users to assess Infrastructure Western Australia's performance and fairly represent indicated performance for the year ended 30 June 2023.

The Board's responsibilities for the key performance indicators

The Board is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer's Instructions and for such internal controls as the Board determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Board is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer's Instructions 904 *Key Performance Indicators*.

Auditor General's responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity's performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer's Instruction 904 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

The Board is responsible for the other information. The other information is the information in the entity's annual report for the year ended 30 June 2023, but not the financial statements, key performance indicators and my auditor's report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

The auditor's report relates to the financial statements and key performance indicators of Infrastructure Western Australia for the year ended 30 June 2023 included in the annual report on Infrastructure Western Australia's website. Infrastructure Western Australia's management is responsible for the integrity of Infrastructure Western Australia's website. This audit does not provide assurance on the integrity of Infrastructure Western Australia's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.

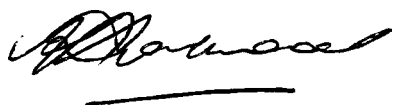


Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
28 August 2023

Key performance indicators

Certification of Key Performance Indicators

We hereby certify that the Key Performance Indicators are based on proper records, are relevant and appropriate for assisting users to assess Infrastructure WA's (IWA) performance, and fairly represent the performance of IWA for the financial year ended 30 June 2023.



Nicole Lockwood
Board Chairperson
22 August 2023



Kerryl Bradshaw
Audit, Risk and Finance Committee Chairperson
22 August 2023



Phil Helberg
Chief Executive Officer
22 August 2023



André Brender-A-Brandis
Chief Financial Officer
22 August 2023

Audited key performance indicators information

Government goals

The WA Government's broad, high-level goals guide the development of policies, programs and services by agencies. Not all government goals are equally applicable to all agencies.

Through providing advice to support better decision-making by government on infrastructure planning, delivery and operations/management, IWA directly contributes to planning better places for the WA community, specifically contributing towards the following WA Government goals:

- **WA Jobs Plan:** Diversifying the economy, creating local jobs for the future
- **Investing in WA's Future:** Tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.

IWA's 2022–23 performance is measured by 3 key effectiveness indicators (KEI) and 2 efficiency indicators (EI) in accordance with IWA's outcomes-based management framework.

Significant changes

To align with the commencement of its new functions in January 2022 and to ensure that IWA's maturing functions are appropriately captured, IWA completed a review of its outcomes-based management framework. The result was a revised framework for 2022–23.

The review was completed in consultation with the Department of Treasury and the Office of the Auditor General, and approved by the Under Treasurer in February 2022 and included:

- removal of KEI1.2 to reflect the ceasing of the relevant function
- minor text updates to KEI1.1 and EI1.1 to more accurately describe IWA's activities.

Shared services or outcomes

IWA shares no services or desired outcomes with other agencies.

Explanations for significant variances

A variance has been identified for KEI1.1 and an explanation has been provided.





Key effectiveness indicators

IWA's stated outcomes articulate the operations of the IWA Act, specifically the development of the 20-year Strategy and the assessment of major infrastructure proposals.

The Strategy identifies WA's long-term infrastructure needs and priorities over the next 20 years, and provides recommendations to the Premier and government. To deliver Outcome 1, IWA must deliver the Strategy every 5 years, or less as agreed with the government.

Assessment of major infrastructure proposals aims to improve the quality and value of proposals and linkages between infrastructure planning and investment. To deliver Outcome 2, IWA must undertake assessments of major infrastructure proposals and provide its advice prior to an investment decision being made by the government.

Three key effectiveness indicators are used to measure the achievement or otherwise of the outcomes in 2022–23.

Agency level desired outcome 1: An informed government on infrastructure matters, needs and priorities

Key effectiveness indicator	2021–22 Actual	2022–23 Target	2022–23 Actual	Explanatory notes	
				Comments on performance	Definition
KEI1.1 Undertaking of State Infrastructure Strategy (Strategy) functions	100% The Strategy was submitted to government on 31 January 2022.	100% Completion of annual implementation progress report by 30 June 2023.	0%	<p>Following the submission of the Strategy on 31 January 2022, the Premier exercised his right under s15 of the IWA Act to return the Strategy to IWA with a request for further information. The Strategy was resubmitted on 6 July 2022 and the government's response was published on 3 February 2023.</p> <p>This impacted the development of the first annual implementation progress report.</p>	<p>Every 5 years (or less as agreed with the WA Government), in consultation with the public, IWA delivers a Strategy that identifies WA's significant infrastructure needs and priorities over the next 20 years and provides recommendations to the Premier and government.</p> <p>In support of the Strategy implementation, IWA publishes an annual implementation progress report that provides monitoring and reporting on progress of the government's response to the Strategy's recommendations that it supports in full or in part.</p> <p>The development and monitoring of the Strategy forms the basis for KEI1.1.</p>
KEI1.2 Undertaking of stakeholder events	55	NA	NA	The measurement of stakeholder events in relation to the Strategy was no longer relevant once the consultation on the Strategy development was completed in 2021–22.	

Agency level desired outcome 2: Effective and efficient government infrastructure planning and coordination.

Key effectiveness indicator	2021–22 Actual	2022–23 Target	2022–23 Actual	Explanatory notes	
				Comments on Performance	Definition
KEI2.1 Undertaking of Major Infrastructure Proposal Assessment functions – publication of guidelines	100% The Major Infrastructure Proposal Assessment interim guidelines were published on 23 December 2021.	100% Publication of updated Major Infrastructure Proposal Assessment guidelines by 30 June 2023.	99%	Guidelines update completed and provided for approval before 30 June 2023. Approval to publish yet to be received. Once approved, the act of publication represents the final 1%.	As outlined in the IWA Act, IWA is to undertake assessments on major infrastructure proposals. The assessments are to be undertaken in accordance with guidelines that are prepared by IWA and made available to the public. The requirement to make the guidelines public form KEI 2.1.
KEI2.2 Undertaking of Major Infrastructure Proposal Assessment functions – assessment of proposals	100% Between 1 April 2021 and 31 March 2022 IWA received one proposal, which was assessed before 30 June 2022.	100% Assessment of 100% of proposals received between 1 April 2022 and 31 March 2023, by 30 June 2023.	100%	Between 1 April 2022 and 31 March 2023, IWA received 8 proposals for assessment. All were assessed before 30 June 2023.	Assessments that are received between 1 April of the previous financial year and 31 March of the current financial year are applicable for assessment under KEI 2.2. Assessments received after 31 March are counted as an assessment for the following financial year. This is to allow time for assessments to be completed, including consideration by the Board, by the end of the relevant financial year.

Key Efficiency Indicator

A Service is the supply of an activity or good to a user external to the agency providing the Service. Services can comprise programs and outputs. The Services being delivered by IWA to achieve the state desired Outcomes is the delivery of functions to deliver: the Strategy and its related products; and Major Infrastructure Proposal Assessments and related products.

Agency Service 1: Development of State Infrastructure Strategy

Key effectiveness indicator	2021–22 Actual	2022–23 Target	2022–23 Actual	Explanatory notes
Definition				
EI1.1 Average cost per FTE to undertake State Infrastructure Strategy functions	\$307,000	\$290,000	\$287,000	<p>EI1.1 calculates the cost to deliver the service compared to the average effort required to deliver the service.</p> <p>FTE calculations include proportionate allocation of corporate and executive staff and reflect actual average FTE effort, not headcount at 30 June.</p> <p>The actual cost to undertake the Strategy functions during 2022–23 was \$2,737,000. IWA's actual average FTE count relevant to delivering these functions was 9.54.</p> <p>$\\$2,737,000 / 9.54 = \\$287,000$.</p>

Agency Service 2: Assessment of major infrastructure proposals

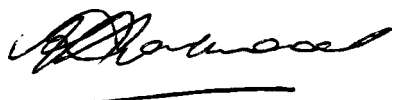
Key effectiveness indicator	2020–21 Actual	2021–22 Target	2022–23 Actual	Explanatory notes
Definition				
EI2.1 Average cost per FTE to undertake Major Infrastructure Proposal Assessment functions	\$308,000	\$290,000	\$287,000	<p>EI2.1 calculates the cost to deliver the service compared to the average effort required to deliver the service.</p> <p>FTE calculations include proportionate allocation of corporate and executive staff and reflect actual average FTE effort, not headcount at 30 June.</p> <p>The actual cost to undertake the Major Infrastructure Proposal Assessment functions during 2022–23 was \$2,419,000. IWA's actual average FTE count relevant to delivering these functions was 8.43.</p> <p>$\\$2,419,000 / 8.43 = \\$287,000$.</p>

Certification of financial statements

For the reporting period ended 30 June 2023

The accompanying financial statements of Infrastructure WA have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2023 and the financial position as at 30 June 2023.

At the date of signing we are not aware of any circumstances, which would render the particulars included in the financial statements misleading or inaccurate.



Nicole Lockwood
Board Chairperson
28 August 2023



Kerryl Bradshaw
Audit, Risk and Finance Committee Chairperson
28 August 2023



Phil Helberg
Chief Executive Officer
28 August 2023



André Brender-A-Brandis
Chief Financial Officer
28 August 2023

Statement of Comprehensive Income

For the year ended 30 June 2023

COST OF SERVICES

Expenses

Employee benefits expense

Supplies and services

Accommodation expenses

Depreciation expenses

Other expenses

Total cost of services

NET COST OF SERVICES

INCOME FROM STATE GOVERNMENT

Service appropriation

Resources received

Total income from State Government

SURPLUS FOR THE PERIOD

TOTAL COMPREHENSIVE INCOME FOR THE PERIOD

Notes	2023 \$'000	2022 \$'000
2.1(a)	3,190	2,518
2.2	1,329	1,769
2.2	356	320
4.1.1	13	4
2.2	267	155
	5,155	4,766
	5,155	4,766
3.1	5,246	5,195
3.1	19	51
	5,265	5,246
	110	480
	110	480

The Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

As at 30 June 2023

	Notes	2023 \$'000	2022 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	5.1	2,557	2,267
Receivables	6.1	118	213
Prepayments	6.2	44	41
Total current assets		2,719	2,521
Non-current assets			
Restricted cash and cash equivalents	5.1	79	67
Property, plant and equipment	4.1	42	34
Total non-current assets		121	101
Total assets		2,840	2,622
LIABILITIES			
Current liabilities			
Payables	6.3	435	403
Employee related provisions	2.1(b)	781	767
Other current liabilities	6.4	19	12
Total current liabilities		1,235	1,182
Non-current liabilities			
Employee related provisions	2.1(b)	200	127
Other non-current liabilities	6.4	94	112
Total non-current liabilities		294	239
Total liabilities		1,529	1,421
NET ASSETS		1,311	1,201
EQUITY			
Contributed equity		-	-
Accumulated surplus		1,311	1,201
TOTAL EQUITY		1,311	1,201

The Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2023

Balance at 1 July 2021

Surplus

Total

BALANCE AT 30 JUNE 2022

Balance at 1 July 2022

Surplus/(deficit)

Total

BALANCE AT 30 JUNE 2023

Contributed equity \$'000	Accumulated surplus/ (deficit) \$'000	Total equity \$'000
-	721	721
-	480	480
-	1,201	1,201
-	1,201	1,201
-	1,201	1,201
-	110	110
-	1,311	1,311
-	1,311	1,311

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2023

CASH FLOWS FROM STATE GOVERNMENT

Service appropriation

Net cash provided by State Government

CASH FLOWS FROM OPERATING ACTIVITIES

Payments

Employee benefits

Supplies and services

Accommodation

GST payments on purchases

Other payments

Receipts

GST receipts from taxation authority

Net cash used by/(used in) operating activities

CASH FLOWS FROM INVESTING ACTIVITIES

Payments

Purchase of non-current physical assets

Net cash used by/(used in) investing activities

Net increase/(decrease) in cash and cash equivalents

Cash and cash equivalents at the beginning of the period

CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD

2023 \$'000	2022 \$'000
5,246	5,195
5,246	5,195
(2,922)	(2,404)
(1,367)	(1,605)
(352)	(170)
(136)	(129)
(264)	(128)
118	219
(4,923)	(4,217)
(21)	(38)
(21)	(38)
302	940
2,334	1,394
2,636	2,334

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

Notes to the financial statements

1. Basis of preparation

Established as a Body Corporate, Infrastructure WA is a WA Government entity and is controlled by the State of Western Australia, which is the ultimate parent. The Body Corporate is a not-for-profit entity (as profit is not its principal objective).

A description of the nature of its operations and its principal activities have been included in the Chief Executive Officer's message, which does not form part of these financial statements.

These annual financial statements were authorised for issue by the Accountable Authority of the Body Corporate on 28 August 2023.

Statement of compliance

These general purpose financial statements are prepared in accordance with the:

- *Financial Management Act 2006* (FMA)
- Treasurer's Instructions (TIs)
- Australian Accounting Standards (AASs) – Simplified Disclosures.

Where appropriate, those AAS paragraphs applicable for not-for-profit entities have been applied.

The FMA and TIs take precedence over the AASs. Several AASs are modified by the TIs to vary application, disclosure format and wording. Where modification is required and has had a material or significant financial effect upon the reported results, details of that modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. Certain balances will apply a different measurement basis (such as the fair value basis). Where this is the case the different measurement basis is disclosed in the associated note. All values are rounded to the nearest thousand dollars (\$'000).

Accounting for Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

- amount of GST incurred by the Agency as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense
- receivables and payables are stated with the amount of GST included.

Cash flows are included in the statement of cash flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed equity

Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior, to transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 955 *Contributions by Owners made to Wholly Owned Public Sector Entities* and have been credited directly to Contributed Equity.

Comparative information

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 provides relief from presenting comparatives for:

- Property, plant and equipment reconciliations.

Judgements and estimates

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

2. Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Body Corporate's funding is applied and the accounting policies relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Body Corporate in achieving its objectives and the relevant notes are:

	Notes	2023 \$'000	2022 \$'000
Employee benefits expenses	2.1(a)	3,190	2,518
Employee related provisions	2.1(b)	981	894
Other expenditure	2.2	1,952	2,244

2.1(a) Employee benefits expenses

	2023 \$'000	2022 \$'000
Employee benefits	2,855	2,248
Superannuation – defined contribution plans	335	270
Total employee benefits expenses	3,190	2,518
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	16	20
Less: Employee contributions	-	(4)
Net employee benefits	3,206	2,534

Employee benefits

Include wages, salaries and social contributions, accrued and paid leave entitlements and paid sick leave, and non-monetary benefits recognised under accounting standards other than AASB 16 (such as medical care, housing, cars and free or subsidised goods or services) for employees.

Termination benefits

Payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Body Corporate is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to present value.

Superannuation

The amount recognised in profit or loss of the statement of comprehensive income comprises employer contributions paid to the Gold State Super (concurrent contributions), the West State Super, the Government Employees Superannuation Board schemes or other superannuation funds.

AASB 16 Non-monetary benefits

Non-monetary employee benefits, predominantly relating to the provision of vehicle and housing benefits that are recognised under AASB 16 and are excluded from the employee benefits expense.

Employee contributions

Contributions made to the Body Corporate by employees towards employee benefits that have been provided by the Body Corporate. This includes both AASB-16 and non-AASB 16 employee contributions.

2.1(b) Employee related provisions

Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

	2023 \$'000	2022 \$'000
Current		
Employee benefits provisions:		
Annual leave	413	374
Long service leave	363	391
	776	765
Other provisions:		
Employment on-costs	5	2
Total current employee related provisions	781	767
Non-current		
Employee benefits provisions:		
Long service leave	199	127
Other provisions:		
Employment on-costs	1	-
Total non-current employee related provisions	200	127
TOTAL EMPLOYEE RELATED PROVISIONS	981	894

Annual leave liabilities

Classified as current as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

The provision for annual leave is calculated as the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

Long service leave liabilities

Unconditional long service leave provisions are classified as current liabilities as the Body Corporate does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Body Corporate has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as the Body Corporate does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement, and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Employment on costs

These involve settlements of annual and long service leave liabilities which gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance premiums, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses, Note 2.2 (apart from the unwinding of the discount (finance cost))' and are not included as part of the Body Corporate's 'Employee benefits expenses'. The related liability is included in 'Employment on-costs provision'.

	2023 \$'000	2022 \$'000
Employment on-costs provision		
Carrying amount at start of period	2	2
(Reversals of)/additional provisions recognised	4	-
Carrying amount at end of period	6	2

Key sources of estimation uncertainty – long service leave

Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year.

Several estimates and assumptions are used in calculating the Body Corporate's long service leave provision. These include:

- expected future salary rates
- discount rates
- employee retention rates
- expected future payments.

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.

2.2 Other expenditure

Supplies and services

Professional services	954	1,374
Communications and contracts	123	104
System development and maintenance	76	52
Consumables	28	61
Travel	29	51
Minor equipment	9	23
Other supplies and services expenses	110	104

Total supplies and services expenses

2023 \$'000	2022 \$'000
1,329	1,769

Accommodation expenses

Office rentals	312	314
Repairs and maintenance	44	6

Total accommodation expenses

356	320
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Other expenses

Other staff costs	31	28
Computer software licences	134	13
Employee on-costs	19	19
Audit fees – internal/external	83	95

Total other expenses

267	155
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TOTAL OTHER EXPENDITURE

1,952	2,244
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Supplies and services

Supplies and services expenses are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Accommodation expenses

Office rental is expensed as incurred as Memorandum of Understanding Agreements between the Body Corporate and the Department of Finance for the leasing of office accommodation contain significant substitution rights. They include:

- short-term leases with a lease term of 12 months or less
- low-value leases with an underlying value of \$5,000 or less
- variable lease payments, recognised in the period in which the event or condition that triggers those payments occurs.

Repairs and maintenance costs are recognised as expenses as incurred.

Other expenses

Other operating expenses generally represent the day-to-day running costs incurred in normal operations. Other staff costs include training and staff development.

Employee on-cost

Employee on-cost includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at Note 2.1(b) 'Employee related provisions'. Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

Expected credit loss expense

Expected credit loss is recognised for movement in allowance for impairment of trade receivables. Please refer to Note 5.1. Movement in the allowance for impairment of trade receivables for more details.

3. Our funding source

How we obtain our funding

This section provides additional information about how the Body Corporate obtains its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding.

The primary income received by the Body Corporate and the relevant notes are:

	Notes	2023 \$'000	2022 \$'000
Income from State Government	3.1	5,265	5,246

3.1 Income from State Government

Appropriation received during the period:

Service appropriations	5,246	5,195
Total service appropriates received	5,246	5,195

Resources received from other public sector entities during the period:

Department of Finance – represents lease administration services and depreciation on fitouts	13	48
State Solicitor's Office – legal services free of charge	6	2
Department of Transport – provision of transport modelling services	-	1
Total resources received free of charge	19	51
TOTAL INCOME FROM STATE GOVERNMENT	5,265	5,246

Service appropriations are recognised as income at the fair value of consideration received in the period in which the Body Corporate gains control of the appropriated funds. The Body Corporate gains control of the appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at Treasury.

Resources received from other public sector entities is recognised as income equivalent to the fair value of the assets received, or the fair value of services that can be reliably determined and which would have been purchased if not donated.

Summary of Consolidated Account Appropriations for the year ended 30 June 2023

	2023 Budget \$'000	2023 Supplementary funding \$'000	2023 Revised budget \$'000	2023 Actual \$'000	2023 Variance \$'000
Delivery of services					
Item 50 Net amount appropriated to deliver services	4,877	120	4,997	4,877	(120)
Section 25 Transfer of service appropriation	-	-	-	-	-
Amount authorised by other statutes:					
- <i>Salaries and Allowances Act 1975</i>	369	-	369	369	-
Total appropriations provided to deliver services	5,246	120	5,366	5,246	(120)
GRAND TOTAL	5,246	120	5,366	5,246	(120)

Adjustments comprise movements in cash balances and other accrual items such as receivables, payables and superannuation.

Note 9.1 'Explanatory statement' provides details of significant variations between estimates and actual results for 30 June 2023.

4. Key assets

This section includes information regarding the key assets the Body Corporate utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

Notes

Property, plant and equipment

4.1

4.1 Property, plant and equipment

Year ended 30 June 2023	Computer hardware \$'000	Furniture, fixtures and fittings \$'000	Office equipment \$'000	Total \$'000
1 July 2022				
Gross carrying amount	21	-	17	38
Accumulated depreciation	(3)	-	(1)	(4)
Carrying amount at start of the period	18	-	16	34
Additions	-	9	12	21
Depreciation	(7)	(1)	(5)	(13)
Carrying amount at 30 June 2023	11	8	23	42
Gross carrying amount	21	9	29	59
Accumulated depreciation	(10)	(1)	(6)	(17)

Initial recognition

Items of property, plant and equipment and infrastructure, costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition.

Items of property, plant and equipment and infrastructure costing less than \$5,000 are immediately expensed direct to the statement of comprehensive income (other than where they form part of a group of similar items which are significant in total).

Assets transferred as part of a machinery of government change are transferred at their fair value.

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

Subsequent measurement

The Body Corporate does not hold land, buildings or infrastructure assets. As such, items of property, plant and equipment are carried at historical cost less accumulated depreciation and accumulated impairment losses.

Significant assumptions and judgements

The most significant assumptions and judgements in estimating fair value are made in assessing whether to apply the existing use basis to assets and in determining estimated economic life.

4.1.1 Depreciation and impairment

Charge for the period

Depreciation

Computer hardware

Office equipment

Furniture, fixtures and fittings

Total depreciation for the period

2023 \$'000	2022 \$'000
7	3
5	1
1	-
13	4

As at 30 June 2023, there were no indications of impairment to property, plant and equipment.

Useful lives

All property, plant and equipment having a limited useful life are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

Asset	Useful life
Computer hardware	3 years
Office equipment	5–10 years
Furniture, fixtures and fittings	5 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments should be made where appropriate.

Impairment

Non-financial assets, including items of plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

Where a previously revalued asset is written down to its recoverable amount, the loss is recognised as a revaluation decrement through other comprehensive income to the extent that the impairment loss does not exceed the amount in the revaluation surplus for the class of asset.

As the Body Corporate is a not-for-profit agency, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

The risk of impairment is generally limited to circumstances where an asset's depreciation is materially understated, where the replacement cost is falling or where there is a significant change in useful life. Each relevant class of assets is reviewed annually to verify the accumulated depreciation/amortisation reflects the level of consumption or expiration of the asset's future economic benefits and to evaluate any impairment risk from declining replacement costs.

5. Financing

This section sets out the material balances and disclosures associated with the financing and cash flow of the Body Corporate.

	Notes
Cash and cash equivalents	5.1
Capital commitments	5.2

5.1 Cash and cash equivalents

	2023 \$'000	2022 \$'000
Cash and cash equivalents	2,557	2,267
Restricted cash and cash equivalents	79	67
Balance at end of period	2,636	2,334

Restricted cash and cash equivalents

Non-current

Accrued salaries suspense account ^(a)	79	67
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(a) Funds held in the suspense account for the purpose of meeting the 27th pay in a reporting period that occurs every 11th year. This account is classified as non-current for 10 out of 11 years.

For the purpose of the statement of cash flows, cash and cash equivalent (and restricted cash and cash equivalent) assets comprise cash on hand that are readily convertible to a known amount of cash and which are subject to insignificant risk of changes in value.

The accrued salaries suspense account consists of amounts paid annually into a Treasurer's special purpose account to meet the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

5.2 Capital commitments

There were no capital commitments at 30 June 2023.

6. Other assets and liabilities

This section sets out those assets and liabilities that arose from the Body Corporate's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes	2023 \$'000	2022 \$'000
Receivables	6.1	118	213
Prepayments	6.2	44	41
Payables	6.3	435	403
Other liabilities	6.4	113	124

6.1 Receivables

	2023 \$'000	2022 \$'000
Current		
Trade receivables	10	7
Other receivables ^(a)	72	187
GST receivable	36	19
Total receivables	118	213

(a) Other receivables represent estimated amounts owing for employee leave entitlements from other agencies and amounts owing for salary overpayments from employees.

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

The Body Corporate recognises a loss allowance for expected credit losses (ECLs) on a receivable not held at fair value through profit or loss. The ECLs based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate. Individual receivables are written off when there are no reasonable expectations of recovering the contractual cash flows.

Trade receivables are considered not impaired and therefore no expected credit loss.

6.2 Prepayments

	2023 \$'000	2022 \$'000
Current		
Prepayments	44	41
Balance at end of period	44	41

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covers a term extending beyond that period.

6.3 Payables

	2023 \$'000	2022 \$'000
Current		
Trade payables	182	121
Accrued salaries	109	56
Accrued expenses	144	226
Balance at end of period	435	403

Payables are recognised at the amounts payable when the Body Corporate becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value as settlement is generally within 30 days.

Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight after the reporting period. The Body Corporate considers the carrying amount of accrued salaries to be equivalent to its fair value.

The accrued salaries suspense account (see Note 5.1 'Cash and cash equivalents') consists of amounts paid annually, from Body Corporate appropriations for salaries expense, into a Treasury suspense account to meet the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

6.4 Other liabilities

Current

Accommodation lease incentives

Total current

Non-current

Accommodation lease incentives

Total non-current

BALANCE AT END OF PERIOD

	2023 \$'000	2022 \$'000
Accommodation lease incentives	19	12
Total current	19	12
Accommodation lease incentives	94	112
Total non-current	94	112
BALANCE AT END OF PERIOD	113	124

Other financial liabilities are recognised initially at fair value, net of transaction costs incurred, and are subsequently measured at amortised cost.

7. Financial instruments and contingencies

This note sets out the key risk management policies and measurement techniques of the Body Corporate.

	Notes
Financial instruments	7.1
Contingent liabilities and contingent assets	7.2

7.1 Financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting date are:

	2023 \$'000	2022 \$'000
Financial assets		
Cash and cash equivalents	2,636	2,334
Financial assets at amortised cost ^(a)	82	194
Total financial assets	2,718	2,528
Financial liability		
Financial liabilities at amortised cost ^(b)	326	347
Total financial liability	326	347

(a) The amount of financial assets at amortised cost excludes GST recoverable from ATO (statutory receivable).

(b) The amount of financial liabilities at amortised cost excludes GST payable to the ATO (statutory payable).

Measurement

All financial assets and liabilities are carried without subsequent measurement.

7.2 Contingent liabilities and contingent assets

Contingent assets and contingent liabilities are not recognised in the statement of financial position but are disclosed and, if quantifiable, are measured at the best estimate.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

7.2.1 Contingent liabilities

There were no contingent liabilities at 30 June 2023.

7.2.2 Contingent assets

There were no contingent assets at 30 June 2023.

8. Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Events occurring after the end of the reporting period	8.1
Initial application of Australian Accounting Standards	8.2
Key management personnel	8.3
Related party transactions	8.4
Remuneration of auditor	8.5
Supplementary financial information	8.6

8.1 Events occurring after the end of the reporting period

There were no significant events affecting the operations of the Body Corporate after the reporting period.

8.2 Initial application of Australian Accounting Standards

There was no initial material impact from the application of an Australian Accounting Standard during the year.

8.3 Key management personnel

The Body Corporate has determined key management personnel to include the cabinet ministers, Board of Directors and senior officers of the Body Corporate.

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Body Corporate for the reporting period are presented within the following bands:

	2023	2022
Compensation band (\$)		
400,001 – 450,000	1	1
250,001 – 300,000	1	-
150,001 – 200,000	-	1
100,001 – 150,000	1	1
50,001 – 100,000	1	1
0 – 50,000	10	11
	2023	2022
	\$'000	\$'000
Total compensation of senior officers	1,089	969

The total compensation includes the superannuation expense incurred by the Body Corporate in respect of senior officers.

The total compensation of senior officers' balance for 2022 has been restated due to the recalculation of one senior officer's leave entitlements.

8.4 Related party transactions

The Body Corporate is a wholly owned and controlled entity of the Government of Western Australia. Related parties of the Body Corporate include:

- Board members and their close family members, and their controlled or jointly controlled entities
- all senior officers and their close family members, and their controlled or jointly controlled entities
- other agencies and public sector entities, including related bodies, that are included in the whole-of-government consolidated financial statements (i.e. wholly owned public sector entities)
- associates and joint ventures of a wholly owned public sector entity
- the Government Employees Superannuation Board (GESB).

Material transactions with related parties

Outside of normal citizen type transactions with the Body Corporate, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

8.5 Remuneration of auditor

Remuneration paid or payable to the Auditor General in respect of the audit for the current financial year is as follows:

	2023 \$'000	2022 \$'000
Auditing the accounts, financial statements, controls and key performance indicators	28	25

8.6 Supplementary financial information

(a) Write-offs

During the financial year, there was no write-off under the authority of section 48 of the *Financial Management Act 2006* (2022: Nil).

(b) Losses through theft, defaults and other causes

	2023 \$'000	2022 \$'000
Losses of public money and public and other property through theft or default	2	-

(c) Forgiveness of debts

There was no forgiveness (or waiver) of debts by the Body Corporate during the year (2022: Nil).

(d) Gifts of public property

The Body Corporate did not provide any gifts of public property during the year (2022: Nil).

9. Explanatory statements

This section explains variations in the financial performance of the Body Corporate.

	Notes
Explanatory statement for controlled operations	9.1

9.1 Explanatory statement for controlled operations

This explanatory section explains variations in the financial performance of the Body Corporate undertaking transactions under its own control, as represented by the primary financial statements.

All variances between annual estimates (original budget) and actual results for 2023, and between the actual results for 2023 and 2022, are shown below. Narratives are provided for key major variances which vary more than 10% from their comparative and that the variation is more than 1% of the dollar aggregate of:

- total cost of services of the prior year for the statement of comprehensive income and statement of cash flows (\$0.048 million)
- total assets of the prior year for the statement of financial position (\$0.026 million).

9.1.1 Statement of comprehensive income variances

	Note	Estimate 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000	Variance between 2023 actual and 2023 estimate \$'000	Variance between actual results for 2023 and 2022 \$'000
Expenses						
Employee benefits expense	1, A	2,842	3,190	2,518	348	672
Supplies and services	2, B	2,861	1,329	1,769	(1,532)	(440)
Accommodation expenses	C	240	356	320	116	36
Depreciation expense		-	13	4	13	9
Other expenses	3, D	156	267	155	111	112
Total cost of services		6,099	5,155	4,766	(944)	389
Income from State Government						
Service appropriation		5,246	5,246	5,195	-	51
Resources received free of charge		53	19	51	(34)	(32)
Total income from State Government		5,299	5,265	5,246	(34)	19
SURPLUS/(DEFICIT) FOR THE PERIOD		(800)	110	480	910	(370)
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD		(800)	110	480	910	(370)

Major actual (2023) and comparative (2022) variance narratives

- Employee benefits expense increased by \$0.672 million (26.7%) from the prior year due to salary escalation, cost of living payments and increased FTE.
- Supplies and services expenses decreased by \$0.440 million (24.9%) from the prior year due to lower external consultants expenditure.
- Other expenses increased by \$0.112 million (72.3%) from the prior year mainly due to higher computer software licences and internal audit fees.

Major estimate and actual (2023) variance narratives

- Employee benefits expense increased by \$0.348 million (12.2%) from budget due to salary escalation, cost of living payments and increased FTE.
- Supplies and services expenses decreased by \$1.532 million (53.5%) from budget due to lower external consultants expenditure.
- Accommodation expense increased by \$0.116 million (48.3%) from budget due to higher than predicted office lease costs.
- Other expenses increased by \$0.111 million (71.2%) from budget due to higher computer software licences and internal audit fees.

9.1.2 Statement of financial position variances

	Note	Estimate 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000	Variance between 2023 actual and 2023 estimate \$'000	Variance between actual results for 2023 and 2022 \$'000
ASSETS						
Current assets						
Cash and cash equivalents		947	2,557	2,267	1,610	290
Receivables		185	118	213	(67)	(95)
Prepayments	E	75	44	41	(31)	3
Total current assets		1,207	2,719	2,521	1,512	198
Non-current assets						
Restricted cash and cash equivalents		47	79	67	32	12
Property, plant and equipment	F	-	42	34	42	8
Total non-current assets		47	121	101	74	20
TOTAL ASSETS		1,254	2,840	2,622	1,586	218
LIABILITIES						
Current liabilities						
Payables		113	435	403	322	32
Employee related provisions	G	612	781	767	169	14
Other liabilities	H	126	19	12	(107)	7
Total current liabilities		851	1,235	1,182	384	53
Non-current liabilities						
Employee related provisions	4, I	82	200	127	118	73
Other liabilities	H	-	94	112	94	(18)
Total non-current liabilities		82	294	239	212	55
TOTAL LIABILITIES		933	1,529	1,421	596	108
NET ASSETS		321	1,311	1,201	990	110
EQUITY						
Contributed equity		-	-	-	-	-
Accumulated deficit		321	1,311	1,201	990	110
TOTAL EQUITY		321	1,311	1,201	990	110

Major actual (2023) and comparative (2022) variance narratives

4. Employee provision increased by (\$0.073 million) (57.5%) from the prior year due to salary escalation, cost of living payments and increased FTE.

Major estimate and actual (2023) variance narratives

- E. Prepayments decreased by \$0.031 million (41.3%) from budget due to lower year end prepayment for software licences and computer services.
- F. Property, plant and equipment increased by \$0.042 million (100%) from budget due to office asset acquisitions.
- G. Employee provisions increased by \$0.169 million (27.6%) from budget due to salary escalation, cost of living payments and increased FTE leave balances.
- H. Other liabilities decreased by \$0.013 million (\$0.107 million current liability decrease and \$0.094 million non-current increase) (10.3%) from budget due to lease incentives recognised upon relocating to the new office accommodation.
- I. Employee provisions increased by \$0.118 million (143.9%) from budget due to salary escalation, cost of living payments and increased FTE leave balances.

9.1.3 Statement of cash flows variances

	Note	Estimate 2023 \$'000	Actual 2023 \$'000	Actual 2022 \$'000	Variance between 2023 actual and 2023 estimate \$'000	Variance between actual results for 2023 and 2022 \$'000
CASH FLOWS FROM STATE GOVERNMENT						
Service appropriation		5,246	5,246	5,195	-	51
Net cash provided by State Government		5,246	5,246	5,195	-	51
CASH FLOWS FROM OPERATING ACTIVITIES						
Payments						
Employee benefits	5	(2,842)	(2,922)	(2,404)	(80)	(518)
Supplies and services	6, J	(2,808)	(1,367)	(1,605)	1,441	238
Accommodation	7, K	(240)	(352)	(170)	(112)	(182)
GST payments on purchases	L	(255)	(136)	(129)	119	(7)
Other payments	8, M	(156)	(264)	(128)	(108)	(136)
Receipts						
GST receipts from taxation authority	9, N	255	118	219	(137)	(101)
Net cash used in operating activities		(6,046)	(4,923)	(4,217)	1,123	(706)
CASH FLOWS FROM INVESTING ACTIVITIES						
Payments						
Purchase of non-current physical assets		-	(21)	(38)	(21)	17
Net cash used in investing activities		-	(21)	(38)	(21)	17
Net increase/(decrease) in cash and cash equivalents		800	302	940	(498)	(638)
Cash and cash equivalents at the beginning of the period		1,794	2,334	1,394	540	940
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD		2,594	2,636	2,334	42	302

Major actual (2023) and comparatives (2022) variance narratives

5. Employee benefits payments increased by \$0.518 million (21.5%) from prior year due to salary escalation, cost of living payments and increased FTE.
6. Supplies and services payments decreased by \$0.238 million (14.8%) from prior year due to lower external consultants expenditure.
7. Accommodation payments increased by \$0.182 million (107.1%) from prior year due to the office relocation with higher office lease costs.
8. Other payments are higher by \$0.136 million (106.3%) than prior year due to higher computer software licences and internal audit fees.
9. GST receipts from taxation authority decreased by \$0.101 million (46.1%) from prior year due to less expenditure on creditable acquisitions during 2022-23.

Major estimate and actual (2023) variance narratives

- J. Supplies and services payments decreased by \$1.441 million (51.3%) from budget due to lower external consultants payments.
- K. Accommodation payments increased by \$0.112 million (46.7%) from budget due to the office relocation with higher office lease costs.
- L. GST payments on purchase decreased by \$0.119 million (46.7%) from budget due to lower expenditure on supplies and services during the year.
- M. Other payments increased by \$0.108 million (69.2%) from budget due to higher computer software licences and internal audit fees.
- N. GST receipts decreased by \$0.137 million (53.7%) from budget due to less GST creditable purchases for supplies and services during the year.

Other financial disclosures

Pricing policies of services provided

During 2022–23 IWA did not provide services that incurred fees and/or charges.



Employment and industrial relations

At 30 June 2023, IWA had 20 employees* of whom 60% are female and 40% are male.

Staff profile	2022–23 (headcount)			2021–22 total
	Female	Male	Total	
Full-time permanent	8	6	14	14
Full-time contract	1	2	3	2
Part-time permanent	3	0	3	0
Part-time contract	0	0	0	0
Total	12	8	20	16

* This does not include staff seconded to other agencies, temporary staff nor staff nominated through a service-level agreement.

Staff development

IWA is committed to the development of its employees and board members to ensure the continuous development of a highly skilled, professional and credible workforce with the ability to deliver strategic infrastructure advice and outcomes for the state.

In 2022–23, IWA continued its 3-step staff development program, which assists staff and the organisation to track the progress of career and development goals.

Specific workshops were organised during the year for IWA staff and board, specifically an Aboriginal-led governance and decision-making workshop for board members in July 2022 and an accountable and ethical decision-making training session for staff in February 2023.

During 2022–23, the Building Leadership Impacts program was launched across the public sector. Planning is underway to implement the program within the agency in 2023–24.

Workers compensation

No workers compensation claims were recorded for IWA during 2022–23.

Ministerial directions

In accordance with section 60 of the IWA Act, the Premier may (subject to certain limitations) give written directions to IWA about the performance of its functions, and IWA must give effect to the directions.

IWA received no ministerial directions in 2022–23.

Governance disclosures

Internal audit

In accordance with Treasurer's Instruction 1201 Internal Audit and through the Common Use Arrangement Audit and Financial Advisory Services, IWA engaged the services of RSM Australia as internal auditor and to provide IWA's head of internal audit in 2020 for a term of 3 years.

Since 2020 RSM has undertaken an audit program tailored to the establishment functions of the agency that focuses on providing assurance that the agency is operating in an effective, economic and efficient manner, is compliant with relevant legislation, and effectively manages key emerging risks.

Internal audits commenced during 2022–23 include:

- IT general controls
- financial process effectiveness
- MIPA process assurance.

The occupational health and safety internal audit that commenced in the previous year was finalised in 2022–23. This audit brought IWA's relevant policies, plans and frameworks into line with the *Work Health and Safety Act 2020* and the *Work Health and Safety (General) Regulations 2022*.

The MIPA audit was used to help inform the 2023 review and update of the MIPA Guidelines.

External audit

IWA's external audit is undertaken by the Office of the Auditor General.

Under section 62 of the IWA Act, the provisions of the *Financial Management Act 2006* and the *Auditor General Act 2006* regulating the financial administration, audit and reporting of statutory authorities apply to and in relation to IWA and its operations.

Risk management

IWA's Risk Management Framework is consistent with AS ISO 31000:2018 (the Risk Management Standard) and is designed to meet the requirements of Treasurer's Instruction 825 Risk Management and Security, and IWA's legislative responsibilities under the IWA Act.

Contact with a lobbyist

IWA ensured compliance with the Public Sector Commission's Contact with Lobbyist Code by requiring the completion of a form when contact with a lobbyist is made. A register of contact is maintained by IWA.

Directors and officers insurance

In 2022–23 IWA paid \$13,550 (excluding GST and stamp duty) for insurance to indemnify its directors and officers for the period of 20 December 2022 to 20 December 2023 as defined in Part 3 of the *Statutory Corporations (Liabilities of Directors) Act 1996* against liability incurred under sections 13 or 14 of the *Statutory Corporations (Liability of Directors) Act 1996*.

IWA did not receive a claim against the directors' and officers' insurance policy in 2022–23.

Other legal requirements

Unauthorised use of credit cards

IWA staff have obligations under IWA's Purchasing Card Policy. There were no instances of unauthorised uses of credit cards in 2022–23.

Details of unauthorised use of credit cards	2022–23	2021–22
The number of instances the WA Government purchasing card has been used for personal purposes	Nil	2
Aggregate amount of personal use expenditure settled by due date	Nil	\$95.12
Aggregate amount of personal use expenditure settled after the due date	Nil	Nil
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	Nil	Nil
The number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	Nil	Nil

Advertising expenditure

In accordance with section 175ZE of the *Electoral Act 1907*, IWA did not incur expenditure with any advertising, market research, media advertising, polling and direct mail organisations in 2022–23.

Expenditure incurred	Amount (inc. GST)
Advertising	\$0
Nil	
Direct mail	\$0
Nil	
Media advertising	\$0
Nil	
Polling	\$0
Nil	

Disability access and inclusion plan outcomes

IWA's Disability Access and Inclusion Plan is available on the IWA website and has been developed and implemented in line with requirements under the *Western Australian Disability Services Act 1993*.

In efforts to further the principles and objectives of the *Western Australian Disability Services Act 1993*, IWA continues to ensure that as part of its business practice:

- all IWA events are appropriate and accessible, and alternative forms of engagement are considered
- all IWA publications including corporate documents are made available online, and can be made available in alternative formats if requested
- training and upskilling opportunities are offered to enhance staff awareness and knowledge of disability and inclusion in the workplace.

Compliance with public sector standards and ethical codes

IWA has established policies and procedures to ensure compliance with section 31(1) of the *Public Sector Management Act 1994*. No breaches were reported in 2022–23.

Code of conduct

IWA is committed to ensuring all board and committee members and staff act with integrity to ensure the WA Government and community have confidence in IWA's performance.

IWA's Code of Conduct (the Code) provides the guidelines to support ethical and accountable behaviour for IWA representatives. The Code outlines the expected minimum standards of behaviour relating to:

- personal behaviour
- communication and official information
- fraudulent or corrupt behaviours
- use of public resources, including the incurring of expenditure, travel and accommodation, providing hospitality, and the use of phones
- record keeping and the use of information
- conflicts of interest and gifts and benefits
- reporting suspected breaches of the Code.

All board, committee members and IWA employees are familiar with the Code and it is also available on IWA's website.

Ethics and integrity

During 2022–23 IWA ensured that staff were provided with information and opportunities to learn more about, or raise issues relating to matters of integrity, misconduct, decision-making and culture. Specifically, IWA:

- promoted its Public Interest Disclosure processes and officers

- promoted its Code of Conduct
- held in-person ethical and accountable decision-making training for staff.

IWA is implementing the ethics and integrity requirements outlined in Commissioner's Instruction 40: Ethical Foundations.

Conflict of interest

In accordance with section 45 of the IWA Act, all board, committee members and staff have an obligation to disclose a material personal interest in a matter being relevant to IWA as soon as possible after the relevant facts have come to their knowledge.

If the CEO has a material personal interest in a matter that relates to IWA's affairs, they must disclose the nature and extent of the interest to the board as soon as possible after the relevant facts have come to their knowledge.

Under IWA's Conflict of Interest (COI) Policy, IWA's board and committee members, the CEO and employees are required to disclose any actual, potential or perceived conflicts of interest (including professional conflicts) by completing a COI declaration that is reviewed by the Chairperson or CEO. Information included in the COI declaration is recorded in the COI declarations register that is managed and maintained by IWA. The responsibility to report any conflict remains with each individual.

In addition, board and committee members, the CEO and the Deputy CEO are required to complete a statement of interest declaration form to assist

with identifying and managing actual, perceived and potential conflicts of interest. The form must be completed on appointment to IWA, and is reviewed and updated annually, or as material interests change.

Information included in the statement of interest declaration form is held in the COI declarations register that is managed and maintained by IWA.

Record keeping plans

IWA has a record keeping plan that in accordance with section 19 of the *State Records Act 2000* has been approved by the State Records Commission. This plan will be reviewed and a report of outcomes submitted to the State Records Office by April 2025.

Freedom of information requests

In accordance with the *Freedom of Information Act 1992*, the public have a legal right to access records (which are not otherwise exempt) held by state agencies.

IWA's Freedom of Information (FOI) process is available on the IWA website.

IWA's FOI services are provided by DPC through a service-level agreement. A link to DPC's processes to lodge a FOI application is available to the public on IWA's website. IWA did not receive a FOI request in 2022–23.

Government policy requirements

Board and committee remunerations and activities

Board

In 2022–23, the board met 6 times. In addition, the board received 3 informal briefings to hear from major infrastructure proponents and undertook an Aboriginal-led governance and decision-making session.

Position	Member	Period of membership	Term of appointment	Type of remuneration	Base remuneration	Actual remuneration ¹	Meeting invitations	Meeting attendances ²
Chairperson	Nicole Lockwood	12 months	5 years	per annum	\$109,494	\$121,023.94	6	5
Deputy Chairperson	Terry Agnew	12 months	5 years	per annum	\$65,606	\$72,614.07	6	5
Ex officio member: Under Treasurer. (the chief executive officer of the department of the Public Service principally assisting in the administration of the FMA 2006) (refer IWA Act s26(3)(b))	Michael Barnes	12 months	NA	NA	\$0	\$0	6	3
Ex officio member: Director General, Department of Planning, Lands and Heritage. (the chief executive officer of the department of the Public Service principally assisting in the administration of the Planning and Development Act 2005) (refer IWA Act s26(3)(c))	Anthony Kannis	12 months	NA	NA	\$0	\$0	6	4
Ex officio member: Director General Department of the Premier and Cabinet. (the chief executive officer of the Department of the Premier and Cabinet) (refer IWA Act s26(3)(a))	Emily Roper	12 months	NA	NA	\$0	\$0	6	5
Member (government)	Peter Woronzow	12 months ³	5 years	NA	\$0	\$0	6	5
Member	Kerryl Bradshaw	12 months	5 years	per annum	\$41,926	\$46,340.88	6	5
Member	Rebecca Tomkinson	12 months	5 years	per annum	\$41,926	\$46,340.88	6	4
Member	Andrea Sutton	6 months ⁴	5 years	per annum	\$41,926	\$23,352.81	3	1
Member	Dr Richard Walley OAM	6 months	5 years	per annum	\$41,926	\$22,989.07	3	3
Member	Wayne Zekulich	6 months ⁴	5 years	per annum	\$41,926	\$23,351.81	3	2
Member	Hon Jay Weatherill AO	6 months	5 years	per annum	\$41,926	\$22,989.07	3	3

Notes:

- 1 Actual remuneration is inclusive of GST, superannuation and allowances.
- 2 Voting proxies that attend meetings on behalf of a board member are counted as an attendance. Non-voting observers that attend meetings in the place of a board member are not counted as an attendance.
- 3 Under section 31 of the IWA Act Peter Woronzow continued to be a member of the board past their term end date of 23 July 2022 until the earlier of 6 months, the vacancy being filled, the member resigning or the member being removed. In December 2022, Peter Woronzow was re-appointed to the board for a further term ending 31 December 2027.
- 4 Under section 31 of the IWA Act, Andrea Sutton and Wayne Zekulich continued to be members of the board past their term end date of 23 July 2022 until the earlier of 6 months, the vacancy being filled, the member resigning, or the member being removed. Their membership on the board ceased on 31 December 2022 with the terms of new board members, Dr Richard Walley OAM and Hon Jay Weatherill AO commencing 1 January 2023.

Infrastructure Australia submissions and MIPA approvals

Amended terms of reference were established in 2022–23 that outline the approvals process for proposals that are assessed under the MIPA function. These terms of reference aim for out-of-session approval of assessments by the full board pursuant to the IWA Act, however if a decision by quorum cannot be reached to meet decision timeframes, the board may delegate the relevant functions to the Chairperson, Deputy Chairperson, one other available non-government board member, the Director-General of DPC and the Under Treasurer. A delegation is only initiated once the material has been provided to the full board and a quorum has not been reached.

Conflict of interest, balance of members and voting matters are defined in accordance with the IWA Act.

The board has separately delegated its functions under section 8(1)(f) of the IWA Act to the IWA CEO under the direction of the Premier, to coordinate the provision of information and submissions to Infrastructure Australia.

Coordination of 2 Infrastructure Australia submissions and Step 3 assessment of 9 MIPA proposals were completed in 2022–23.

Audit, Risk and Finance Committee

IWA's Audit, Risk and Finance Committee (ARFC) was established in February 2020 under section 43 of the IWA Act, supported by the ARFC Charter.

The ARFC was established in February 2020 in accordance with Treasurer's Instruction 1201 Internal Audit. It has a minimum of 3 members and is chaired by a suitably qualified person who is external to IWA – either a person from another state agency, a person external to government or a non-government board member.

The ARFC Chairperson and members are non-government board members. All other board members are provided with the meeting papers and minutes and are invited to attend the meetings.

The ARFC assists the board in carrying out its corporate governance and oversight responsibilities in relation to IWA's internal and external audit functions, risk management systems, accounting policies, financial reporting and internal control systems.

ARFC members do not receive additional remuneration. Three ARFC meetings were held in 2022–23.

Position ¹	Member	Meeting invitations	Meeting Attendances
Chairperson	Wayne Zekulich	2	2
	Kerryl Bradshaw	1	1
Member	Kerryl Bradshaw	2	2
Member	Andrea Sutton	2	2
Member	Terry Agnew	1	1
Member	Rebecca Tomkinson	1	1

Note:

- 1 Under section 31 of the IWA Act, Andrea Sutton and Wayne Zekulich continued to be members of the board past their term end date of 23 July 2022 until the earlier of 6 months, the vacancy being filled, the member resigning or the member being removed. Their membership to the board and the Audit, Risk and Finance Committee ceased on 31 December 2022. Subsequently, the continuing member Kerryl Bradshaw commenced as the Committee's Chairperson and Rebecca Tomkinson and Terry Agnew were appointed to the vacant positions.

Workplace safety, health and injury management

IWA is committed to ensuring a healthy, safe and accident-free workplace for all its employees, contractors and visitors. This was reflected in the review of IWA's Corporate Plan in 2022 when a new strategic objective was added to ensure a safe and healthy organisation.

IWA's Risk Management Framework identifies workplace safety and health as a risk criterion against which organisational risks are assessed. Regular reporting is made to the CEO, ARFC and board.

During 2022–23, IWA maintained at least 2 staff with current first aid training qualifications, and fire warden training was undertaken on a regular basis. Two staff completed mental health first aid training.

Regular workplace safety and health updates are provided to staff in debrief meetings from ARFC and board, and by the CEO at team meetings when required.

In 2022–23 as part of the internal audit program, IWA reviewed its workplace safety and health policies, procedures, guidelines and plans ensuring compliance with the *Work Health and Safety Act 2020*, *Work Health and Safety (General) Regulation 2020*, and *Worker's Compensation and Injury Management Act 1981*.

Indicator	Target	Performance		
		2020–21	2021–22	2022–23
Number of fatalities	Zero (0)	Zero (0)	Zero (0)	Zero (0)
Lost time injury and disease incidence rate	Zero (0) or 10% improvement on the previous 3 years	Zero (0)	Zero (0)	Zero (0)
Lost time injury and disease severity rate	Zero (0) or 10% improvement on the previous 3 years	Zero (0)	Zero (0)	Zero (0)
Percentage of injured workers returned to work within i) 13 weeks ii) 26 weeks	Greater than or equal to 80% return to work within 26 weeks	i) NA i) NA	ii) NA iii) NA	iv) NA v) NA
Percentage of managers and supervisors trained in work health and safety injury management responsibilities*	Greater than or equal to 80%	30%	17%	17%

*One of IWA's 6 managers has been trained in injury management. IWA will continue to offer injury management training to all management and staff through its workplace safety and health development.

Multicultural Plan

Based on the WA Charter of Multiculturalism, in 2020 the WA Government introduced the WA Multicultural Policy Framework which requires state agencies to develop multicultural plans addressing:

- Policy Priority 1: Harmonious and inclusive communities
- Policy Priority 2: Culturally responsive policies, programs and services
- Policy Priority 3: Economic, social, cultural, civic and political participation.

IWA's Multicultural Plan was finalised and submitted to the Minister of Citizenship and Multicultural Interests in March 2022.

Throughout 2022–23 IWA:

- attended FORM's Tracks We Share Pilbara Aboriginal Art Exhibition
- recognised the 2023 Lunar New Year
- celebrated Harmony Day with a themed lunch focused on employees' cultures
- celebrated National Reconciliation Week by hosting yarns with Elders and participating in the Walk for Reconciliation.

IWA will continue to implement actions until March 2024 and will commence work on its next multicultural plan in 2023–24.



Photo acknowledgements

Page	Description	Source
Cover	Lake Austin, South of Cue	Tourism Western Australia
7	Two workers on a solar roof	Shutterstock
8	IWA team at Forrestfield Airport Link	Infrastructure WA
8	Attendees at Global Infrastructure Initiative Summit in Tokyo	Global Infrastructure Initiative Summit Communications Team
9	IWA Reconciliation Action Plan Working Group members with artwork	Infrastructure WA
10	Elizabeth Quay Perth, WA	Shutterstock
18	Aerial image of James Price Point in the Kimberley, WA	Shutterstock
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